



Notice of Facilities Committee Meeting

A Facilities Committee Meeting will be held in the Ballina Shire Council Chambers, 40 Cherry Street, Ballina on **Wednesday 20 November 2019 commencing at 4.00 pm.**

Business

1. Apologies
2. Declarations of Interest
3. Deputations
4. Committee Reports

A handwritten signature in black ink, appearing to read 'Paul Hickey', with a long horizontal line underneath.

Paul Hickey
General Manager

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1. Apologies
 2. Declarations of Interest
 3. Deputations
-

Cr Ben Smith (Chair)

- 1. Apologies**

- 2. Declarations of Interest**

- 3. Deputations**

4.1 Pimlico Hall - Proposed Use

4. Committee Reports

4.1 Pimlico Hall - Proposed Use

Delivery Program Community Facilities

Objective To determine a preferred management arrangement and use for the Pimlico Hall.

Background

The Facilities Committee meeting on 7 November 2017 recommended as follows:

“The General Manager is authorised to manage, maintain and actively promote the operation and community use of the Pimlico Hall and the Northlakes Community Centre, whilst continuing to examine alternative management arrangements for these facilities.

That the Pimlico Ladies Charitable Organisation be thanked for the group’s long term commitment to the management of the Pimlico Hall. In light of this extensive community service, the organisation be offered use of the hall, without charge, to conduct its regular scheduled monthly meeting, subject to future reviews by Council”.

This was endorsed at the 28 November 2017 Ordinary meeting.

Council formally took over management of Pimlico Hall in early 2018 after the Pimlico Ladies Charitable Organization Inc. (PLCO) discontinued management of the building.

Since Council took over the management, usage has remained very low, predominantly because of its relatively remote location. Given the low usage rate (one or two bookings per month) Council has been investigating other options for use of the building.

The Ballina and District Historical Society has recently approached Council with a proposal to use Pimlico Hall as a historical museum.

Key Issues

- Building Condition
- Lease arrangement

Information

Pimlico Hall is in a relatively remote location away from Ballina and Wardell town services. The hall, which was once utilized by the local community for a variety of functions, is now very rarely used.

4.1 Pimlico Hall - Proposed Use

The usage of the space is extremely low, with only one or two bookings per month and these are generally for the Pimlico Ladies Charitable Organization (PLCO) and the Cane Growers Association monthly meetings.

The booking figures have been low for a number of years, and this has prompted Council to investigate other uses for the hall.

The Ballina and District Historical Society (BDHS) has now approached Council to utilize the hall as a museum that exhibits the story of settlement in the Ballina District. It is proposed that this facility will provide safe storage for local historical artifacts and educate the local community and tourists on the history of the area.

The BDHS has provided a thorough report on their insights into the museum, which is included as Attachment 1 to this report. Their report explains that volunteers would operate and manage the proposed museum.

The report also indicates that there is potential for the museum use to incorporate Aboriginal cultural heritage. Further engagement with the Jali LALC and other interested members of the Aboriginal community would be appropriate to further develop this concept.

The BDHS has been advised that Council has previously enabled the Pimlico Ladies Charitable Organisation to utilize this hall at no charge for their monthly meetings. BDHS has confirmed that access would continue to be available to this organisation.

Lease Arrangement

If Council was supportive of the proposal and agreed to BDHS taking over the Pimlico Hall for use as a historical museum, leasing the hall to BDHS could be done using Council's standard community lease agreement. Under a community lease BDHS would be responsible for basic building and yard maintenance costs.

Building Condition

The Pimlico Hall is located at 580 Pimlico Road adjacent the intersection with Laws Road. The following image is a photograph of the front of the building.

4.1 Pimlico Hall - Proposed Use



The hall is listed on Council's hall maintenance program for improvement works.

The Australis report for various Council halls completed in March 2017 identified that there are a number of repairs and improvements required to bring the building up to current standards.

Based on the current usage of the building, this asset was not considered a priority under the current hall improvement program.

There are no urgent works that need to be undertaken to enable immediate use of the building as a museum by BDHS however the Australis report identified the following condition improvement requirements:

- Construction of an accessible toilet facility
- Improved access ramps
- Interior and exterior repainting
- Compliant handrails on the ramps
- Concrete path to wheelchair ramps
- Upgraded doors, handles and door opening direction
- Tactile indicators and signs

These works will form part of the overall improvement program for halls moving forward.

Legal / Resource / Financial Implications

The proposal should help to improve usage of the facility with no major impacts on Council's resource levels.

Consultation

Consultation has been undertaken with BDHS. Further engagement between the BDHS and the Jali LALC is recommended before the BDHS confirms an

4.1 Pimlico Hall - Proposed Use

approach with respect to the inclusion of Aboriginal cultural heritage elements in the museum.

Options

The options available to Council are to:

1. Agree to the Ballina and District Historical Society entering a lease agreement with Council to manage and operate the Pimlico Hall as a Historical Museum; or
2. Not accept the proposal from Ballina and District Historical Society and for Council staff to continue to investigate other uses for the Pimlico Hall.

As outlined in the information section of this report, Council has not been able to achieve increased usage of the facility due to its location.

Option one is supported based on the potential benefits to the community and visitors.

If option one is endorsed, it is suggested that Council encourage the Historical Society to further engage with the Jali LALC before confirming an approach to the incorporation of Aboriginal cultural heritage elements into the museum.

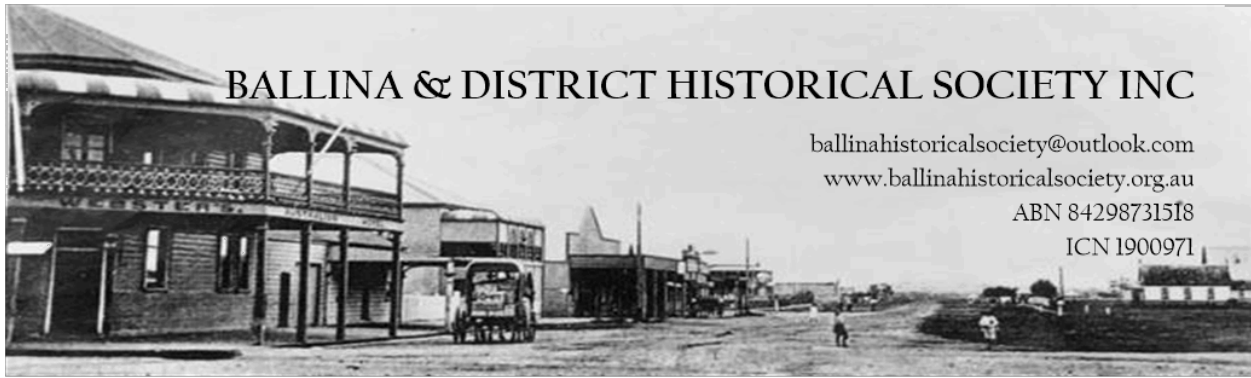
This preference of Council can be communicated as part of the correspondence associated with the leasing of the facility.

RECOMMENDATIONS

1. That based on the contents of this report Council confirms its support for the Ballina and District Historical Society to manage and operate the Pimlico Hall as a Historical Museum.
2. That Council authorizes the General Manager to affix the seal to the lease documents and any other documents required to allow tenure to be granted to Ballina and District Historical Society Inc for the Pimlico Hall for a period of three years at a nominal lease fee.

Attachment(s)

1. Ballina District Historical Society Proposal to Manage Pimlico Hall



4 November 2019

General Manager
Ballina Shire Council
Attn: Craig Brown (Manager Community Facilities)

Dear General Manager,

RE: REPURPOSING OF PIMLICO HALL INTO THE BALLINA AND DISTRICT HISTORICAL MUSEUM

On behalf of the Ballina and District Historical Society (B&DHS) Inc. we wish to propose the repurposing of the Pimlico Hall into the Ballina and District Historical Museum.

As detailed below the B&DHS is a voluntary group with a vision of preserving and making accessible local heritage. This vision meshes with Councils objectives as detailed in the *Ballina Shire Cultural Plan 2014-2020: Our Community: Our Culture* and in *Ballina Strategy 2015-2035*. Therefore, we are requesting Councils assistance in achieving our shared objectives.

Why another museum in Ballina?

As you would be aware, Ballina and its surrounding coastal areas (Wardell, Pimlico, Empire Vale, Meerschaum Vale, Lennox Head, Newrybar, and Teven) do not have an historical/folk museum. We recognise that within the Ballina Shire there are currently two museums open to the public: Crawford House in Alstonville village highlighting the history of the Alstonville plateau, and the Ballina Naval and Maritime Museum in Ballina township focusing on the maritime history of the Richmond River. However, there is no historical museum concerned with preserving, showcasing and educating the public on the history of Ballina or its coastal district. Our focus would be to highlight (note this is by no means an exhaustive list):

- the indigenous history of this area (undertaken in collaboration with JALI)
- the development of Ballina since its exploration by Captain Rous
- local industries (sugar cane, dairying, timber cutting, fishing)
- architectural changes
- links with Kingsford-Smith
- social and cultural changes
- transport history

When you examine the locations of the historical/folk museums (not including specialist museums such as aviation, maritime etc) within the Tweed/ Richmond areas, Ballina is noticeably absent (north to south):

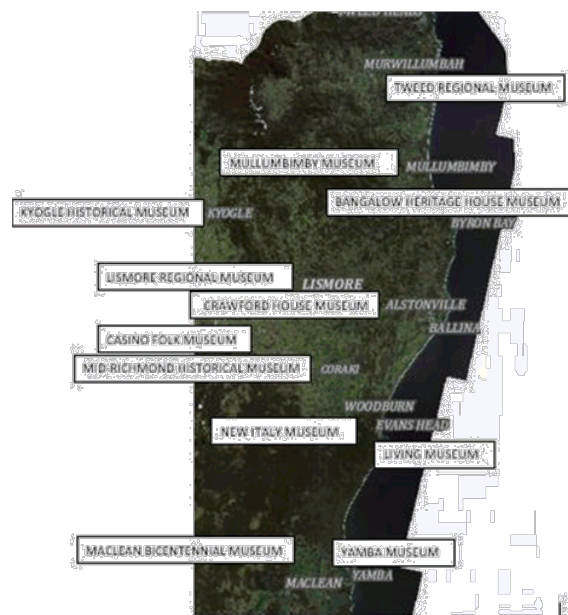


Figure 1: Map of Historical Museums from Tweed Heads to Yamba

History of the Ballina & District Historical Society

The Ballina and District Historical Society Inc is a relatively new society established in May 2019. There was a previous Ballina Historical Society from 1968-1975, however this was abandoned and the photographic collection given to the Ballina Library for safe keeping until a new historical society was formed. Without an historical society and museum dedicated to Ballina and its coastal district much of the Ballina history is being, and will continue to be lost to the local tip. Historically people lived on quarter acre blocks with sheds which were available to house historical items for many years. Our current move toward downsizing, particularly for those within Ballina township, means that much of this history has nowhere to go unless there is a central repository for these items of cultural and historical significance. Anecdotally, much of this history has already been potentially lost to Ballina and sent to the Lismore Regional Museum or further afield; or simply thrown out. Fortunately, since our inception some has been sent back to us from the Lismore Regional Museum while much has been promised from community once we have a museum, or at least suitable storage facilities which we currently do not have.

The B&DHS Inc was established in May 2019 and since then we have:

- an ABN
- taken out incorporation with NSW Fair Trading
- procured registered charity status through ACNC (Australian Charities and Not-for-profits Commission)
- membership of the Royal Australian Historical Society
- \$30 million public liability insurance
- volunteer's insurance
- a website www.ballinahistoricalandsociety.org.au
- twenty plus paid members with representatives from Crawford House, Richmond Tweed Family History Society and the Lennox Head Heritage Group
- fundraised with the support of Bunnings and Rotary

- been donated (by Southern Cross University) a large Compactus for archiving of items but we currently have no location where this can be installed

Where does the B&DH Museum fit within the Ballina Shire Cultural Plan 2014-2020: Our Community: Our Culture?

The cultural vision from 'Our Community: Our Culture' stems from community voices. It encapsulates the values and wants about current and future cultural activity across the Shire. It emphasises strengthening the visibility of our local cultural attributes and the development of cultural activity across the Shire. The highest-ranking reasons as to why we value cultural activity were: 'it brings the community together, is intellectually and emotionally stimulating, creative need, and to feel part of the community' and 'we also highly value our heritage – including our Aboriginal heritage; our community farmers' markets, galleries and museums, and arts and crafts' (p.6). The creation of a new Ballina and District Historical Museum would fulfil many of these values.

In summary, the Plan states that the cultural vision of the shire is reflected within six cultural objectives:

- Sense of Place
- Aboriginal Culture
- Great Outdoors
- Art Smart
- Cultural Spaces
- Family Fun

The creation of a new Ballina & District Historical Museum would support the Ballina Shire Council in achieving at least three of the above community voiced objectives: Sense of place, Aboriginal culture, and Cultural Spaces.

A 'Sense of Place' fosters cultural activity that promotes the heritage, stories and unique features that are the Ballina Shire. Specific objectives and potential projects that this proposal would fulfil include:

- Continue to foster the retention of our historic built environment, through conservation or adaptive re-use.
- Continue to promote and support the Shire's historical societies, museums and natural environment organisations to conserve our local stories and heritage
- Encourage community-based activities and events that engage with our history and local collections/museums
- Support community groups to co-ordinate local or Shire-based cultural activity
- With our historical societies and museums, promote best practice conservation, as well as the use of our community historical collections for everybody.

'Aboriginal culture' encompasses the promotion of understanding of local Aboriginal identity, culture and heritage. Specific objectives and potential projects that this proposal would fulfil include:

- Aboriginal families live predominantly in Ballina and at Cabbage Tree Island. Pimlico Hall is midway between these geographical areas.
- The acknowledgement of contemporary Aboriginal identity, history, culture and presence in the community is as important to our Aboriginal community as acknowledging the more distant past.
- Form ongoing partnerships with the Shire's Aboriginal groups to develop and fund new cultural activity to promote their identity, culture and heritage.
- Share Aboriginal culture and stories through public art projects in prominent locations.
- Promote opportunities and partnerships to establish a Cultural Centre or Keeping Place.

4.1 Pimlico Hall - Proposed Use

'Cultural Spaces' entail better utilisation of our existing cultural infrastructure, as well as respond to changing needs, to hold and encourage cultural activity. Specific objectives and potential projects that this proposal would fulfil include:

- Foster the use of our community facilities and historic halls to enhance or re-invigorate cultural activity at a local community level across all ages and cultures.
- Respond to changing cultural activity needs through adapting existing infrastructure, or building new infrastructure that has adaptable spaces.
- Integrate creative and cultural initiatives and needs into public facilities.

Why the Pimlico Hall?

