



SUPPORTING PLAN

Leisure and Aquatic Strategic Plan

August 2019



7

destinations



Safe & Strong

A proud inclusive community that unites, celebrates and cares

Safe & Strong documents are guided by the Social Inclusion Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as being a child friendly City, children's services, community safety and crime prevention, inclusiveness, community services, universal access, reconciliation, ageing, community harmony and youth.



Clean & Green

A clean and sustainable city with healthy waterways and natural areas

Clean & Green documents are guided by the Environmental Sustainability Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as managing our catchments and waterways, natural resources, hazards and risks, emergency management, biodiversity and corporate sustainability.



Prosperous & Innovative

A smart and evolving city with exciting opportunities for investment and creativity

Prosperous & Innovative documents are guided by the Prosperity and Innovation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as revitalising our centres, employment, investment, being SMART and creative, and providing opportunities for cultural and economic growth.



Moving & Integrated

An accessible city with great local destinations and many options to get there

Moving & Integrated documents are guided by the Transport Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as accessibility, pedestrian and cycling networks, pedestrian and road safety, transport hubs, and asset management.



Healthy & Active

A motivated city that nurtures healthy minds and bodies

Healthy & Active documents are guided by the Health and Recreation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes lifelong learning, active and healthy lifestyles, and providing quality sport and recreation infrastructure.



Liveable & Distinctive

A well designed, attractive city which preserves the identity and character of local villages

Liveable & Distinctive documents are guided by the Liveable City Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as preserving the character and personality of centres, heritage, affordable housing, and well managed development.



Leading & Engaged

A well- governed city with brave and future focused leaders who listen

Leading & Engaged documents are guided by Council's Lead Resourcing Strategies. Supporting Plans, Action Plans and Policies cover such themes as open government, managing assets, improving services, long term funding, operational excellence, monitoring performance, being a good employer, civic leadership, and engaging, educating and communicating with our community.

Strategic Planning Framework Summary

The Strategic Planning Framework (SPF) maps out the role of all current and future Council strategies and plans that work to deliver the vision for the City. The framework works from the highest level of strategic direction in the Community Strategic Plan through to more detailed plans that will eventually drive works projects and programs on the ground. The framework is comprised of the following levels:

The **COMMUNITY STRATEGIC PLAN (CSP)** is our highest level plan and translates the community's desired outcomes for the city into key destinations. The CSP includes community suggested actions which can be tested in the development of all other plans.

1 LEAD STRATEGIES are Council's response to the CSP and provide high level strategic direction on key challenges facing the City. They are informed by a sound evidence base that considers key trends and an understanding of the implications of key issues and opportunities on the City.

2 SUPPORTING PLANS break down broad theme areas discussed in LEAD STRATEGIES into smaller themes providing high level actions. SUPPORTING PLANS identify broad works projects and programs required to deliver on these actions. Supporting plans include indicative costing and resourcing requirements and delivery timeframes.

3 DETAILED ACTION PLANS take actions from SUPPORTING PLANS and identify specific works projects and programs required to deliver on these actions. Detailed action plans include detailed costing and resourcing requirements and delivery timeframes.

4 GUIDELINES, POLICIES AND CODES provide detailed information, rules for activities or guidance for specific works on Council or other lands.

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01 Why do we need a Leisure and Aquatic Strategic Plan?

At the City of Canterbury Bankstown, our vision is to:

To renew and revitalise our leisure and aquatic services and facilities to enhance our community's health and well-being and contribute to our unique identity and locations.



Modern accessible facility with integrated water spaces adjacent to health and fitness facilities.

Leisure and aquatic facilities contribute to our community's quality of life and overall wellbeing, providing social, economic and environmental benefits.

As a significant proportion of Council's asset portfolio, they are a community resource, and represent a strong financial commitment by Council to our community.

Like most areas in Sydney, our leisure and aquatic centres are outdated and nearing the end of their lifecycle. They do not meet industry benchmarks or community expectations. Residents are also now looking for these centres to provide a range of activities.