There are a variety of reasons why Pimlico and its hall would make a suitable location for a museum:

- As stated in the *Ballina Strategy 2015-2035* (p. 9), the Northern Rivers 'region has been described as a 'region of villages' reflecting the settlement history of the area characterised by dispersed small villages [Alstonville] and rural hamlets [Pimlico] supported by towns and higher order centres [Ballina]'
How suitable then to house the Naval and Maritime Museum within the township of Ballina, Crawford House within the village of Alstonville and the Ballina & District Historical Museum within the hamlet of Pimlico, reflecting the areas settlement history.
- Pimlico, situated midway between Cabbage Tree Island and Ballina, would be an ideal area to house an indigenous collection as 'Aboriginal families live predominantly in Ballina and at Cabbage Tree Island' (*Ballina Shire Cultural Plan 2014-2020*, p.16)
- One of Our Community: Our Culture's sustainability objectives seek to 'maximise the use of our existing cultural resources and programs highlight the opportunity to improve, and initiate new community partnerships to develop and deliver cultural activity throughout the Shire (*Ballina Shire Cultural Plan*, p. 4)
- The hall is located close to the Coolgardie motorway interchange

Regarding discussions with organisations impacted by the proposed development of a museum or the repurposing of the hall:

- we have initiated contact with JALI regarding a Ballina Historical Museum and the housing of an indigenous collection within. Discussions are ongoing.
- we have contacted the Pimlico Ladies Charitable Organisation and have received a positive response regarding the proposed repurposing of the Pimlico Hall to the Ballina and District Historical Museum.

I thank you for your consideration of this potential valuable asset, run exclusively by community volunteers, to the Ballina Shire for its support of its Cultural Plan and development of further tourism potential.

Yours Sincerely



Dr Ann Mulder (PhD)
Executive Secretary,
Ballina and District Historical Society Inc.

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Delivery Program Community Facilities

Objective To examine the preferred long term options for the Alstonville Entertainment and Leisure Centre to deliver a sustainable sports and cultural community facility for the Alstonville and Wollongbar community.

Background

The Alstonville Leisure and Entertainment Centre (ALEC) was constructed in 1980 and has reached a point in its life cycle where it now requires major refurbishment works.

The current facilities deteriorated significantly during the period it was under external contract with very little capital investment. The current condition of the building is poor with limited opportunities to promote and market the facility due to known water leaks and the aesthetic appearance.

The essential works required include re-roofing, new ventilation and air-conditioning systems, energy efficient lighting, foyer and amenities upgrades including the addition of an accessible bathroom.

As part of the review of the operational and business needs of the facility, the Richmond Tweed Regional Library (RTRL) identified that a desired second stage of the building improvement works could include an extension of the building to cater for improved public library facilities, along with improvements to the exterior of the building.

A community survey undertaken in late 2018 identified that the redevelopment of the centre is supported by the community and will further encourage and promote sports and culture in the Alstonville/Wollongbar area.

The report that follows examines options for improvements to the facility.

Key Issues

- Provide a functional and safe community centre
- Site restrictions and statutory requirements
- Library facility planning
- Funding

Information

Functionality

ALEC is in an aged state lacking many of the comforts now expected in a modern community centre.

The facility has been difficult to market and promote due to water leaks and the run down condition and aesthetic appearance.

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

The functionality is further impacted by the facility not having a functioning ventilation system in the multi-purpose hall or sports hall and the amenities not complying with current standards.

There are two distinct projects that could be considered in looking at the future of the facility:

- Stage 1 – refurbish facility to meet contemporary minimum standards based on existing service levels
- Stage 2 – strategically enhance the building to ensure library standards are met and to improve the aesthetics of the facility

Stage 1 – Possible Scope

The proposal is to carry out the project in two stages or as one complete project if funding was available. Completing the improvement works as one single project would create large economies of scale.

The proposal for stage one of the redevelopment of the ALEC includes the following works:

- Removal of the existing roof sheeting and metal wall cladding material on the sports and multipurpose halls.
- Installation of new insulated roof sheeting and wall cladding material on the sports and multi-purpose halls.
- Removal of un-used ventilation ducting from the sports and multi-purpose halls.
- Refurbishment of the structural frame in the sports hall (strip and paint as necessary).
- Installation of new energy efficient lighting and ventilation fans in the sports hall.
- Install new sports court fittings, including backboards and electronic scoreboards.
- Provision of sports court public area seating.
- Design and installation of an air-conditioning system for the multi-purpose hall.
- Installation of an acoustic grid ceiling in the multi-purpose hall.
- Install energy efficient lighting in the multi-purpose hall.
- Re-install theatre lighting gantry in multi-purpose hall.
- Refinish multi-purpose hall internal walls (cement render painted).
- Refurbish parquet flooring multi-purpose hall.

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

- Refurbish the toilet and change room facilities throughout the building, including the addition of accessible amenities.
- Refurbish the entry foyer, including the reception counter and floor areas.
- Remove and upgrade the entry doors creating an auto-door air lock.
- Installation of an air-conditioning system in the foyer area.

Council has allocated capital funding of \$689,900 in 2019/20 and \$260,000 in 2020/21 towards the ALEC refurbishment.

Council has also submitted a \$700,000 grant application to the Stronger County Communities Fund (SCCF) and are hoping this will be successful to assist in the completion of stage one.

If Council is unsuccessful with the SCCF, stage 1 works would need to be broken down to enable completion of the highest priority works, within the available Council capital funding of \$949,900.

Costings - Stage 1

The total funding available if successful with the \$700,000 SCCF application would be \$1,649,900. The estimated price for stage 1 provided in the grant application was \$1,744,000. More accurate estimates cannot be confirmed until Council has been through a formal design and the tender process.

Stage 2 – Possible Scope

ALEC incorporates a sports hall, multi-purpose hall, meeting rooms as well as the Alstonville/Wollongbar public library facility.

The proposal for stage two is to expand the current library facilities through an extension of the existing facility. This will achieve improved amenities for the library, address the current accessibility constraints and would enable Council to achieve increased meeting room / function room facilities for the community.

The existing library facility does not meet the size requirements for the number of residents living in the Alstonville/Wollongbar area.

The State Library NSW has a tool used to calculate the required floor space based on population.

The minimum recommended size for a public library building is 190 square metres.

The Alstonville library facility is 140 square metres, which is appropriate to service communities of fewer than 2,750 people.

Population forecasts are as follows:

- Current population of Alstonville is 5,904. This is expected to grow to a population of 6,217 by 2036.

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

- Current population of Wollongbar is 3,036. This is expected to grow to a population of 4,761 by 2036.
- Projected population in 2036 for the combined Alstonville/Wollongbar area is 10,978.

If we apportion these figures for 2030 (the standard ten year prediction), we get an expected population of 9,095 for Alstonville/Wollongbar.

The Calculator gives us a figure of 628m² for the new or expanded library, an additional area in the order of 488m² based on the existing library of 140m².

In looking at library expansion the land around the ALEC building is minimal, therefore the only way of extending is to build a two-story extension off the side of the existing library space and above the ALEC amenities. This approach will capitalize on unused space.

This extension would align the library areas entrance with street level providing easier access to the community. The extension upward would require the installation of an elevator between levels. This would also improve accessibility. Image 1 shows the existing building and image 2 portrays a draft extension of the building to accommodate the proposed new library space.

Image 1 – ALEC Current

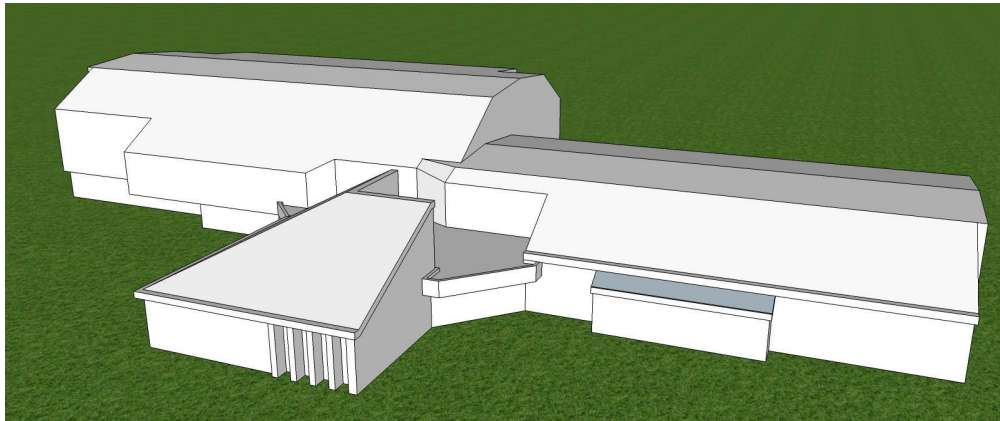
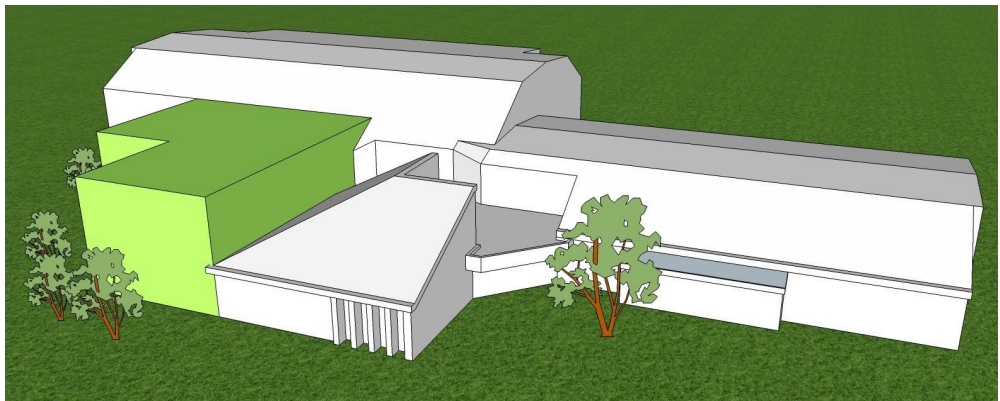


Image 2 – ALEC Library Expansion



4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Costings - Stage 2

Stage 2 would incorporate the extension of the ALEC building for a new public library area and enhancing the presentation of the exterior of the existing building. The exterior requires repainting of all painted surfaces, and there could be an option to render and paint the buildings old brickwork. A design consultant would be engaged to assist in planning of these works.

There are library funds in reserve however these funds are only a small percentage of the funding that would be required should Council decide to go forward with the library extension.

The projected cost for stage 2 works including the library extension is estimated to be \$3 million based on current building construction figures of \$3,000 to \$3,500/m². Table 1 provides an estimated budget for the stage 2 scope of works.

Table 1 – Stage 2 Costings

Item	Description	Rate	Qty			
1.0	Building Element					
a	Library Extension	\$3,500.00	560	m ²	\$1,960,000.00	
b	Landscaping	\$ 55.00	600	m ²	\$33,000.00	
c	Car park	\$8,000.00	10	ea	\$80,000.00	
d	External finishes (render)	\$ 60.00	540	m ²	\$32,400.00	
e	Asbestos removal and make good	\$ 60.00	140	m ²	\$8,400.00	
						\$2,113,800.00
e	Main contractor's preliminaries estimate	10%			\$211,380.00	
f	[4=3+2+1] Subtotal =					\$2,325,180.00
g	Main contractors overhead an profit	0%			\$0.00	
2.0	[6=4+5] Works cost estimate =					\$2,325,180.00
h	Project/Design team fees estimate	5%			\$116,259.00	
j	[8=6+7] Subtotal =					\$2,441,439.00
k	Other Development/project costs estimate					
3.0	[10=8+9] Base Cost Estimate =					\$2,441,439.00
m	Risk Allowance Estimate (Contingency)	15%			\$366,215.85	\$366,215.85
n	Design development risks estimate					
p	Construction risks estimate					
q	Client change risk estimate					
r	Client other risks estimate	5%			\$122,071.95	\$122,071.95
4.0	[16=10+11] Cost limit (excluding escalation) =					\$2,929,726.80
s	Tender escalation estimate	0%			\$0.00	
t	Cost limit					\$2,929,726.80
u	Construction escalation estimate	2%			\$58,594.54	
5.0	[20=18+10] Project Order of Cost (including escalation) =					\$2,988,321.34

New Library Building - Option

The alternative to expanding ALEC is to find a suitable site in the Alstonville/Wollongbar area to construct a new facility, or lease a building of adequate size for a new public library facility.

If the library were to be relocated to a new site, the current library space could be well utilized for various cultural, fitness and business activities.

Community Consultation

The Alstonville community was surveyed late 2018 regarding their sporting and cultural facility requirements in the Alstonville area to ascertain what the community believed Council could do with the ALEC building to assist in filling those needs.

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

In addition to the general survey, schools in the area were contacted to assess their needs and how a renovated ALEC facility could meet their requirements. The schools supported the need for ALEC's redevelopment and specifically the need for improved sporting equipment and quality ventilation and air-conditioning systems (survey results attached).

Council staff regularly respond to enquiries from the community in relation to the poor condition of ALEC and Council's intentions surrounding proposed improvement works.

ALEC Site Restrictions

The ALEC site will be required to undergo a study of the buildings engineering and development constraints.

The ALEC site has limited area for onsite parking and is very much reliant on the Commercial Road parking as per the following image.

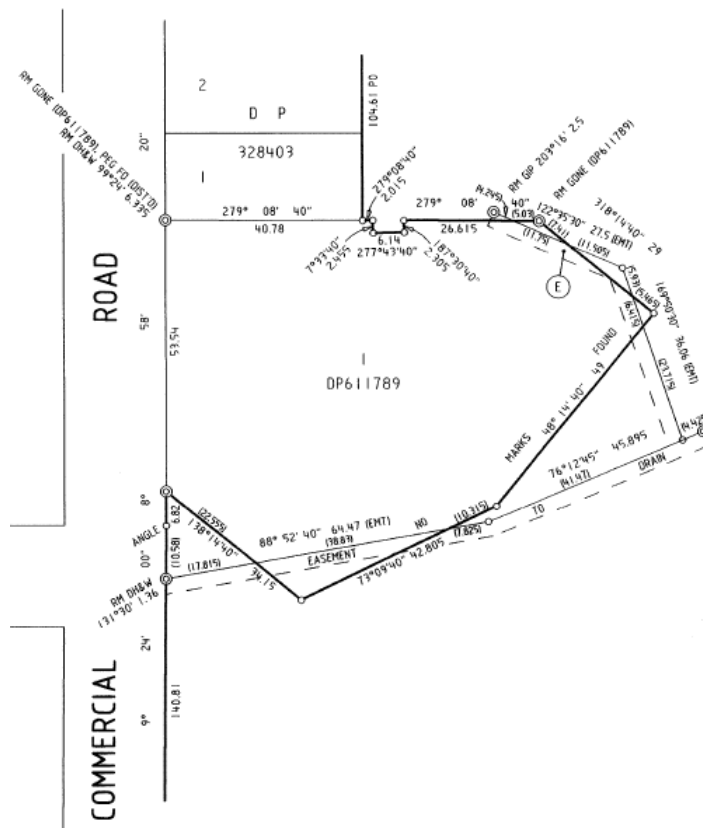
Image 3



The services of a design consultant would be utilised to ascertain the financial limits of stage 1 redevelopment. The boundary line of ALEC (Lot 1 Commercial Road) can be seen in image 4.

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Image 4



Legal / Resource / Financial Implications

Council has funding of \$689,900 in 2019/20 and \$260,000 in 2020/21 towards the ALEC redevelopment.

Council has also submitted a \$700,000 grant application to the Stronger County Communities Fund (SCCF) and staff are hopeful this application will be approved. If this application is successful there will be adequate funds available to complete the Stage 1 list of works, subject to some minor tweaking.

The bigger issue is the longer term plans for the building, including the library expansion, with the works estimated at \$3million, if not more.

There are no readily available funding sources for that work.

Options that would normally be canvassed include:

- Loan funding – This would negatively impact on Council’s recurrent budget
- Section 7.11 – This project could possibly be included in the next review of the Community Facilities Contributions Plan, subject to the \$20,000 contributions cap. The funding recouped would be low as a large part of

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

the building expansion caters for the existing population (i.e. there is already a deficiency in service as compared to population)

- Community Infrastructure Reserve – Priorities for the next few years include the Lennox Head Village Renewal, SES Building and Lennox Head Rural Fire Shed.
- Grants – With the focus on the library there may well be increased opportunity for State Government grants, although large library grants are difficult to secure.

Consultation

There has been on-going consultation with Council staff, library staff, users of the ALEC and the broader community through the survey.

Options

Based on the information available Council has the following options.

Option 1 – Refurbish as per Stage 1 Scope

Complete stage one of the refurbishment of ALEC as outlined in the report, including roof and wall replacements and numerous internal modifications. These repairs and modifications are included in the SCCF submission and completing the full scope of works will depend on Council being successful with that funding combined with Council's current capital contribution.

Should Council not be successful in obtaining the SCCF, the scope of works would need to be prioritized to attend to immediate maintenance requirements such as replacement of the roof to prevent further leaks within the building.

Option 2 – Refurbish and Expand Library

This option would enable Council to proceed with stage 1 and 2 achieving an overall redevelopment of ALEC. This option would respond to both the immediate maintenance and enhancement works, refurbishment of the building's exterior, and extension of the building to house a new enlarged public library facility. Through completing these works as one project Council would achieve economies of scale with project construction costs and management requirements.

To proceed with this option, Council would need to engage consultants to prepare design plans and specifications for the extension of this building to align with current standards.

As part of this, further consultation would be required with the Richmond Tweed Regional Library on specific design needs.

Council would then need to confirm the funding source(s).

Option 3 – Redevelop ALEC and Investigate Other Sites for the Library

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Proceed with the redevelopment of ALEC undertaking the various works identified in stage 1 and 2 excluding the extension of the building for a new library.

Council would then investigate the option of relocating the library to a new location in the Alstonville/Wollongbar area.

On balance option two is preferred. At this point in time, it is preferred to further investigate expansion of the library to try and maximize the use of the one facility in Alstonville.

The ALEC is reasonably well located being close to the town centre and Council can generate efficiencies by operating as many services as possible from the one site.

If there is sufficient space on the site for the various services provided this is a much better outcome for the community than having services from different locations.

Further investigation of the feasibility of this option will likely delay expenditure of the Council funds allocated until the 2020/21 year, however it is important that before substantial public monies are expended that Council has a clear vision or direction for the facility.

The time spent reviewing the design options will also allow Council to continue to examine funding options, recognizing that the total project has a current estimate of approximately \$4.7m.

RECOMMENDATIONS

1. That in respect to future planning for the Alstonville Leisure and Entertainment Centre, Council;
 - a) Supports, in principle, the concept of expanding the existing library to meet current and future demands; and
 - b) Authorises, the General Manager to engage industry experts to assist with preparing possible designs and more detailed costings for this work. This is to include consultation with key stakeholders such as the Richmond Tweed Regional Library.
2. That Council receive a further report once the designs and costings have been completed, with that report to outline possible funding options, if any, for the works.

Attachment(s)

1. Community consultation - ALEC usage requirements

Analysis on the Alstonville Leisure and Entertainment Centre (ALEC) Community Consultation

Methodology

Surveys were conducted between the period Friday 31 August 2018 and Friday 21 December 2018 with the total number of respondents being 277.

Collection methods included:

- **face to face** (door knocking at residents homes, door knocking at Ballina Shire businesses, setting up a stall at Alstonville Shopping Centre, handing out flyers at Community Centres);
- **over the telephone** (calling our database of hirers, calling numbers listed in the white pages and number harvesting from the door knocking);
- and surveys were completed by **participants themselves online** (linking the survey through facebook, providing the hyperlink on printed flyers).

Summary

Seniors made up the highest percentage of survey participants at 29.3% followed by Family Participants at 24.22% of respondents; and then Individuals between 18-65 Years making up 22.66% of respondents.

91.47% of respondents reported they were from the Ballina Shire including 66.67% living on the Alstonville Wollongbar Plateau.

Close to a quarter of all survey respondents utilised the services of Alstonville Leisure and Entertainment Centre Library. Almost 19% of respondents were not current users of the ALEC. Survey responses suggest that there is a lack of activities of interest to our respondents, or a lack of awareness, or the facility is in poor condition and not fit for purpose and this is why the Community Facility is under utilised.

The communities highest priorities to upgrade the Alstonville Leisure and Entertainment Centre are to fix the leaking roof (weighted 4.39 out of 5 in priority), replace lights with energy efficient LEDs (weighted 4.09), and upgrade the air-conditioning and heating (3.97). Upgrading the air-conditioning for all seasons has been the main topic in letters of support; and anecdotal feedback to staff operating the facility.

Respondents feedback on pricing suggest that the Centre is no longer offering value for money due to the age of the facility.

It should be reported that during data collection significant feedback was provided while in the Alstonville Wollongbar Plateau region that residents did not want to see a rate rise for improvements to the facility and residents felt that their rates were consumed by spending in the coastal part of the Shire. This feedback has not outweighed or been significant in the

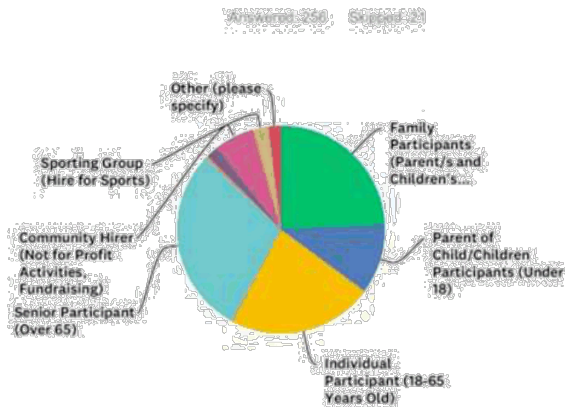
recorded responses received in the formal collection of responses suggesting that those of this opinion have not completed the formal survey.

It was also a good exercise to have a staff member meet face to face with the community to raise the profile and awareness of council's Community Facilities and to provide the community with facts around use of the facility as there are rumours circulating on the Plateau.

The blue highlighted bars across each of the activities in diagram J above represents the percentage of people who were not aware of certain activities within the Alstonville Leisure and Entertainment Centre and would be interested to attend. Please note most of these are outweighed by the percentage of respondents who the activity does not appeal to, demonstrating that marketing efforts would be resource intensive.

Some suggested ideas have been provided by the community in sections H and I of this report around what ALEC could do that may attract people to the area, a common theme is for a kids play area. Council could determine if this is how they would like to see the Community Facility utilised.

A. Who the respondents were



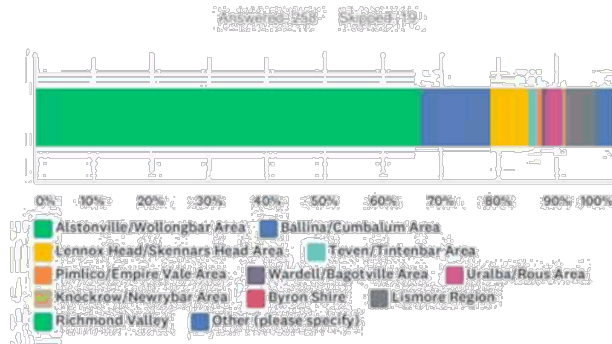
ANSWER CHOICES	RESPONSES
Family Participants (Parent/s and Children's Activities)	24.22% 62
Parent of Child/Children Participants (Under 18)	10.94% 28
Individual Participant (18-65 Years Old)	22.66% 58
Senior Participant (Over 65)	29.30% 75
Private Hirer (Weddings, Parties, etc)	0.39% 1
Business Hirer (Meetings, Profit Making Activities)	1.95% 5
Community Hirer (Not for Profit Activities, Fundraising)	6.25% 16
Sporting Group (Hire for Sports)	2.14% 6
Other (please specify)	1.95% 5
TOTAL	256

Seniors made up the highest percentage of survey participants at 29.3 percent, this was followed by Family Participants at 24.22 percent of respondents; and then Individuals Between 18-65 Years at 22.66 percent of respondents.

As a comparison of the population of the Ballina Shire, as taken from the 2016 Census

- 34.3 percent of households had children;
- 28.8 percent of households were made up of couples without children;
- and 26.2 percent of households were a lone person.
- Please note the remaining 10.7 percent were visitors, group households or other not classified households.

B. Where were respondents from

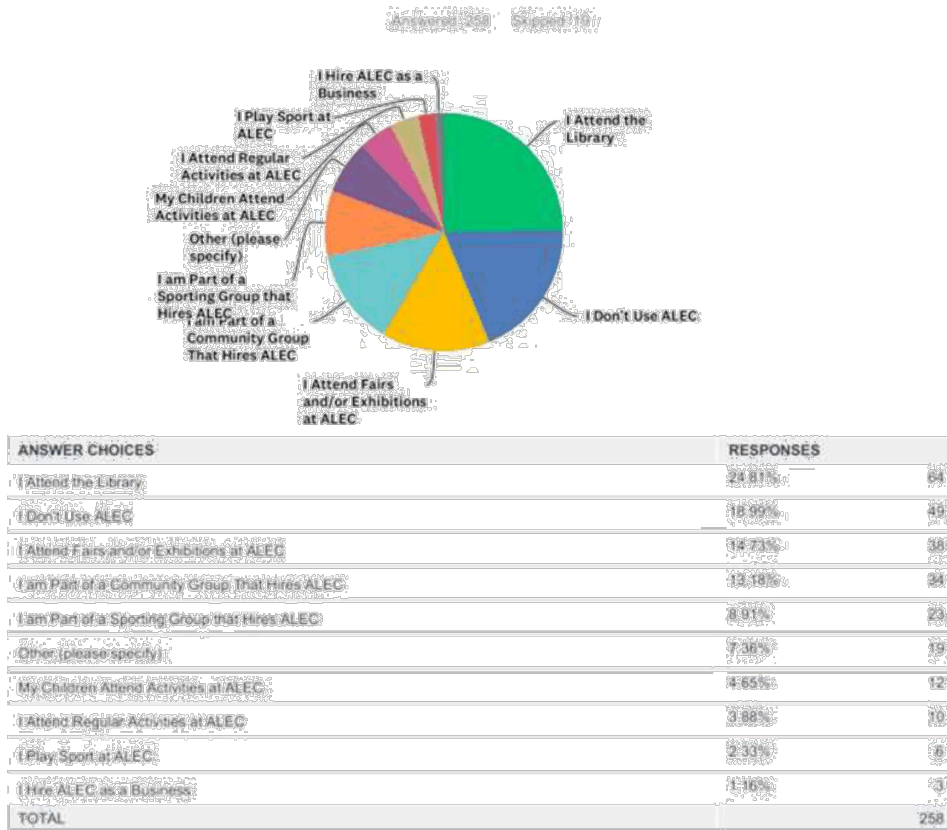


ANSWER CHOICES	RESPONSES
Alstonville/Wollongbar Area	66.67% 172
Ballina/Cumbalum Area	24.8% 61
Lennox Head/Skenmarrs Head Area	5.49% 14
Teven/Tintenbar Area	1.55% 4
Pimlico/Empire Vale Area	0.78% 2
Wardell/Bagotville Area	0.78% 2
Uraba/Rous Area	2.71% 7
Knockrow/Newrybar Area	0.39% 1
Byron Shire	0.39% 1
Lismore Region	0.04% 1
Richmond Valley	0.00% 0
Other (please specify)	3.10% 8
TOTAL	258

Approximately two thirds of survey respondents (66.67 percent) were from on the Alstonville Wollongbar Plateau. 24.8 percent of respondents resided in other Ballina Shire locations; and 5.43 percent are based in the Northern Rivers shires of Byron or Lismore and 3.10 percent of respondents live in other locations.

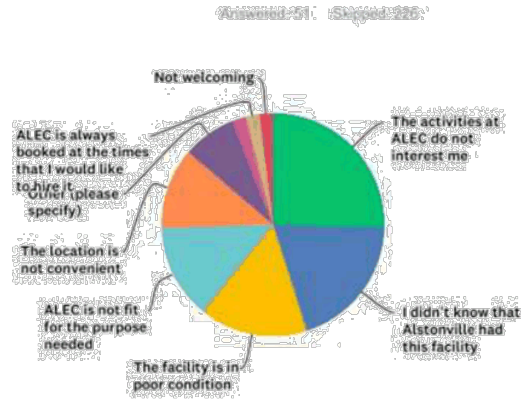
This is a good representation of who the Community Facility is used by.

C.How ALEC is commonly being used at present



Close to a quarter of all survey respondents utilised the services of Alstonville Leisure and Entertainment Centre Library. Almost 19 percent of respondents were not current users of the ALEC. This presents great opportunity for other activities and services, refer to section J of this report in regards to where resources are best spent.

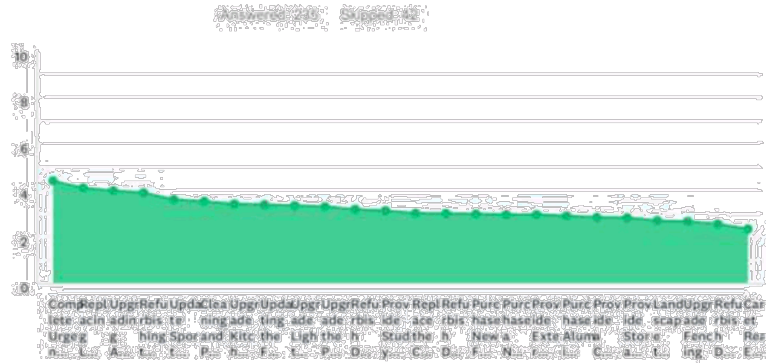
D. Why respondents currently do not use ALEC



ANSWER CHOICES	RESPONSES	
The activities at ALEC do not interest me	25.49%	13
I didn't know that Alstonville had this facility	19.61%	10
The facility is in poor condition	15.69%	8
ALEC is not fit for the purpose needed	13.73%	7
The location is not convenient	11.76%	6
Other (please specify)	7.84%	4
ALEC is not open at convenient times	3.92%	2
ALEC is always booked at the times that I would like to hire it	3.92%	2
Not welcoming	1.96%	1
Poor reputation	0.00%	0
TOTAL		51

51 of the 277 respondents answered the question in regards to not using the services and facilities on offer at the Alstonville Leisure and Entertainment Centre. Responses suggest that there is a lack of activities of interest to our respondents, or a lack of awareness, or the facility is in poor condition and not fit for purpose.