The *Leisure and Aquatic Strategic Plan* was developed with extensive consultation with the local community. The plan will guide the upgrading of existing assets and the establishment of new facilities over the next 10 years, to meet the growing needs of our community.

While there are many issues to resolve, Council has the opportunity, and obligation, to make significant improvements and to create a new generation of facilities, to improve user experience and increase participation.

1.1 Overview of the Strategic Plan

The City of Canterbury Bankstown's *Leisure and Aquatic Strategic Plan* provides evidence-based guidance on the planning, renewal and management of leisure and aquatic facilities and services.

CBCity 2028, our Community Strategic Plan, highlights the community's aspiration to be a city that is healthy and active, one that

nurtures healthy minds and bodies. It is vital that provision of sporting and recreational infrastructure keeps pace with our growing City.

Council is dedicated to providing leisure and aquatic facilities and services to improve the health and wellbeing of residents. This plan recognises the needs of Canterbury-Bankstown's diverse communities and growing population, from infants to seniors. It aims to create healthier, more connected communities, fit-for-purpose facilities, better economic returns and more opportunities for everyone. This all makes Canterbury-Bankstown a thriving and attractive place to live, play and visit.

1.2 Community profile

In 2016, the City of Canterbury Bankstown had a population of 346,305, which represents a density of 31.4 persons per hectare. This population could increase to around 500,000. The City of Canterbury Bankstown is likely to remain one of the largest council areas in Australia.

Canterbury-Bankstown is experiencing increasing medium and high density housing growth, which will place pressure on open space, community and recreation facilities, including leisure and aquatic services. Many roads have high traffic volumes and this can make it difficult for people to travel across areas for leisure and aquatic activities.

With this in mind, a catchment area approach to planning has been adopted in this plan to achieve an equitable spread of facilities and ensure all residents have reasonable access to leisure and aquatic opportunities.

02 The context

AECOM

Canterbury Bankstown Leisure and Aquatic
Strategic Plan
Canterbury Bankstown Council
25-Aug-2017

DRAFT

Site Analysis

Canterbury Bankstown Leisure and Aquatic Strategic Plan



Background information that informs the plan.

2.1 Previous planning context

The former Canterbury and Bankstown City Councils had strategies which provided information on all the leisure and aquatic facilities within the amalgamated Canterbury-Bankstown area. However, they did not look at the centres holistically. Over the past year, Council has engaged specialist consultants (Aecom) to review all aspects of Canterbury-Bankstown's leisure and aquatic facilities and services. This review informed the recommendations of this plan and its vision for the future.

2.2 Leisure and aquatic facility provision in Canterbury-Bankstown

There are currently six leisure and aquatic facilities across Canterbury-Bankstown, located in Birrong, Canterbury, Greenacre, Revesby, Roselands and Villawood.

Site analysis of the existing six facilities identified these priority considerations:

- **Oversupply** – All aquatic facilities cater for small population catchments, and there is an excess of similar leisure and aquatic facilities within Greater Sydney and Council's boundaries. All residents have access to other facilities outside Council's boundaries.
- **Inappropriate facilities** – They have passed their useful life and lack points of difference between them. They are not compliant with current standards and their layout increases resource management costs and risks. Moreover, they perform only local functions, not acting as regional or district facilities.
- **Access** – Many of the facilities are not easily accessible or well-connected, especially for active transport.
- **Location** – They are not strategically placed near commercial opportunities or where our community needs them to be. Many of the facilities are not highly visible to the community, which limits awareness and attendance.
- **Network** – While facilities are located in each of Council's wards, they were not planned as a network of complementary facilities. Planning by wards does not account for the proximity to similar facilities in other council areas, population density or barriers to access.
- **Co-location** – Many of the facilities are co-located with existing open space, but there is little connectivity between them.