E. What respondents believe is the highest priority for spending the allocated funds



	NOT IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	QUITE IMPORTANT	EXTREMELY IMPORTANT	TOTAL	WEIGHTED AVERAGE
Complete Urgent Maintenance to Roof	1.82%	4.55%	9.55%	21.36%	62.73%	220	4.39
Replacing Lights with Energy Efficient LEDs?	2.36%	6.33%	16.98%	28.77%	45.75%	219	4.09
Upgrading Air Conditioning/Heating	4.05%	7.66%	18.47%	27.03%	42.79%	222	3.97
Refurbishing the Toilets and Change Rooms	5.36%	8.04%	14.73%	37.05%	34.82%	224	3.88
Update Sporting Facilities	5.26%	11.48%	25.84%	33.97%	23.44%	209	3.59
Cleaning and Painting the Exterior of the Building	6.70%	14.35%	22.97%	38.01%	22.97%	209	3.51
Upgrade Kitchen Facilities	7.04%	11.27%	31.92%	39.80%	15.96%	218	3.46
Updating the Foyer and Current Meeting Space	12.35%	7.51%	28.64%	30.52%	20.19%	213	3.37
Upgrade Lighting and Acoustics for Live Shows/Theatre	8.17%	14.90%	27.88%	33.65%	15.38%	208	3.33
Upgrade the PA System	9.05%	14.29%	31.90%	28.57%	16.19%	210	3.29
Refurbish Dressing Rooms for Professional Community Health Space	9.22%	17.96%	33.50%	24.76%	14.56%	206	3.17
Provide Study Spaces with USB Chargers Outside Library	14.42%	12.50%	31.25%	31.25%	10.58%	208	3.11
Replace the Commercial Fridge	13.59%	14.56%	41.26%	18.93%	11.65%	208	3.00

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Ballina Shire Council

Returbish Dressing Rooms for Live Shows and Theater Productions	12.98%	19.71%	34.62%	20.67%	12.02%	208	2.97
Purchase New Furniture for the Foyer	10.59%	10.11%	31.75%	24.64%	10.90%	211	2.97
Purchase a New Mobile Stage	14.49%	13.51%	45.89%	15.94%	10.14%	207	2.94
Provide External Covered Mobility Scooter Parking	14.98%	17.39%	36.23%	21.74%	9.66%	207	2.94
Purchase Aluminium Tiered Seats for the Sports Hall	13.24%	18.14%	42.16%	19.61%	6.86%	204	2.89
Provide a Community Garden	23.81%	12.38%	31.90%	21.43%	10.48%	210	2.92
Provide Storage Space for Existing Users	15.71%	22.38%	53.81%	20.95%	7.14%	210	2.92
Landscape the Courtyard Garden	20.59%	22.06%	34.80%	13.73%	8.82%	204	2.89
Upgrade Fencing	21.57%	18.87%	43.14%	12.75%	5.98%	204	2.89
Returbish Dressing Rooms for Business/Meeting Space	28.78%	13.17%	39.02%	13.17%	5.85%	205	2.91
Carpet Rear Entry and Dressing Rooms	33.60%	18.26%	39.90%	8.42%	4.93%	203	2.87

The communities top four highest priorities to upgrade the Alstonville Leisure and Entertainment Centre are to fix the leaking roof (weighted 4.39), replace lights with energy efficient LEDs (weighted 4.09), and upgrade the air-conditioning and heating (3.97). Upgrading the air-conditioning for all seasons has been the main topic in letters of support and anecdotal feedback to staff operating the facility.

It is suggested that funds are spent as per the communities feedback.

F. Comments on Council's Fees and Charges

#	RESPONSES	DATE
1	Hard to comment on pricing. Not sure how much it is. But the facility should support community sport and activity options/artistic and cultural activities, and fees should not be prohibitive, particularly for groups that may not have large membership that can afford to absorb costs. This is after all a community facility.	12/21/2018 4:05 PM
2	It should aim to break even.	12/12/2018 8:29 PM
3	The community centre should be able to generate an income.	12/12/2018 1:26 PM
4	Business related things should not be subsidised.	12/11/2018 10:41 AM
5	affordable rates.	12/10/2018 8:08 AM
6	Facilities should represent value for money and staffing should reflect what the hirer is paying for.	12/9/2018 10:59 PM
7	hourly rates & sq meterage being used.	12/7/2018 9:23 PM
8	As a long term weekly tenant I believe pricing should be determined on the quality of the product and services being provided. As you are aware the amenities need immediate action the toilets are currently a workplace health and safety issue and need a full upgrade including facilities for the aged and disabled. Prices have increased without any facility upgrade.	12/7/2018 7:25 PM
9	This is a community space, and should be accessible to all community based activities. Business and government activities should help fund the space.	12/7/2018 5:24 PM
10	Not making hire too expensive for community projects.	12/7/2018 3:06 PM
11	Fair pricing for groups with regular bookings.	12/7/2018 10:39 AM
12	Nil	12/7/2018 8:03 AM
13	No changes to pricing structure for hall hire by community groups, present changes have already created financial issues for a lot of groups and mean locals can no longer use their own facility.	12/7/2018 4:42 AM
14	All users should pay a fee. Weddings and the like full price. Seniors groups and schools deserve a small discount due to pensioners being on limited income and families have big expenses in ensuring their children are physically active, many with multiple activity participation.	12/6/2018 7:44 PM
15	Sporting clubs that book regularly should have a discount.	12/6/2018 5:00 PM
16	It should be less expensive for all.	12/6/2018 3:32 PM
17	Please don't make the cost of hiring the space so much that the cost can't be mostly absorbed by the hirer. The pool fees for a family of 6 are extremely high, thus it's no longer a community accessible option. The AELC should reflect the community and not be a money maker. Rates are already high enough.	12/6/2018 1:16 PM
18	It all depends upon what the fundraising activities are for. Generally anything community non-profit based should attract little or no charge if possible. Profit making ventures should pay.	12/6/2018 11:50 AM
19	I don't have a very strong opinion on the pricing, however I do feel that groups which are helping the community the best way they can and work extremely hard to do so such as the health organisations and non-for-profit and community groups such as ses for example should not have to pay a lot of money for the AELC space.	12/5/2018 8:12 AM
20	NO IDEA	12/4/2018 5:33 PM
21	unsure	12/4/2018 7:57 AM
22	Nil	12/3/2018 9:03 PM
23	Would be great to see the prices low enough that the venue is fully utilized.	12/3/2018 4:40 PM
24	No more levies on our rates.	12/3/2018 3:17 PM

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Ballina Shire Council

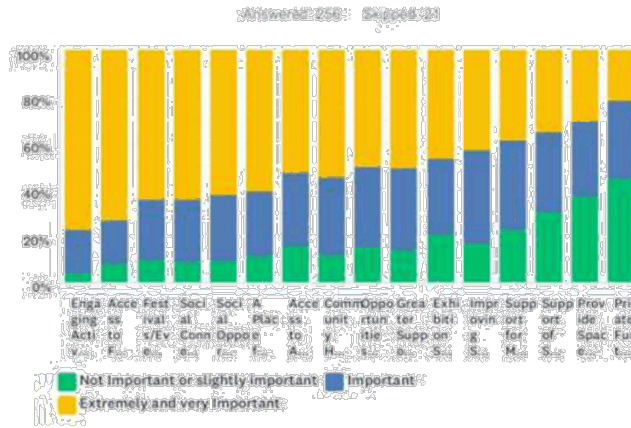
25	nil	12/3/2018 2:12 PM
26	If I'm hiring a room or venue than I don't expect anyone else to have to pay for it.	12/3/2018 9:16 AM
27	Better to have something permanent in there that is beneficial for the community.	11/30/2018 1:21 PM
28	We find the prices at present for community groups and not for profit orgs very reasonable.	11/30/2018 11:44 AM
29	Already costly.	11/29/2018 5:27 PM
30	none	11/29/2018 12:20 PM
31	as long as is fair, happy to pay	11/28/2018 9:02 AM
32	It should be free for the community to use it.	11/28/2018 7:19 PM
33	They should be consistent.	11/28/2018 6:45 AM
34	I do not know enough about your pricing to comment. It would have been good to provide examples for survey participants. Your charges could be outrageous and killing the facility, or they might be undervaluing it - I don't have enough information.	11/27/2018 11:00 PM
35	I am not aware of pricing for these type of buildings so I can't comment.	11/27/2018 9:16 PM
36	This should be a community facility accessible to all community groups.	11/27/2018 11:25 AM
37	Community groups should pay less so that businesses do not book the place out.	11/27/2018 8:34 AM
38	A price that does not price people out.	11/25/2018 8:51 PM
39	Dependent upon who is hiring.	11/25/2018 1:35 PM
40	Under \$5 for casual and \$60 an hour to book.	11/25/2018 7:08 AM
41	Don't expect ratepayers to fund this.	11/23/2018 8:38 AM
42	Discounts could be cumulative. So a non-profit, community, school groups running a fundraising event would get 4x15-50% discount.	11/22/2018 8:47 PM
43	Pricing should be kept affordable for all groups.	11/22/2018 2:51 PM
44	nil	10/14/2018 7:26 AM
45	We shouldn't be spending more money on facilities for progress sake. Ask people you will find they don't want buildings just to say we have a community centre.	10/5/2018 6:25 AM
46	For almost every case, so charge should be applied, so the opportunity is valued by the user. People often don't value what they don't pay for.	10/4/2018 10:46 PM
47	Being paying my whole life.	10/4/2018 2:25 PM
48	Pensioners can not afford to keep having rate rises to provide infrastructure that they will barely use.	10/4/2018 1:56 PM
49	Support groups working for the community.	10/4/2018 12:22 PM
50	Rate payers can't be expected to pay like with the pool.	10/4/2018 10:53 AM
51	Lower prices.	10/2/2018 11:40 AM
52	Over priced.	10/2/2018 11:29 AM
53	Kept to a minimum.	10/2/2018 11:21 AM
54	Majority rate payers at functions on sliding scale over 50% free or donation.	10/2/2018 11:12 AM
55	No need to provide subsidies, if the pricing is set at a competitive rate in the first place. Too expensive at the moment.	9/17/2018 4:41 PM
56	Keep costs low.	9/15/2018 11:00 PM
57	nil	9/14/2018 11:48 AM
58	When we need it was value for money.	9/12/2018 2:43 PM
59	Because the venue is so poorly equipped for cultural activities (theatre, concerts, cabaret, recital), requiring external hire of sound/lighting/airconditioning, the current hire fee is too high.	9/11/2018 6:19 PM
60	Pricing should be relative to level of use. If a weekly user, a reduced rate should apply.	9/11/2018 11:48 AM

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Ballina Shire Council

61	the pricing needs to be heavily subsidized to ensure the excellent space is actually used for community based activities - as it once was	9/10/2018 9:21 AM
62	na	9/8/2018 1:35 PM
63	I believe it is currently too high for sporting groups to borrow the money when it is the coach or the player individual who is usually having to pay out of pocket	9/7/2018 10:14 PM
64	Anybody who is not making a profit OR is doing something good for the community should not have to pay to use community services.	9/7/2018 4:32 PM
65	Discounts for repeat bookings	9/7/2018 12:28 PM
66	N/A	9/7/2018 12:12 PM
67	Pricing is reasonable for the quality of space hirers get. Particularly Lennox Head and Ballina. Option to hire AV equipment	9/7/2018 10:41 AM
68	peppercom rent for NGOs	9/7/2018 10:00 AM
69	I don't know the pricing so difficult to comment	9/6/2018 8:27 PM
70	Those not for profit activities are important, and need help to cover costs. Especially those supporting the elderly, pensioners and children.	9/6/2018 4:28 PM
71	Council waived fee for event under the community program however would like to see LHCCC fee subsidised. Have assessment for individual larger events for determining fees and charges for hirers	9/6/2018 4:26 PM
72	none	9/6/2018 2:57 PM
73	Community Not For Profit have to go elsewhere as current fees are too expensive. Financial membership is diminishing, social media is taking over and fees aren't required and therefore community groups are unable to afford room hire fees.	9/6/2018 2:51 PM
74	Price is high in comparison to what you can get in the competitive market. Need to look at bringing in food service providers.	9/6/2018 1:21 PM
75	Community Organisation sporting groups encourage people to be active.	9/6/2018 1:01 PM

G. Respondents' suggestions for activities and services they would like to see within the Centre



	NOT IMPORTANT OR SLIGHTLY IMPORTANT	IMPORTANT	EXTREMELY AND VERY IMPORTANT	TOTAL
Engaging Activities for Youth	8.60% 17	18.81% 44	72.60% 164	230
Access to Fitness and Sporting Activities	8.37% 20	18.83% 45	72.80% 174	239
Festivals/Events/Trade Shows	9.88% 24	25.93% 63	64.20% 156	243
Social Connection for Seniors	9.09% 22	26.86% 65	64.05% 155	242
Social Opportunities for the Community to Get Together	9.66% 23	28.57% 69	61.76% 147	239
A Place for Community Meetings, Public Information and Issue Sharing	11.44% 27	27.97% 67	60.59% 143	236
Access to Arts and Culture	15.77% 38	31.95% 77	52.28% 126	241
Community Health Services	12.17% 29	33.48% 80	54.35% 129	238
Opportunities for Volunteering and Community Service	15.52% 36	34.48% 80	50.00% 116	232
Greater Support Services for Families	14.03% 33	35.29% 83	50.68% 117	229
Exhibition Space	21.01% 50	32.35% 77	46.64% 111	238
Improving Skills, Training and Education	17.03% 39	39.74% 91	43.23% 99	229
Support for Minority Groups	23.25% 53	36.16% 84	38.60% 88	224
Support of Small/Fledgling Businesses	30.70% 70	34.21% 78	35.09% 80	228
Provide Space for Business Meetings, Training and Brainstorming	37.39% 86	32.17% 74	30.43% 70	230
Private Functions (Weddings, Parties, Funerals, etc)	44.78% 103	33.48% 77	21.74% 50	230

When approaching new hirers for businesses development purposes staff should consider that the community would like to see:

- services and activities for engaging the youth (approx. 77% of respondents said this was very important or extremely important);
- services for people to access fitness and sporting activities (72.8% of respondents said this was very important or extremely important);
- 64.2% of respondents said this was very important or extremely important to have festivals, events and tradeshows at the Community Facility;
- 64.05% of respondents said this was very important or extremely important to have services that provided a social connection for seniors at the Community Facility;
- 61.76% of respondents said this was very important or extremely important for the community to come together and meet at the Community Facility
- It should also be noted that 44.78% of respondents said that private functions such as weddings, parties and funerals were not a priority area for Ballina Shire Council to facilitate.

H.What could ALEC do that could attract people to the area

Answered: 123 Skiped: 154

#	RESPONSES	DATE
1	Regional performing arts centre. Its heartbreaking seeing kids in sydney getting ACER arena and Opera house as their performing stage for DET programs and ours is Ballina RSL. our kids deserve better. They are no less talented but have much less opportunity and resources. Thanks for the opportunity to respond.	12/19/2018 10:55 AM
2	A large fully equipped modern library.	12/18/2018 7:35 PM
3	Circus arts, indoor netball comp.	12/17/2018 1:58 PM
4	Indoor play and adventure centre.	12/14/2018 4:01 PM
5	providing alot more facilities and opportunities for young people to use the facility on a regular basis and for activities for young people for social interaction.	12/13/2018 4:50 PM
6	Indoor sports and kids play/activity area.	12/12/2018 6:35 PM
7	The Australia Day Ceremony should be shared around throughout the region. Lennox Head hosts it every year.	12/12/2018 1:30 PM
8	Can't think of anything	12/10/2018 4:41 PM
9	sports and activities for seniors, e.g. ballina USA courses, movies	12/10/2018 8:22 AM
10	More exhibitions	12/8/2018 2:03 PM
11	Alstonville is moving ahead we need programmes for youth, unemployed, a drop in place with councillors. Seniors need more activities to help keep active Alec had a lovely garden. Then all got removed. Certainly would be a cheap beautification if addressed again. Work for the Fee participants could get involved.	12/8/2018 10:42 AM
12	Will never attract business unless you attend to the urgent upgrades to the toilets and the heating and cooling. If all that is done and you have unlimited money we'll go for it shows like back to the Tivoli. Holiday pantomimes quality Christmas markets. Let's put the horse first and address the problems that need doing instead wasting money on purchasing cheap plastic unsafe seats.	12/7/2018 7:40 PM
13	Comfortable Seating.	12/7/2018 3:29 PM
14	A decent markets run by people with modern and innovative thinking.	12/7/2018 3:14 PM
15	ahwey too steep.	12/7/2018 2:54 PM
16	Can't think of anything	12/7/2018 1:37 PM
17	The youth wants a skate park in Alstonville.	12/7/2018 12:07 PM
18	cater for more sports, organised comps etc.	12/7/2018 11:44 AM
19	More senior social activities.	12/7/2018 11:41 AM
20	No	12/7/2018 10:45 AM
21	Do outdoor concerts at show grounds.	12/7/2018 8:08 AM
22	Not enough trade shows are held in Alstonville compared to in the past eg home shows, were very popular.	12/7/2018 4:49 AM
23	Bring children's activities to centre, gymnastics was wonderful.	12/6/2018 8:41 PM
24	I think ALEC could be upgraded and improved by offering a meeting room for community groups such as Probus to hold monthly meetings. Offering microphones, computer USB facilities, tea/coffee making facilities.	12/6/2018 7:58 PM

25	Needs more function rooms	12/6/2018 6:49 PM
26	Kids skate park, coding club, music lessons, yoga	12/6/2018 6:39 PM
27	One I really worry about this as you phrase it as a "hypothetical" question of unlimited funds but I honestly believe that you think your rate payers are your unlimited money bank for you to spend our money on whatever you want and keep throwing OUR money at it. I have spoken to the Mayor about this and at the time asked about better parks in Alstonville or the nearby area (something that families can enjoy and the kids play and the families can get out of the house and walk/exercise and then you can go home with enough money in the bank account to still put food on the table...which doesn't happen when you attend the Alstonville pool). Parks that are similar to the ones you would find in QLD. He said he wasn't interested in spending money on it. So instead my rates get to go to nothing in the community that my young family could or would attend. (yes you have listed a bunch of sports you do in ALEC but we can't afford for our kids to attend these). I really feel like these surveys are all about saying "see we surveyed and asked the community what they wanted" so you look like you provided a duty of care to your community but then you decide you want something else (usually something that only a minority of people would use) so you discard our comments and spend the money on what a few people down at the Ballina council chambers would use.	12/6/2018 6:18 PM
28	Markets children's shows, concerts	12/6/2018 5:06 PM
29	Childcare Centre Seniors Daycare	12/6/2018 3:52 PM
30	Stretch classes, fitness classes for seniors	12/6/2018 3:09 PM
31	The parking spaces for cars should be extended as High St cannot take the spillover when there are functions on at the Centre.	12/6/2018 1:37 PM
32	Community theatre and gallery space	12/6/2018 1:22 PM
33	Paint the foyer	12/6/2018 12:51 PM
34	A decent caravan park as people don't LIVE at the Leisure Centre in Caravans	12/6/2018 12:17 PM
35	Shows and theatre productions, Musical recitals by bands etc.	12/6/2018 12:12 PM
36	No	12/6/2018 10:17 AM
37	DROP IN NEIGHBOURHOOD TYPE CENTRE	12/4/2018 5:39 PM
38	No	12/4/2018 2:20 PM
39	More live theatre	12/3/2018 6:45 PM
40	Nothing in Alstonville for young people to go to that is a sensible activity under 18. Music/disco facility	12/3/2018 6:16 PM
41		12/3/2018 5:16 PM
42	Indoor rock climbing wall	12/3/2018 5:00 PM
43	No	12/3/2018 4:24 PM
44	A theatre space to be used for dance concerts and eistedfods with decent number of seating and proper stage with front curtain. Could be an excellent way to recoup costs in terms of venue hire if marketed correctly.	12/3/2018 3:52 PM
45	We need our own ambulance service	12/3/2018 3:21 PM
46	Access to ALEC would need to be vastly improved prior to any money being spent on this space	12/3/2018 2:19 PM
47	Youth: we are bored there is nothing for us to do anywhere, skateparks are crap or full of bad people, hardly any public transport, cost, we need more	12/3/2018 2:10 PM
48	No	12/3/2018 9:26 AM
49	Yes Indoor Play centre or trampoline venue for families. On rainy days there is NOTHING for families to do.	11/30/2018 1:28 PM
50	Tourist information Community garden Picnic area for families with safe equipment for littlies	11/30/2018 11:49 AM
51	dementia day care	11/29/2018 9:07 PM
52	No	11/29/2018 1:45 PM

53	Eat Street night markets with entertainment on weekends	11/29/2018 9:31 AM
54	More Markets	11/28/2018 12:36 PM
55	Many more art, craft, past time, hobby exhibitions and festivals - music, shows, car shows, boat shows, community information days - like how to get governments and councils to do better jobs for all of us and the community's total well being.	11/27/2018 11:18 PM
56	better library	11/27/2018 9:31 PM
57	Yes a Town Hall	11/27/2018 4:35 PM
58	Seniors/exercise classes; Juniors/craft activities	11/27/2018 1:55 PM
59	no	11/27/2018 11:42 AM
60	more theatre events	11/27/2018 11:31 AM
61	A bigger library and another basketball court	11/27/2018 8:44 AM
62	Creative and business hub for new small business and entrepreneurs	11/27/2018 7:39 AM
63	We don't have a multi-use space in our region, a collaborative space that the Byron Shire Council do well. A space that can be used for many different functions and by many different groups. For example, a sporting facility such as the indoor courts at ALEC could be partitioned off to become separate theatres or workshop spaces where private businesses can run classes, yoga, workshops etc.	11/25/2018 9:09 PM
64	There needs to be more emphasis given to younger families and the type of facilities that cater to them. There is no shortage of services and facilities in the Alstonville region for seniors, so it would be wonderful to have ALEC as a centre point for services for youth/families.	11/25/2018 8:59 PM
65	Indoor sporting competitions	11/25/2018 2:03 PM
66	Updated and improved court use for sports other than Futsal	11/25/2018 7:13 AM
67	Social basketball competition. Build rock climbing wall for casual use.	11/24/2018 9:20 PM
68	Indoor sports	11/24/2018 12:41 PM
69	Make the Library larger	11/23/2018 1:44 PM
70	Fix the roads	11/23/2018 8:45 AM
71	A multipurpose facility that incorporated an indoor climbing wall (could be tendered to run as a business) would draw families and athletes to the facility, therefore increasing its use for other purposes. There is no nearby facility like this in any of the neighbouring regions. Here is an example of the type of facility that would be an amazing addition to our region. https://canmore.ca/recreation-facility/elevation-place/climbing-gym/	11/22/2018 9:03 PM
72	No opinion	11/22/2018 2:57 PM
73	We need a hangout spot for children and teenagers, a skatepark or the like where kids can play after school and weekends. Also a nice restaurant in the area would be nice too.	11/22/2018 12:47 PM
74	Umm	11/22/2018 12:12 PM
75	Better tourism facilities and meeting venues to house fly in and interstate guests	11/22/2018 9:59 AM
76	There are very limited basketball facilities on the north coast. This has been recognised but only Byron has really seen action in decades.	11/21/2018 7:08 PM
77	Professional theatre	11/20/2018 12:32 PM
78	Trade shows	11/20/2018 11:14 AM
79	This is not important to my generation or families. The Alstonville show would be the main attraction and I have never thought the building needs upgrading. This is not a alignment to what people in my community (that have spoken to me) are interested in. The state of the building has never been brought up.	11/19/2018 4:21 PM
80	Skate Park	11/5/2018 10:21 AM
81	skate park in or around ALEC. Alstonville does not cater for their youth at all. Would be a great space for community youth programs.	11/2/2018 8:40 AM

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Ballina Shire Council

82	A first class well equipped library. Room for activities like scrabble, book groups, school research, history etc.	10/26/2018 3:00 PM
83	Yes it seems we see a high presence of elderly and disabled community members out and about. I really would like to see our youth attended too by way of skateboard park facilities and or circus school or go karting facilities or the like to help put Alstonville on the map for youth activities.	10/14/2018 7:48 AM
84	Youth Activities & vacation care.	10/11/2018 1:18 PM
85	Don't know.	10/3/2018 10:51 PM
86	Just improve it and put decent chairs with armrests and padding.	10/4/2018 2:38 PM
87	More activities for grandchildren to do on rainy days and holidays. Update the theatre facility and have drama and singing classes.	10/4/2018 12:47 PM
88	As a trainer, better training facilities would help kids get jobs.	10/4/2018 12:36 PM
89	More health services, particularly for men. As a woman, we looked after, but men need more care.	10/4/2018 12:14 PM
90	It is old and ugly. I have to go there for school sport sometimes, or when my parents go. Everything is for old people. More activities for young people are needed.	10/4/2018 11:42 AM
91	Greater population growth by offering more acreage lots in the area.	10/4/2018 11:05 AM
92	Short film festival, musical events, decent markets!!!	9/28/2018 10:58 PM
93	Let GSAC and Ballina Indoor Sport do basketball and Futsal. Alstonville should provide activities that will allow kids to have fun year around, especially in wet weather. Things like indoor skate ramps, roller derby, remote control car racing, drones, climbing walls and inflatables would add excitement, draw crowds and increase tourism.	9/17/2018 4:52 PM
94	We have family living in Alstonville & grandchildren who attend Alstonville Primary School & cousins who also live there! We also watch their sports & attend functions in ALEC. I play Lifeball in the centre as well & feel it is very important to keep this facility in good repair for the future of Alstonville.	9/17/2018 4:34 PM
95	Free activities for families.	9/15/2018 11:08 PM
96	Promoting it as a place for interest groups or support groups to meet.	9/14/2018 11:53 AM
97	Food and wine festival.	9/13/2018 8:32 AM
98	Alstonville 5 a side soccer tournament.	9/12/2018 4:01 PM
99	Not from area so not sure.	9/12/2018 2:46 PM
100	Fully equipped permanent 450 seat civic theatre, support for professional theatre company activity (plays, musicals, cabaret, concerts). In the absence of any suitable venue in Ballina, the Plateaus unique placement could provide cultural tourism opportunities.	9/11/2018 8:30 PM
101	Our own theatre music & dance productions on the Plateau.	9/10/2018 5:22 PM
102	Alstonville based sporting activities for adults - ie Basketball competition.	9/10/2018 9:26 AM
103	Not sure.	9/8/2018 10:12 AM
104	Not really.	9/8/2018 9:57 AM
105	Events centres for weddings !!! And other similar functions. The northern rivers, I feel, is lacking in this area.	9/6/2018 8:45 AM
106	As there are caravan facilities available in the Showgrounds, more Exhibitions etc should be held in the Hall to attract tourism. There are lots of grey nomads out there.	9/6/2018 7:20 AM
107	We need a dedicated theatre, as in Lismore, Byron and Bangalow, for orchestral, chamber, concerts and plays. A converted multi use sports hall doesn't work acoustically.	9/7/2018 6:52 PM
108	The ALEC would be amazing as a live science museum like guesstacon in Canberra. Having different exhibitions at different times to continue attracting visitors.	9/7/2018 6:03 PM

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Ballina Shire Council

109.	Health education sessions for the community - free of charge. Different topics at different sessions. Can be additional to care by health care providers who can refer to these sessions - they often don't have enough time to educate patients like this. Many people are spending a lot of money and time on healthcare because they lack the knowledge on how to take care of themselves properly. This would be a great investment into the future of the community and current health and wellbeing of Alstonville families. Obviously as well as this any type of meditation/relaxation sessions or counselling would be great additionally for mental wellbeing.	9/7/2018 4:39 PM
110.	Indoor hockey	9/7/2018 2:01 PM
111.	film nights similar to federal and etham; dance events similar to row; small markets for handmade items; small live music concerts like guy sebastian	9/7/2018 12:48 PM
112.	Aquatic Centre Lennox Head	9/7/2018 12:15 PM
113.	Film and movies; require more comfortable seating. Don't want to sit in a plastic chair for two hours	9/7/2018 10:56 AM
114.	Youth Services/activities;	9/7/2018 10:05 AM
115.	Indoor skate park	9/6/2018 10:06 PM
116.	Don't need to do anything particularly, just engaging more arts and cultural events into it	9/6/2018 3:16 PM
117.	A modern indoors sporting facility, but hopefully that will happen in Ballina	9/6/2018 3:08 PM
118.	No comment	9/6/2018 2:57 PM
119.	More agriculture, join up with the agricultural society and turn it back to a great horse/cattle agriculture centre.	9/6/2018 1:31 PM
120.	Similar model to KIVA Spa - day spa facilities eg. sauna room, heated spa and massage and other health services. This could assist the elderly population of Alstonville. Mobile cinema screen, would be good for the young family population of Alstonville, Goonellabah and Lismore.	9/6/2018 1:28 PM
121.	No response	9/6/2018 1:15 PM
122.	Promote the facility at Alstonville given appropriate maintenance has been done.	9/6/2018 1:10 PM
123.	It would be great to have an indoor activity area that teens and older kids could use.	8/31/2018 4:28 PM

I. Other suggestions and ideas

#	RESPONSES	DATE
1	No	12/21/2018 4:39 PM
2	Bigger, Performing arts, Multi purpose	12/19/2018 11:00 AM
3	Improvements to the library, including disabled access	12/18/2018 7:37 PM
4	No	12/18/2018 4:41 PM
5	Its an undervalued resource, and I think its partly because of how it looks. It needs some love.	12/17/2018 1:58 PM
6	No	12/14/2018 4:01 PM
7	ALEC should remain to be a comfortable meeting place, particularly for the elderly residents of our area, as it is very central and accessible to many of the local communities. The costs involved to utilise this facility should be kept to a minimum.	12/14/2018 9:33 PM
8	An air conditioner is important	12/12/2018 1:35 PM
9	The facility cannot be all things to all people and there are too many options	12/11/2018 11:04 AM
10	No	12/10/2018 4:41 PM
11	Movies	12/10/2018 8:23 AM
12	No	12/8/2018 2:04 PM
13	Foyer could be beautified cheap and instant. Gardens as well. Library updated.	12/8/2018 10:47 AM
14	Air conditioning of large space used by seniors.	12/7/2018 10:13 PM
15	none	12/7/2018 9:24 PM
16	Upgrade the toilets, heating and cooling facilities.	12/7/2018 7:41 PM
17	Modernise to draw a younger crowd	12/7/2018 3:17 PM
18	More parking	12/7/2018 1:38 PM
19	Just more stuff for youth	12/7/2018 12:08 PM
20	No	12/7/2018 11:44 AM
21	No	12/7/2018 10:46 AM
22	Nil	12/7/2018 8:08 AM
23	Council needs to fund improvements to ALEC by itself and not by raising our rates again, this will ensure greater community involvement in changes at the centre without causing resentment towards the facility.	12/7/2018 4:52 AM
24		12/6/2018 8:42 PM
25	A bright happy facade that includes thoughtful consideration of seniors.	12/6/2018 6:51 PM
26	The one time I went there to use the Library (about 7 years ago) the staff in the sports section yelled out to me to "shut my toddler up". The Library staff were fine. Needless to say I haven't stepped foot back in the place since. Ironically they seem not to be very child friendly.	12/6/2018 6:24 PM
27	Why can we only select one item per category?	12/6/2018 3:54 PM
28	Notices as to what is on at ALEC. Situated in the Alstonville Plaza at Alstonville would be good.	12/6/2018 3:12 PM
29	I would like to see a couple of art exhibitions a year, as our art gallery is now closed. It would give budding artists a chance to air their talent.	12/6/2018 1:40 PM