2.2.1 Birrong Leisure and Aquatic Centre

Birrong Leisure and Aquatic Centre is on the corner of Wellington and Gascoigne Roads, within Jim Ring Reserve. The centre has the highest participation levels of all centres within Canterbury-Bankstown, with a total of 224,339 users in 2015-16. This is largely due to the number of programs, availability of use, heating capabilities, connections with surrounding schools, open space within the site as well as connection to transport and other facilities.

The facilities review of Birrong Leisure and Aquatic Centre found that:

- Not all facilities/amenities within the centre can be accessed by users with a disability;
- There is a lack of diversity within the centre, with a 1970s style aquatic facility model which does not meet current and future leisure and aquatic trends;
- Access is poor, due to the facility being added to over the years and the location of facilities within the centre does not allow ease of access to all types of users;
- Change room facilities do not meet the need of contemporary aquatic centres; and
- Many users are children, and there is a need to enhance child-friendly services.

2.2.2 Canterbury Leisure and Aquatic Centre

Canterbury Leisure and Aquatic Centre is located off Phillips Avenue, Canterbury. The centre is located adjacent to an open space reserve, Tasker Park and the Canterbury Olympic Ice Rink. There has been a steady decline in participation and user visits from 2012 to 2016, from approximately 160,000 to just over 125,000.

The facilities review of Canterbury Leisure and Aquatic Centre noted:

- The site is in a well-placed location near a park, major roads and transport system;
- \$1.7 million is needed to bring the centre up to standard for continual operation and to make it compliant with all policies and regulation;
- User participation is declining, due to the poor facilities and lack of improvements to the centre;
- There is poor disability access, with no accessible sanitary facilities provided for users with disability; and
- The facility is ageing and lacks modern facilities, services and programs within the centre.

2.2.3 Greenacre Leisure and Aquatic Centre

Greenacre Leisure and Aquatic Centre is located off Banksia Road, Greenacre, and is part of the Greenacre Civic Precinct. Overall participation was low, with attendance at only 25,350 in 2015-16. The centre was only open for five months of the year, from November through to March (the summer months). In September 2016, Council made the decision to close the facility, due to issues with the pool wet deck and concourse which would require significant investment to remedy.

The facility audit at Greenacre Leisure and Aquatic Centre also noted:

- The centre is located poorly within the Greenacre precinct. With no street presence or frontage, there is a high potential for anti-social behaviour;
- The centre only services a very limited market and need;
- The current operation model is not compliant;
- It required annual commission and decommission (due to seasonal operation), which had high costs;
- The staffing cost exceeds the participation, need and usage of the facility;
- Fencing around the centre gives an unwelcoming appeal;
- Surrounding leisure and aquatic centres offer better facilities within close proximity, with much higher need to the associated demographic; and
- There is potential to change facility operation to an unstaffed water place/playground facility.

2.2.4 Max Parker Leisure and Aquatic Centre

Max Parker Leisure and Aquatic centre is located on Marco Avenue, Revesby, in the Amour Park Precinct. This centre had a total attendance of 157,126 for 2015-16. The location of the site is within the most accessible precinct, with proximity to supporting services, such as schools, open space and commercial uses. Current participation is low, due to the lack of facilities that meet the need of surrounding demographics.

The facility audit of Max Parker Leisure and Aquatic Centre noted:

- It is well-located within a sporting precinct and open space reserve, with opportunity to expand;
- It is located near major road infrastructure, public transport and high end services;
- Facilities are ageing, majority of facilities are non-compliant to current standards and codes;
- The cost of constructing a brand new similar facility is cheaper than repairing existing infrastructure/facilities to meet current codes;
- The layout is poor, restricting major growth on the site; and
- Due to the location and surrounding demographic, there is an opportunity for partnerships with schools which will increase overall need and usage.



2.2.5 Roselands Leisure and Aquatic Centre

Roselands Leisure and Aquatic Centre is located off Central Avenue, adjacent to Roselands Shopping Centre. There has been a steady decline in participation and user visits from 2012 to 2016, from approximately 183,000 to 164,000.