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Ballina Shire Council

30	Keep the facility neutral, do not preferentiate particular community groups or religions, advertise the facility more and what the ALEC can do.	12/6/2018 12:53 PM
31	LET SPORTS AND BUSINESS PEOPLE USE THEIR OWN SPECIFIC FUNDING. KEEP THIS FOR COMMUNITY HEALTH, ART AND LIBRARY!	12/4/2018 5:40 PM
32	No	12/4/2018 2:21 PM
33	Stop asking for our money, stop increasing our yearly rates. I can't afford it!!	12/3/2018 9:11 PM
34	It has never really felt like a community space due to private rentals. A community garden would bring people to the site and maybe start to establish it as a community centre.	12/3/2018 6:47 PM
35	Put up signage so that people know where to find it.	12/3/2018 6:41 PM
36	Bring it into the modern facility it should be: wifi, recharge stations, attractive modern surrounds.	12/3/2018 6:17 PM
37	o	12/3/2018 5:17 PM
38	If this survey ends up with Council applying for yet another rate increase to fund upgrades, I do not approve. I'm sick of having a high rates cost to begin with without another raise!	12/3/2018 4:26 PM
39	A local ambulance service	12/3/2018 3:21 PM
40	No	12/3/2018 2:20 PM
41	No	12/3/2018 12:34 PM
42	no	12/3/2018 9:28 AM
43	Install air conditioning. More interactive activities for children and youth.	11/30/2018 3:04 PM
44	Air conditioning.	11/30/2018 1:28 PM
45	ALEC needs a full refurbishment. It is currently not up to hire standards and cannot meet the needs of hirers without air conditioning in the Centre as it is currently a safety concern.	11/30/2018 12:09 PM
46	Very grateful it exists as it is. Every facility needs to be maintained using a proper maintenance plan that is systematically followed and funded fully.	11/30/2018 11:51 AM
47	no	11/29/2018 9:07 PM
48	better facilities for those with dementia and disabilities.	11/29/2018 1:45 PM
49	Access for people with dementia, ageing and disabilities.	11/29/2018 12:24 PM
50	o	11/29/2018 8:31 AM
51	Really needs work, important that it is fixed and not just maintained	11/28/2018 1:25 PM
52	No thank you.	11/28/2018 12:37 PM
53	As much support for youth as possible.	11/28/2018 9:04 AM
54	Management has to be open and transparent. With some well researched broad-based community support and knowledge. It has to be well publicized, much better communicated to the community. I live just down the road and we never know what's happening on at the ALEC. Maybe you need an outside big sign that rolls over all the things going on there or planned to happen.	11/27/2018 11:25 PM
55	no	11/27/2018 9:21 PM
56	no	11/27/2018 11:42 AM
57	No	11/27/2018 11:31 AM
58	Lennox and Ballina have all of the infrastructure, the plateau is growing and the young families need skate parks and sporting facilities.	11/27/2018 8:47 AM
59	does need update, promoting and creating sense of belonging to all in the community for access and as a meeting place, drop in centre for all ages.	11/27/2018 7:41 AM
60	aircon storage help with setup/ packdown	11/26/2018 4:16 PM
61	Maintenance is super important! Everything has to be in order. Do more to connect the youth, that is our priority. They are our future.	11/26/2018 3:44 PM

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Ballina Shire Council

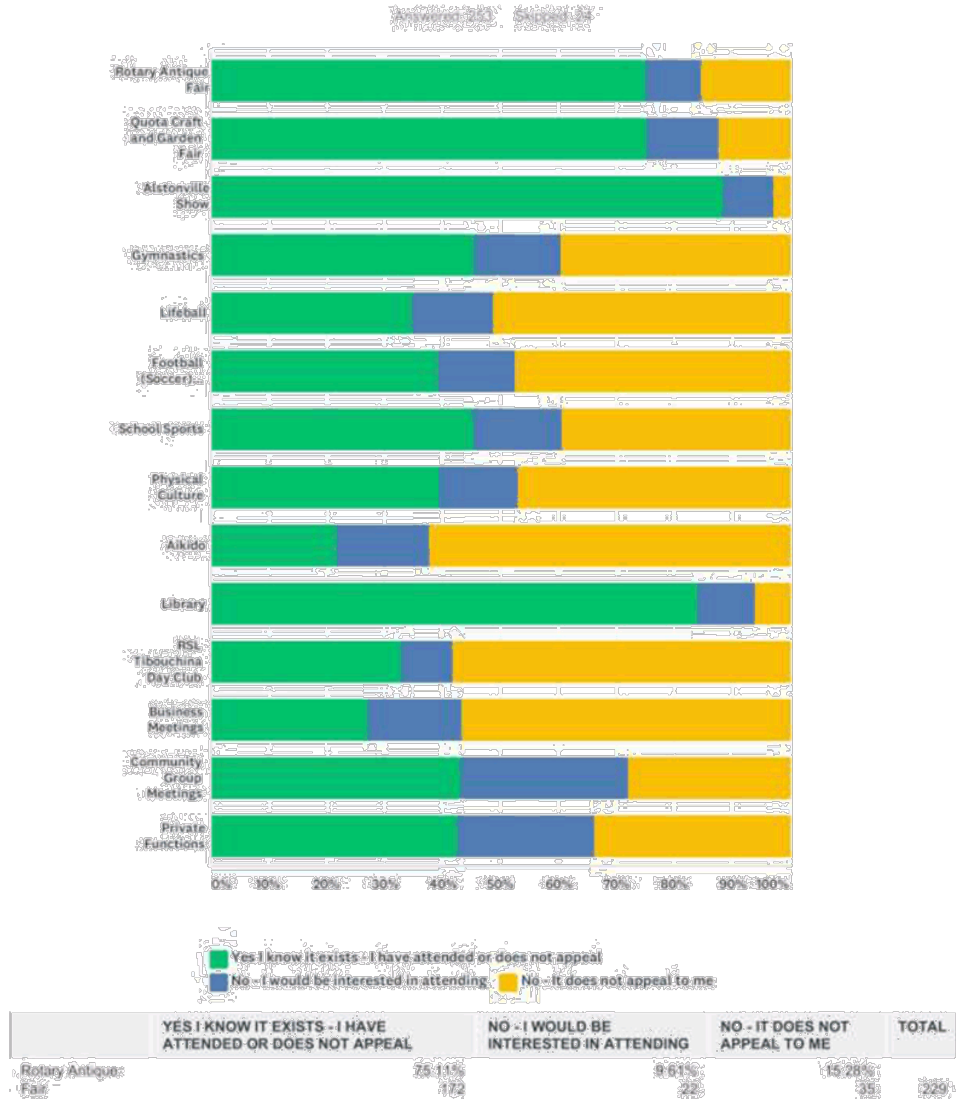
62	The use of ALEC needs to be well thought out and particularly catering to the youth/young family demographic that is growing rapidly in Alstonville, without any facilities dedicated to them.	11/25/2018 9:11 PM
63	Yoga, organic food markets, better library	11/25/2018 9:00 PM
64	No	11/25/2018 2:04 PM
65	Need to do better for children. Something on a Saturday morning.	11/23/2018 1:52 PM
66	No	11/22/2018 2:57 PM
67	Umm.	11/22/2018 12:12 PM
68	Basketball facilities.	11/21/2018 7:09 PM
69	It mainly needs a general tidy up and refurbishment.	11/20/2018 1:48 PM
70	No	11/20/2018 12:32 PM
71	Just that the library, gymnastics and basketball court are all TERRIBLE and need to be renovated and the gymnastic space should be permanent.	11/5/2018 10:22 AM
72	It is not visible from the road which is problematic. There is a lack of adequate parking. Its ugly and not something im proud to have in my community. The markets are not good there as its not visible when people drive by so unlikely to stop and check it out. Zero charm and no sense of vibrancy. Needs to be modernised and people will be attracted to use the space.	11/2/2018 8:44 AM
73	Build a bigger library	10/26/2018 2:53 PM
74	More advertising of events would be helpful. Also street signage as many of my friends did not know where ALEC is. I would appreciate some balance in the ALECs use e.g. arts and crafts, youth activities, senior activities and community events please.	10/14/2018 7:51 AM
75	Increase the parking and make it accessible to the population of Alstonville	10/5/2018 6:29 AM
76	Make the technology installed scale-able and upgrade-able	10/4/2018 10:53 PM
77	Provide better parking. More parking.	10/4/2018 4:40 PM
78	Fix what you already have. Tintenbar shire should have never merged with Ballina, the place has been let go and not maintained why is the building in such a bad state. Fix roof, get air con, better chairs and mobility scooter parking.	10/4/2018 2:40 PM
79	Don't put rates up to pay for this	10/4/2018 2:01 PM
80	Give the young ones more to do	10/4/2018 12:47 PM
81	Renovate it and make it attractive	10/4/2018 11:42 AM
82	Lower costs and air con	10/2/2018 11:32 AM
83	No air conditioning not like council chambers	10/2/2018 11:15 AM
84	Better signage and notifications of community events and services offered would be great. A user friendly, up to date website with a list of services, sports, timetables, and shows would be helpful.	9/28/2018 10:59 PM
85	Don't just churn out another boring Council facility, think progressively.	9/17/2018 4:54 PM
86	The Alstonville Showground Sheds that adjoin the ALEC are covered in mildew, grass growing out of the gutters, walls filthy etc. are an absolute disgrace & needs a huge clean up etc. as people using parking spots nearby are confronted with this eyesore, not very welcoming that is for sure. Gives the impression the entire area (including the ALEC) is greatly neglected!	9/17/2018 4:35 PM
87	Invite families to be part of free activities that create friendships and community.	9/15/2018 11:11 PM
88	More information on events	9/12/2018 4:33 PM
89	Improve safety by addressing the playing surface	9/12/2018 4:01 PM
90	Have a giant chess set that can be used by students who may be on site for various other activities.	9/12/2018 2:47 PM
91	I have submitted a proposal already.	9/11/2018 6:32 PM
92	Better toilet facilities would be great.	9/11/2018 11:52 AM
93	Expand the Library facilities	9/11/2018 10:22 AM

4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Ballina Shire Council

94	It's now quite an old centre & has served the community here for a long time - the community invested heavily in having their own community centre. It would be good to see it updated to serve our community again.	9/10/2018 5:26 PM
95	Not at this time.	9/8/2018 10:13 AM
96	Better: more signed disabled parking when events are on.	9/8/2018 9:59 AM
97	No I feel all has been covered in the Survey	9/8/2018 7:23 AM
98	Keep it fresh and clean :)	9/7/2018 4:40 PM
99	Either expand or remove the library. Change of name - just to community hall - the name is too big for the reality - get high expectations then let down.	9/7/2018 12:50 PM
100	N/A.	9/7/2018 12:37 PM
101	More publicity and marketing of the venues/spaces to let people know what is offered in the spaces.	9/7/2018 10:59 AM
102	It would be great to have a venue on the plateau to see live performances.	9/6/2018 10:14 PM
103	Cost - reduce the cost to bring more events to the region. Air Conditioning needs to be installed into Park Lane Theatre to be able to cater for more events and to have more people. Gets very hot in Summer and quite cold in the winter months.	9/6/2018 4:31 PM
104	no	9/6/2018 3:07 PM
105	Make Kentwell Community Centre into a neighbourhood centre by providing various community health and access services.	9/6/2018 1:29 PM
106	More community involvement for meetings. Good space for big groups.	9/6/2018 1:17 PM
107	Community Sporting groups sign on fair afternoon.	8/31/2018 9:58 PM
108	Brighten and freshen up the facility and make it more welcoming. School holiday programs would be great. CSAC has a formal care program, something a little more relaxed would be great.	8/31/2018 4:29 PM

J. Potential new audience for existing activities



4.2 Alstonville Leisure and Entertainment Centre - Redevelopment

Ballina Shire Council

Quota Craft and Garden Fair	75.21% 179	12.61% 30	12.18% 29	239
Alstonville Show	88.52% 218	8.61% 21	2.87% 7	246
Gymnastics	45.58% 90	14.88% 32	39.53% 85	215
Lifeball	34.67% 78	14.22% 32	51.11% 115	225
Football (Soccer) Training	39.17% 85	13.36% 29	47.47% 103	217
School Sports	45.37% 95	15.26% 33	39.35% 85	213
Physical Culture	39.53% 85	13.49% 29	46.98% 101	215
Aikido	21.70% 46	16.04% 34	62.26% 132	212
Library	84.15% 197	9.83% 23	5.98% 14	234
RSL Touchline Day Club	33.03% 72	8.72% 19	58.26% 127	218
Business Meetings	27.19% 59	16.13% 35	56.68% 123	217
Community Group Meetings	43.12% 94	26.90% 63	27.98% 61	218
Private Functions	42.52% 91	23.83% 51	33.64% 72	214

The blue highlighted bars across each of the activities in diagram J above represents the percentage of people who were not aware of certain activities within the Alstonville Leisure and Entertainment Centre and would be interested to attend. Please note most of these are outweighed by the percentage of respondents who the activity does not appeal to, demonstrating that marketing efforts would be resource intensive.

4.3 Swimming Pools - Tender for Management Contracts

4.3 Swimming Pools - Tender for Management Contracts

Delivery Program Community Facilities

Objective To confirm the preferred options for operation and management of the Ballina War Memorial Pool and Alstonville Aquatic Centre prior to calling tenders for the management contract.

Background

The Ballina War Memorial Pool and Alstonville Aquatic Centre are currently under contract management with separate management companies operating each facility. The current contracts cease on 30 June 2020.

The existing contractors have been operating the pools for over twenty years. The current management contracts have been in place for almost 17 years and are due to expire on 30 June 2018. Prior to the cessation of the contracts, Council approved a two-year extension to assess the performance of the redeveloped facilities.

The current contract terms and conditions reflect the operational needs of the facilities prior to their redevelopment and do not align with the current operational capabilities of the new heated pools. An example being the contractual ability to close down these facilities for a number of months per year, which reflected the previous seasonal constraints on the facilities.

Prior to redevelopment the Ballina War Memorial Pool season started mid-September and ended late April and the Alstonville Pool season started late August and ended mid-May.

The extended season for Alstonville related to that facility having a gas pool water heating system.

Following the refurbishment, through negotiation with the existing contractors, Council was able to trial an extension of the pool season operation for 2018/19 and 2019/20. This was achieved through an extension to the contract fee payments.

The extension to the pool season has been extremely well received with Council seeing a significant increase in the use of these facilities.

This result has confirmed the need to permanently review the operational hours and season length for both facilities.

Council has undertaken an analysis of the pool data statistics following the redevelopment and has researched management options for comparative council pool operations.

This report outlines the key findings from this review and provides an overview of the management and operational options available, along with a recommended approach.

4.3 Swimming Pools - Tender for Management Contracts

Key Issues

- Expiration of current pool management contracts 30 June 2020
- Crown land lease Ballina Waterslide
- Length of pool season and hours of operation
- Provision of effective and sustainable community pool management

Information

Current Contracts

The pool management contracts were to expire 31 May 2018 prior to the opening of the redeveloped pool facilities in July 2018. At that time Council endorsed a two year extension of the contracts given the site specific knowledge of the existing management contractors and their ability to start up the redeveloped facilities.

This extension of the contract will end on 30 June 2020.

As part of the negotiations for the extension to the contract period Council was able to extend the season length to reflect the new heated pool facilities.

All other terms of the previous contract were unchanged such as Council receiving all gate fees and Council funding all major expenses associated with maintenance of the plant, buildings and equipment and payment of additional lifeguards above the established contract fee schedule.

Under the terms of the current contract the contractor is responsible for minor maintenance of grounds and amenities cleaning and consumables.

The contractor also receives all income from the kiosk and swimming programs.

Capital Improvements

The Ballina facility was totally renewed during the 2017/18 financial year period with a 25 metre undercover heated pool, an eight lane 50 metre heated pool, children water play area, together with completely new amenities and plant room.

Outside of general maintenance, no further redevelopment works are proposed at this stage.

In 2017/18 the Alstonville facility had the existing pools and plant room replaced with pools and plant matching those of the Ballina facility.

The intention now is to carry out modifications to the Alstonville kiosk/amenity building in June 2020. Council has allocated \$400,000 for these works.

The modifications will bring accessibility and amenities up to current standards.

The works will require the Alstonville facility to be closed for approximately two months.

4.3 Swimming Pools - Tender for Management Contracts

Length of Season

The redevelopment of the facilities, specifically the heating of the pools, created an opportunity to trial a longer pool season during 2018/19 and 2019/20.

The trial of the pool season period in 2018/19 resulted in the Ballina facility closing for maintenance for one month in June 2019 and the Alstonville facility closing for maintenance in July 2019.

The rotating closure period enabled community access to a heated pool facility all year round whilst providing the ability for scheduled maintenance work to be undertaken and a break period for pool management and staff.

The trial of the extended pool season enabled Council to obtain valuable pool data to assist with making a determination on future pool season operational requirements.

The results have identified strong community support for expanding the season length.

The data in Tables 1 and 2 illustrates the gate entry data for the first year of operations.

Income in July 2019 at Alstonville pool was for one day of operation only.

Table 1 – Ballina War Memorial Pool

Ballina War Memorial Pool Since Re-opening August 2018 to October 2019		
Month	Gate Entries	Income (\$)
Aug-18	2,835	44,352
Sep-18	10,101	45,487
Oct-18	17,277	77,043
Nov-18	22,051	67,870
Dec-18	20,089	74,316
Jan-19	29,379	127,515
Feb-19	20,414	77,465
Mar-19	15,052	52,152
Apr-19	9,672	34,885
May-19	6,874	36,537
Jun-19	0	0
Jul-19	6,730	59,397
Aug-19	6,848	33,195
Sep-19	11,029	50,725
Oct-19	15,863	69,314
	194,214	850,253

4.3 Swimming Pools - Tender for Management Contracts

Table 2 – Alstonville Aquatic Centre

Alstonville Aquatic Centre Since Re-opening August 2018 to October 2019		
Month	Gate Entries	Income (\$)
Aug-18	3560	59,930
Sep-18	5287	24,299
Oct-18	10,078	28,991
Nov-18	15,156	42,140
Dec-18	13,519	44,641
Jan-19	11,979	51,690
Feb-19	13,343	49,834
Mar-19	11,668	30,784
Apr-19	6,305	17,106
May-19	5,939	28,085
Jun-19	5,669	45,257
Jul-19	47	1,518
Aug-19	4,836	18,198
Sep-19	8,803	27,393
Oct-19	10,609	39,061
	126,798	508,927

In addition to analysis of our own pool use data, research was undertaken on other council operated pools.

This review identified varied pool seasons as illustrated in Table 3.

Table 3 – Pool Seasons

Council	Length of Season	Heated Facilities
Coffs Harbour	All year round. No closure period	Yes
Taree – Mid-Coast	All year round. No closure period (except Anzac Day)	Yes
Port Macquarie	Open between 1 August – 24 April	Yes
Tweed	All year round. No closure period	Yes
Clarence Valley	Open between 28 September – 9 April	Yes

Heated pool facilities have increased costs through the cooler months and some councils opt to close during the winter period.

Other councils continue to operate and have fully enclosed 25 metre pools.

The trial of closing the Ballina and Alstonville pool facilities on a rotating basis (one month each) proved successful through maintaining public access whilst still enabling the facilities water quality and ground maintenance to be maintained.

4.3 Swimming Pools - Tender for Management Contracts

Alstonville Aquatic Centre - Amenities/Kiosk Refurbishment

At the end of the current pool season (i.e. 30 June 2020) the Alstonville Aquatic Centre will undergo refurbishment of the amenities / kiosk area. The works are estimated to take two months to complete and are proposed to be undertaken in July and August 2020.

Operating Hours

The current operators are receiving requests to increase the operating hours of the pool facilities to support users to access to the facilities prior to and after work.

Table 4 provides comparable data on operating hours for council pools.

Table 4 – Opening Hours

Pool Facility Opening and Closing Times			
Council	Mon – Fri	Sat	Sun
Ballina	6.00am –7.00pm	8.00am –6.00pm	9.00am –5.00pm (Ballina) 10.00am – 6.00 pm (Alstonville)
Coffs Harbour	5.00am –7.00pm	8.00am –6.00pm	8.00am –6.00pm
Taree – Mid-Coast	6.00am –7.30pm	9.00am –4.00pm	10.00am –4.00pm
Port Macquarie – Hastings	6.00am – 6.00pm EST 5.30am –7.00pm DST	9.00am–5.00pm EST 9.00am–6.00pm DST	9.00am–5.00pm EST 9.00am–6.00pm DST
Tweed	5.30am –6.00pm (M +F) 5.30am –7.00pm (T to T)	8.00am – 4.00pm	10.00am – 4.00pm
Clarence Valley	5.30am – 6.00pm EST 5.30am – 7.00pm DST	8.00am – 6.00pm 7.00pm DST	10.00am – 6.00pm

Three out of the five facilities had slightly earlier opening times than our pools with opening hours commencing at 5.30 am during Monday to Friday.

A comparison of weekend hours identified three out of five councils utilised the same opening times on Saturdays and three out of five councils had a later closing time on Sunday.

Management Options

Independent contractor arrangements have been in place for the Ballina and Alstonville pool facilities for over 20 years.

The most recent contracts (which include a two year extension) will expire on 30 June 2020. The current contracts are for 3 x 5 years + 2 year contract equating to a total of 17 years.

4.3 Swimming Pools - Tender for Management Contracts

The end of the current management contracts provides Council with the opportunity to review the contract conditions.

To assist with the analysis a review of management structures of the comparable councils outlined in Tables 3 and 4 has also been undertaken.

This review has identified a varied approach to the management of their pools as per Table 5.

Table 5 – Management Arrangements

Council	Existing management arrangement
Ballina	<p data-bbox="644 645 1375 707">Contracted under 3 x 5 + 2 year management contract (separate contractors for each pool)</p> <ul data-bbox="644 743 1375 1294" style="list-style-type: none"><li data-bbox="644 743 1375 806">• The contractor receives a weekly fee for the management of the pool facility.<li data-bbox="644 824 1375 887">• The contractor receives an hourly rate for additional lifeguards as required.<li data-bbox="644 904 1375 967">• The contractor maintains the premises in regards the pool water quality, gardens and amenities.<li data-bbox="644 985 1375 1048">• The contractor retains all kiosk income as a separate business.<li data-bbox="644 1066 1375 1128">• The contractor manages swim programs and retains all income from those programs.<li data-bbox="644 1146 1375 1173">• Council retains all gate income.<li data-bbox="644 1191 1375 1218">• Council provides all chemicals.<li data-bbox="644 1236 1375 1294">• Council provides all building and plant room maintenance.
Coffs Harbour	<p data-bbox="644 1348 1375 1375">All pools under a lease arrangement</p> <ul data-bbox="644 1411 1375 1899" style="list-style-type: none"><li data-bbox="644 1411 1375 1473">• Lease agreement implemented three years ago with a duration of 20 years<li data-bbox="644 1491 1375 1518">• The lessee retains 100% of the gate income<li data-bbox="644 1536 1375 1599">• Lessee sets fees and charges vetted by Council<li data-bbox="644 1617 1375 1680">• Lessee sets opening and closing times vetted by Council<li data-bbox="644 1697 1375 1760">• Lessee manages and retains the income from swim programs<li data-bbox="644 1778 1375 1805">• Lessee retains the income from lane bookings<li data-bbox="644 1823 1375 1850">• Lessee pays for additional life guards as required<li data-bbox="644 1868 1375 1895">• Lessee retains the income from the canteen<li data-bbox="644 1912 1375 1939">• Lessee carries out general facility maintenance<li data-bbox="644 1957 1375 1984">• Lessee supplies pool chemicals<li data-bbox="644 2002 1375 2029">• Council maintains building and plant equipment

4.3 Swimming Pools - Tender for Management Contracts

Council	Existing management arrangement
Taree MidCoast	<p>Contracted under a 3 x 5 year management contract with YMCA</p> <ul style="list-style-type: none"> • 3 x 5 year contract • Contractor retains 100% of the gate income • Contractor manages and retains income from swim programs • No lane bookings • Contractor pays for additional lifeguards • Contractor carries out general facility maintenance • Council maintains equipment • Contractor supplies pool chemicals • Contractor retains canteen income • Swimming NSW programs permitted out of business hours
Port Macquarie – Hastings	<p>Management contract</p> <ul style="list-style-type: none"> • 5 + 2 + 2 year contract • Contractor retains 100% of the gate income • Contractor manages and retains income from swim programs • Lane bookings available • Contractor pays for additional lifeguards as required • Contractor supplies pool chemicals • Contractor carries out general facility maintenance • Council maintains equipment • Contractor retains kiosk income • Swimming NSW programs allocated Wednesday nights in contract
Tweed	<p>Internal staff management</p> <ul style="list-style-type: none"> • Managed internally by Tweed Shire Council • Current length of internal management - three years • Council retains all gate income • Council retains income from swimming programs • Council retains canteen income • Lane bookings by schools only • Swimming NSW programmed for Friday nights • Council carries out general facility maintenance • Council maintains equipment

Three of the four councils compared all have contracts in place that permit the contractor or lessee to retain all gate income.

Under our current contract Council receives all the gate income.

There are arguments for and against both options some of which are as follows:

Contractor retains all income - advantages

- Contractor has a personal incentive to operate the pool professionally and proactively to encourage use as it results in higher income levels
- This in turn encourages entrepreneurial activities by the contractor
- Eliminates the risk of income theft for Council as Council is not receiving any income
- Reduces administration for Council as there is no need to reconcile banking, audit proceeds etc
- Typically results in less staff resources allocated to the management of the facilities for Council as there is a higher level of autonomy for the contractor

Contractor retains all income – disadvantages

- If Council expends monies improving the facilities the contractor receives all the income benefit of increased usage
- There can be a loss in transparency as the financial information may not be as readily available
- Council potentially has a lower focus on the pools as the income risk rests with the contractor.

Operational Costs

The pool facilities reopened following redevelopment in July 2018. The first financial year of operations provided a reduction in the operating deficit compared to previous years, particularly for the Ballina facility, excluding interest and loan repayments.

Table 6 provides the income and expenditure for the financial year prior to closure for the redevelopment (2016/17) against the first year of operations of the redeveloped facilities (2018/19).

Table 6 – Operating Result (excluding depreciation and interest paid)

Operating Result 2016/17 and 2018/19 -Surplus / (Deficit)			
Ballina	Income (\$)	Expense (\$)	Result (\$)
2016/17	255,600	398,300	(142,700)
2018/19	699,900	634,200	65,700
Alstonville	Income (\$)	Expense (\$)	Result (\$)
2016/17	179,800	387,100	(207,300)
2018/19	387,200	583,600	(196,400)
Combined	Income (\$)	Expense (\$)	Result (\$)
2016/17	435,400	785,400	(350,000)
2018/19	1,087,100	1,217,800	(130,700)

Although there has been an increase in operating expenses Council has also seen a significant increase in income derived from the higher levels of use and extended season.

4.3 Swimming Pools - Tender for Management Contracts

The income increase is much more prevalent for the Ballina facility demonstrated by an unprecedented operating surplus of \$65,700 for 2018/19 (excluding depreciation and loan interest payments).

The Alstonville facility operating result is relatively similar for 2016/17 and 2018/19 albeit that usage levels are way up (higher income has been largely offset by increased operating expenses).

For 2019/20 the Alstonville facility closed for July and still recorded reasonably high usage levels for the first quarter with 13,686 entries.

The Ballina facility had 24,607 entries.

Table 7 provides the 2019/20 first quarter financial results, with those results relatively consistent to 2018/19; i.e. Ballina operating close to break-even and Alstonville operating at a similar level of deficit.

Table 7 – First Quarter 2019/20

First Quarter 2019/20 Results			
Item	Income (\$)	Expense (\$)	Balance (\$)
Ballina	138,800	146,400	(7,600)
Alstonville	73,400	123,000	(49,600)

Management options

Council has a number of options available for the provision of the pool services. Based on the research undertaken the three most commonly utilised methods of management are:

- Internal Management (Council staff)
- Lease Agreement
- Contract Management

Internal Management

Council recently resolved to operate the new Ballina Indoor Sports Centre (BISC) and the Alstonville Leisure and Entertainment Centre (ALEC) with internal management (staff).

The BISC is only in its early days of operation and is already seeing positive community satisfaction levels.

ALEC requires redevelopment however based on community feedback, once developed this facility will be able to be marketed by staff to maximise the use of this facility.

A review was undertaken of options to implement a similar approach for the pools.

As part of the review, Council examined the internal management arrangement at Tweed Shire Council.

4.3 Swimming Pools - Tender for Management Contracts

Tweed Shire Council has implemented internal staffing management for all of their three pool complexes being Tweed Heads, Murwillumbah and Kingscliff.

Tweed Shire Council confirmed that using staff is understood to create additional costs compared to the standard contract management.

Tweed Shire Council's preference is to have full control of their community pools to achieve improved capability and to maintain a consistent standard across all of their facilities.

This may come at a cost, as in 2018/19 the Tweed Heads Swimming Pool had a predicted operating deficit of \$426,000.

Investigations into internal management for our pool operations has confirmed that management of these facilities would likely result in higher employment and training costs due to the various industry Award provisions.