The facility audit of Roselands Leisure and Aquatic Centre noted:

- Substantial money is needed to redevelop/renew the centre, and rationalisation of the centre could potentially be an option;
- There is no disability access throughout the centre;
- User participation numbers and the need for the centre is declining, due to the lack of modern/best practice facilities; and
- The site is in a well-placed location, within a commercial precinct, near major roads and public transport.

2.2.6 Wran Leisure and Aquatic Centre

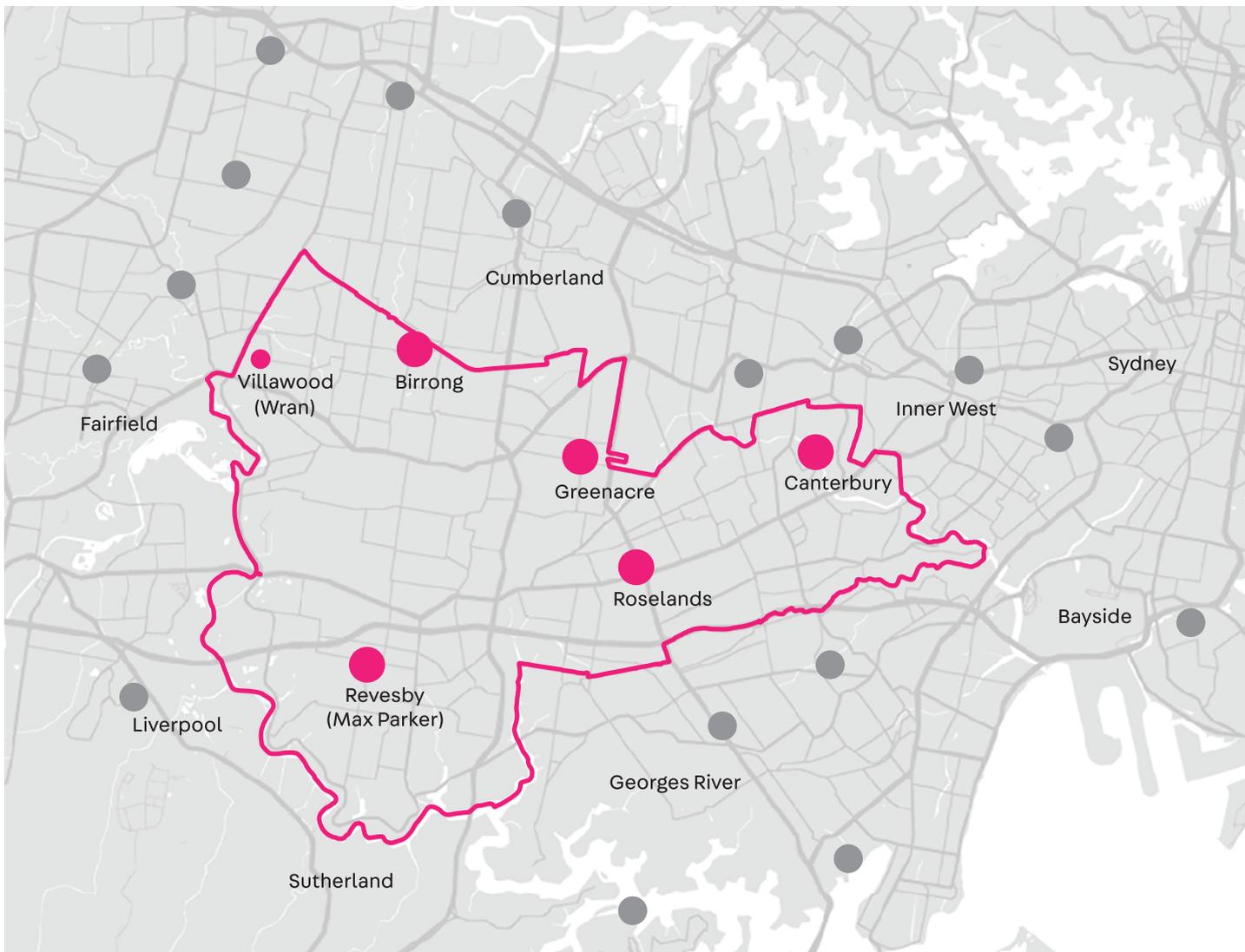
Wran Leisure and Aquatic Centre is located on Gundaroo Street, Villawood, within Goondah Reserve. It had the lowest attendance of any leisure and aquatic facility in Canterbury-Bankstown in 2015-16, with just 17,593 users.