The advantage of this model is that it would provide Council with more control over the swimming pools and the associated programs, than what is currently in place with the existing contracts.

This could however be addressed within new contract terms through an established vetting system of programs.

Council made a decision to manage the ALEC and BISC with staff as the lack of staff oversight for the ALEC, over a lengthy period of time, resulted in the facility becoming run down and reduced service levels to the community.

In looking at the staff management option for the swimming pools, as compared to the community facility buildings, the one major difference is that staff do not need to be on site all the time for the community facility buildings, whereas due to safety reasons there must be lifeguards on site at all times for the swimming pools. This can create significant extra operating costs.

Lease Arrangement

Coffs Harbour City Council has chosen to lease their pool facilities with the lessor retaining all income from entry fees, swimming programs and the kiosk etc. The lessee provides all general site maintenance including maintaining the pool water quality. Council only provides the services for larger plant and building maintenance.

Being under a lease arrangement all fees and charges, and hours of operation are the lessee's responsibility, with Council having oversight of the fees.

A lease arrangement provides the operator more freedom to run aquatic and sports businesses within the facility.

By having all business operations conducted by the lessee, the Council's administration responsibilities are substantially reduced.

Contract Management

The current contract management arrangements in place for our pool operations requires the contractors to manage the day to day operations of

4.3 Swimming Pools - Tender for Management Contracts

these facilities with Council overseeing the financial management and building maintenance requirements.

Under the existing terms, Council receives 100% of the gate takings, which creates a high level of administrative processes in checking, reconciling and auditing.

Under the Taree-MidCoast and Port Macquarie-Hastings contract arrangements, the contractor retains 100% of the gate takings.

A key consideration in the current contract arrangement is the ability to have transparency and reporting in income derived from the facilities.

The introduction of the new point of sale and other improved reporting mechanisms now provides Council with increased reporting and oversight capability.

To reduce administration, another arrangement somewhat similar to the other councils, would be for the contractor to tender a monthly fee to manage the site(s) and at the end of each month Council would reconcile the gate takings against the management fee and pay the contractor the balance; eg.

Item	Amount (\$)
Monthly Tendered Management Fee	20,000
Gate Fees	18,000
Balance – Payment to Contractor	2,000

In a situation where the gate takings increase and even exceed the contractors' monthly fee, the contractor would pay Council.

Allowing the contractor to collect the gate income reduces Council's administrative requirements.

Under the current contract arrangements, the contractor operates the kiosk and retains all income from that separate business within the facility.

An alternative option was investigated for Council to sublet the kiosk facilities. However both kiosk areas are too small and the current design of the entry payment area, which is connected to the kiosk, removed the viability of this option.

From a maintenance perspective, the comparison with other councils identified that it was normal practice for the council to continue to maintain the building and plant room equipment. In all situations, the contractor is responsible for ground maintenance, water quality and cleaning. This is consistent with our current approach.

Currently Council supplies the chemicals for pool treatment costing approximately \$50,000 a year for each facility.

Based on a review of other council management options, there is the ability to have the contractor supply these chemicals, further reducing Council's administration requirements.

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The cost of the chemicals would then need to be factored into the tendered contract management fee.

With regard to learn to swim programs, Council has the ability to enable the contractor to continue to manage these programs or for Council to contract out the services.

Under the current contract arrangement, the contractors manage and coordinate the swim programs, which is a further source of income for the contractors.

The benefit of this arrangement is that it reduces the administration requirements and simplifies the contractual responsibilities for the site. Theoretically it also means Council pays less in management fees as the contractor is generating income from other sources.

The disadvantage of the current arrangement is that Council does not currently have input into the type of programs and how and when they are run within the facilities.

Program swimmers, who are generating additional income for the contractor, can also displace casual swimmers.

In respect to the term of the contract, the current management contracts were established as five plus five plus five year options (15 years). A comparison of other pools has identified that the terms vary from a minimum of five years to a maximum of 15 years.

A key factor in any management contract is to get the balance “right” between the contractor and Council’s responsibilities. A contract weighed too heavily on the contractor can result in the contractor minimising expenses to the detriment of the operation of the facility.

Ballina Waterslide

The Ballina War Memorial Pool is situated on Crown Land managed by Council. Adjoining this parcel of land is the Ballina Waterslide which is also located on Crown Land.

The Ballina Waterslide is privately owned and managed by the current pool contractor.

The legal agreement with Crown Lands requires the lessee (being the pool contractor) to be responsible for all costs associated with the removal of the waterslide.

The waterslide is a positive attraction to the Ballina pool. It provides additional income through the gate entry fee, as all users of the waterslide must also pay the entry fee to access the pool.

Should the current pool contractor not tender / or not win the tender for the management of the pool, Council will need to consider options for the waterslide.

4.3 Swimming Pools - Tender for Management Contracts

The areas of consideration would include a potential separate point of entry to the slide or a separate arrangement enabling access through Council's entry. The waterslide does have an established gate entry building that was originally constructed for the waterslide point of sale.

Legal / Resource / Financial Implications

The pools are a significant cost to Council and an important service to the community. Every effort needs to be made to minimize future operating costs, whilst at the same time balancing the cost with the level of service provided to the community.

The Local Government Act requires Council to call tenders for contracts over \$250,000, subject to certain exemptions. The proposed management contracts will be well in excess of the \$250,000 threshold.

Consultation

The consultation process has involved engagement with four comparable councils and the existing contractors.

Options

There is a wide range of options available with the major variables as follows.

a) Management Type and Term

The three options canvassed in the report are contract management with a private company (as per the current arrangements), lease and internal staff management.

Contract management of the pool facilities has proven to be successful for over 20 years. This arrangement has enabled Council to maintain a high level of operational control.

Under this option Council has the capability to develop contractual terms that suit our operations such as operating hours, season length and vetting swimming programs.

The preferred term for contract management is five by five years, with the contractor having the option to renew.

Over ten years is considered too long and would only be recommended if the contractor was required to invest a significant amount of capital in the facilities. A shorter term of five years or five years plus an option for example of two years, is also viable, if Council felt the 10 years, based on a five plus five year option, is too long.

If there was some uncertainty in respect to the future of the pools a shorter term would be recommended, however with Council having invested significantly in the redevelopment of the facilities, a reasonable level of stability is forecast for the medium term.

Contract management is the preferred management option as it allows Council to establish the right level of control and service to meet our

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community needs whilst reducing the day-to-day operational responsibilities that would be required through an internal management arrangement.

With a lease arrangement, the term of the lease would need to be lengthy to support the viability of the business. Under this arrangement Council would not have any involvement in the operation or maintenance of the facility other than major asset maintenance and renewal.

This option is not preferred as Council would lose the control that it currently has in place.

Under an internal management arrangement Council would have full control of the facility including staff and operations, which could enable increased flexibility in the types of programs operated at the facilities.

This option is not preferred due to the likely high employment training and on-costs involved in operating this seven day per week operation and specialist training and accreditation requirements for pool lifeguard / operators.

b) Season and Opening Hours

Council has operated the pools with varied seasons and hours to accommodate the redevelopment and changes in pool facilities.

The main factors for Council to consider are:

- Closure during the winter months.

The option is for Council to close down the facilities at the same time for maintenance or to rotate the maintenance of the facilities to enable the public to have access to a pool all year round.

A further available option is to have different season lengths for each pool with one pool, being Ballina, open all year round due to the high level of use.

The model Council applied this year worked well (Ballina closed in June and Alstonville in July) and the preferred option is to rotate the closure period between the pools to facilitate maintenance whilst enabling the public to continue to be able to access heated pool facilities all year round.

Under this approach the preferred seasons would be as follows:

- Ballina War Memorial Pool 1 July to 31 May (11 months)
- Alstonville Aquatic Centre 1 August to 30 June (11 months)

Council has resolved for both pools to be open until 30 June 2020 for the current season, which will mean that the Ballina pool is open for the entire 12 months of 2019/20.

Therefore a change back to 1 July to 31 May will be a reduction for Ballina, as compared to the current year, for 2020/21 onwards.

4.3 Swimming Pools - Tender for Management Contracts

For 2020/21 Alstonville will need to be closed during July and August due to the amenities refurbishment.

- Opening and closing hours

The feedback from the existing contractors is for the following hours:

- Monday to Friday 5.30am to 7pm
- Saturday 8am to 6pm
- Sunday Ballina 9am to 5pm
- Sunday Alstonville 10am to 6pm

The only change to the existing hours is the earlier opening at 5.30am for weekdays.

The one change that is recommended to this is for Ballina to open at 7am Saturdays.

The Ballina pool has significant use, well above Alstonville, and acknowledging that the hours set may remain in place for a number of years, the extra hour on Saturday for Ballina, is appropriate.

Further options could include varying the opening hours during the year (i.e. open for longer during summer or shorter during winter).

With all the pools now heated there is a consistency in the level of service provided and no mid-season changes to the opening hours is recommended.

c) Lifeguards

The options available under contract management (should this be the preferred approach) is for Council to continue with the payment of additional lifeguards under the contract or to require this to be part of the tendered fee.

The current arrangement is that the contractor charges for additional lifeguards on an as needed basis. The State Government, through the Office of Local Government, provides guidance material identifying when extra lifeguards are required as swimmer numbers reach certain thresholds.

The preferred option is to continue with Council paying for lifeguards, above the base contract management fee, as it is very difficult for a contractor to forecast this in a management contract tender.

This method means that Council carries the risk of that additional cost, however that is reasonable recognizing that Council wants as many people using the pools as practical.

d) Revenue

4.3 Swimming Pools - Tender for Management Contracts

The options available for Council are to enable the contractor to receive all gate takings, establish a shared profit arrangement or for Council to continue to receive all gate takings.

In addition, a further option is to review the current revenue received from the kiosk and swim programs at both facilities.

If the contractor receives the gate takings, they carry the risk of higher or lower attendance numbers at the pool.

The contractor receiving the gate fees provides an incentive for the contractor to encourage use although they are then at risk of lower income levels if there are sustained periods of bad weather.

On the upside they can generate extra revenue through their own marketing, conducting events etc.

Council taking the gate fees transfers the risk of income variations to Council. It also allows Council to have greater discretion over the fee structure and pricing as price variations do not impact on the contractor.

On balance the current arrangement is working reasonably well and there is not enough supporting evidence to justify a change.

The current arrangement ensures Council is actively involved in the fee structure and the cash management and this is the preferred approach.

For the kiosk the preferred option is that the contractor operates the kiosk and maintains the income. This provides opportunity for the contractor to generate extra income through proactive management of the kiosk.

e) Expenses

The options available to Council are to continue with the current arrangement, which requires Council to pay for all major maintenance works, chemicals, building insurance, electricity, rates and charges, or if the facilities are contracted or leased out, have these expenses transferred to the external company to manage as part of the contract fee.

The contractor currently undertakes ground maintenance, cleaning and minor repairs with Council responsible for the remaining expenses.

This is a reasonable spread of responsibilities and remains the preferred approach.

This structure also provides Council with a level of control and confidence that the facilities are maintained to a reasonable standard.

Attachment 1 to this report provides an overview of operating expenses (and revenues) for the pools for the last four financial years.

f) Swimming Programs (Learn to Swim etc)

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The options range from the contractor having full control and retaining the income, as is currently the case, to Council having separate agreements in place where Council receives the income.

The contractor generating revenues through programs should help to reduce the contract fee paid by Council, although this needs to be managed proactively to ensure that public use of the pools is not restricted through paid programs.

For example we currently have paid training sessions / lessons undertaken during normal opening hours which results in restricted usage for the public.

On the plus side these sessions bring extra people to the pools and Council retains the gate income.

The preferred approach is for the contractors to continue to provide the swimming programs, however Council must approve any program.

This then ensures that Council has a level of control over the private use of the public swimming pool facilities.

Depending on the growing usage of the pools, especially Ballina, there may well come a time when Council decides paid programs should only be conducted outside normal opening hours.

In conclusion the objective with any contract management arrangement is to get the risk balance evenly spread between Council and the contractor to ensure both parties are treated fairly and the services delivered are satisfactory to the community.

The recommendations that follow aim to get this balance right, with the majority of the recommendations consistent with current management arrangements.

RECOMMENDATION

That Council authorises the General Manager to call tenders for the contract management of the Alstonville and Ballina War Memorial Pool based on the following specifications:

- a) A contract management arrangement with a term of five plus five years with the option to the contractor.
- b) Based on an eleven month season with Ballina closed during June and Alstonville during July. The Alstonville Pool is also scheduled to be closed during July and August 2020 to refurbish the amenities.
- c) Opening hours as follows:
 - Monday to Friday 5.30am to 7pm Ballina and Alstonville
 - Saturday 7am to 6pm Ballina
 - Saturday 8am to 6pm Alstonville
 - Sunday 9am to 5pm Ballina

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- Sunday 10am to 6pm Alstonville
- d) Revenue derived from gate takings is to be retained by Council with all other revenue generated at the facility through kiosk operations and swim programs to be retained by the contractor.
- e) The contractor is responsible for day to day maintenance expenses associated with building and grounds maintenance and amenity consumables and cleaning. Council is responsible for all costs associated with the major plant room, chemicals, electricity, rates and charges, building insurance and building maintenance expenses outside of day to day maintenance.
- f) Council must approve all swimming programs to ensure that adequate public access to the facilities is maintained, with Council's preference being for paid programs to be conducted outside normal opening hours.

Attachment(s)

1. Swimming Pools - Financial Performance - 2015/16 to 2018/19

4.3 Swimming Pools - Tender for Management Contracts

Swimming Pools				
Financial Performance - 2015/16 to 2018/19				
Description	2018/19	2017/18	2016/17	2015/16
Swimming Pools - Operating Expenses				
Ballina				
Chemicals	51,800	600	20,700	24,500
Insurance	9,400	2,100	5,800	6,100
Rates and Charges	45,100	40,300	104,300	71,200
Maintenance	47,200	23,300	38,000	30,700
Electricity and Heating	125,800	500	10,400	11,800
Working Expenses	22,500	16,300	13,800	15,200
Contract	241,800	164,100	165,900	159,600
Extra Lifeguards	90,600	0	39,400	36,300
Sub Total	634,200	247,200	398,300	355,400
Alstonville				
Chemicals	51,900	600	24,800	27,500
Insurance	8,100	6,100	4,400	4,600
Rates and Charges	48,300	15,700	57,200	60,200
Maintenance	40,200	45,900	34,200	56,400
Electricity and Heating	130,400	4,600	38,900	46,400
Working Expenses	20,100	12,000	11,100	16,600
Contract	237,800	170,500	169,700	168,500
Extra Lifeguards	46,800	0	46,800	41,500
Sub Total	583,600	255,400	387,100	421,700
Total - Operating Expenses	1,217,800	502,600	785,400	777,100
Swimming Pools - Operating Revenues				
Alstonville	387,200	0	179,800	160,100
Ballina	699,900	(1,100)	255,600	247,200
Interest Earned	0	45,000	0	0
Total - Operating Revenues	1,087,100	43,900	435,400	407,300
Pools - Operating Result (excl deprec and interest)	(130,700)	(458,700)	(350,000)	(369,800)
Individual Pool Results (excl deprec and interest)				
Alstonville	(196,400)	(255,400)	(207,300)	(261,600)
Ballina	65,700	(248,300)	(142,700)	(108,200)