The facility audit of the Wran Leisure and Aquatic Centre also noted:

- The overall usage of the centre is low, including swim school usage. This centre is underperforming and not meeting the direct needs of the surrounding demographic;
- There is potential to decommission the site (as noted in the *Bankstown North-West Local Area Plan*) and incorporate a fitness centre and/or other uses. The need for a leisure and aquatic centre for use by the local community appears to be low;
- There are other leisure and aquatic centres nearby, including in Birrong and Fairfield;
- It is poorly located, has limited street presence and is inaccessible from major roads;
- It is co-located with public open space; and
- The cost of bringing this facility up to standard is substantial because there are major structural issues that cannot be resolved.

2.3 Other facilities

In addition to Canterbury-Bankstown's six leisure and aquatic facilities, there are a number of privately-operated swim schools located across the local government area (LGA). There are also a number of public facilities in neighbouring areas **(as shown in the map below)**.



Leisure and aquatic facilities in Canterbury-Bankstown and surrounding council areas.







03 Community needs and trends

3.1 Planning for the future population

Canterbury-Bankstown is experiencing an increase in both residential properties and density. This is a reflection of many factors, including metropolitan growth demands, urban consolidation and changing household needs, expectations and aspirations.

Council must ensure that change and growth are managed and supported by regional and local level infrastructure, which will enable Council to work with our community and stakeholders to deliver great places.

Some of the current State Government drivers and directions for future growth of the City include:

- The Greater Sydney Commission's *Greater Sydney Region Plan* and the supporting *South District Plan* (which covers Canterbury-Bankstown, Georges River and Sutherland), has placed a strategic housing target of 83,500 over the next 20 years. The City of Canterbury Bankstown is required to deliver 13,250 of these new dwellings within the next five years (from 2016-17 to 2020-21). This is the fourth highest housing target out of the 32 councils that make up the Greater Sydney Region;
- The NSW Department of Planning and Environment's *Sydenham to Bankstown Urban Renewal Corridor Strategy* proposes an additional 35,400 dwellings around the proposed metro stations as part of the new Sydney Metro Line. Eight of the 11 stations are located within Canterbury-Bankstown; and
- The NSW Department of Planning and Environment and Council are reviewing the development framework for the Canterbury Road Corridor, which stretches from Hurlstone Park to Punchbowl.

3.2 Participation trends

The Future of Australian Sport (CSIRO Futures 2013) analyses megatrends shaping the sports sector over the coming decades. The key themes related to leisure and aquatic centre provision are:

- **Lifestyle changes** – People are fitting sport into their increasingly busy and time fragmented lifestyles to achieve personal health objectives;
- **Rise of non-organised sport and physical activity** – non-organised sports such as running or playing soccer on the beach are unscheduled and flexible;
- **Individualised sport** – Non-team (individual) physical activities, such as walking and running, have grown since 2001;
- **Health expenditure** – The Federal Treasury forecasts that health expenditure as a proportion of gross domestic product (GDP) will nearly double over the next 40 years; and
- **Growth of fitness centres** – Across Australia, there has been a significant growth in the number of fitness centres and their income.

The majority of adult Australians do not meet the recommended levels of physical activity. National activity guidelines recommend adult Australians undertake at least 150 minutes of physical activity per week over five or more separate sessions.

This increasingly sedentary lifestyle of large sectors of the population in many developed countries, including Australia, results in significant health, social, economic and environmental consequences. High levels of inactivity can have serious consequences, resulting in a greater risk of cardiovascular disease, type 2 diabetes and cancer, with over 16,000 Australians dying prematurely each year as a result of physical inactivity.



3.3 Industry trends

As a whole, the leisure industry employs more than 50,000 people with a turnover of \$1.3 billion and 263 million visitors per annum. There are approximately 1,900 leisure facilities in operation around Australia, most of which are owned and run by more than 650 local councils, managed in house or by external management organisations. Canterbury-Bankstown's six leisure and aquatic centres are a part of the leisure industry.

Users are focusing on group fitness and other group training mechanisms. Leisure and aquatic trends have continued with high participation for children in swim schools and adults are engaging in leisure swimming, aerobics and new types of emerging programs.

3.4 Facility trends

Analysis of comparable facilities has identified key elements that contribute to the operation of successful leisure and aquatic centres, including:

- Contemporary facility design – the centre must be appealing to visit for various reasons;
- Easy and simple to use, with a simple and enjoyable centre experience for all;
- The facility must be located centrally to serve the population who are most likely to access the facility. This is usually within a catchment of five kilometres;
- Ensure services attract repeated visits from users, including:
 - Group fitness;
 - Learn to swim;
 - Warm water/hydrotherapy/wellness centre; and
 - Cater for all avenues/seasonal sports.

- Opening hours are convenient for all users during the week/weekend;
- Facilities, equipment and programs are available for all ages and abilities, with regular changes and upgrades;
- Provide good access to facility, including:
 - Secure bike parking;
 - Lockers;
 - Welcoming entry to facility;
 - Proximity to public transport services like bus zones;
 - Car parking and drop off;
 - Well-lit and safe for pedestrians.
- Create a facility within a community hub, providing a number of services in the one location with an access point for multiple services. This will limit energy, water and waste and improve sustainability; and
- Incorporate healthy active by design and other sustainable building principles.

Specific lessons for Canterbury-Bankstown are:

- Generally, the catchment area of each centre is broad, responding to the unique level of provision offered at each centre;
- The success of each centre is reliant on providing a wide range of wet and dry infrastructure. Of particular note with all centres is the demand for gym and fitness space. In most instances, gym activity is the most significant growth area;
- Aquatic provision includes a mixture of formal lap swimming and informal uses. Compared to formal lap swimming infrastructure, demand for leisure water for informal use and space for learn to swim is increasing. This infrastructure is low cost, but generates high use and is a potential income stream for Council;

- Dry space provision varies from centre to centre;
- All facilities have been developed to cater for an anticipated market and the majority of centres have required substantial investment to cater for significant population growth and demand over the past 10 to 15 years. This is also reflective of the need to ensure facilities keep pace with customer demands and usage trend;
- The majority of infrastructure, which has developed incrementally, has experienced problems associated with merging new development or creating extensions to existing infrastructure. The cost of retaining inadequate infrastructure invariably impacts on effective operations and should be avoided wherever possible, as the cost of perpetuating an ineffective solution may impact on the ongoing operational costs;
- New facilities have group fitness, gym and enhanced member services. These are areas which afford good natural lighting, social opportunities, effective programming and have good levels of supervision and security; and
- However, it is important to recognise the increase in the 24-hour gym sector is providing cheap access which can undercut local government provision. The market will, at some stage, reach saturation point for this type of service.

3.5 National and State planning context

The *National Inclusive Swimming Framework* aims to eliminate barriers to participation, establishing several pillars of inclusion, such as access, attitude, choice, partnerships, communication, policy and opportunities.

The NSW Government's *State Plan 2021* aims to "increase participation in sport", with the key priorities including:

- Developing a high-level government approach to encourage participation in sport;
- Establishing community-based, not-for-profit regional sports hubs, centres and facilities;
- Strengthening NSW state and community sport; and
- Improving equality of opportunity with children and youth from disadvantaged backgrounds.

The NSW Government's design policy, *Better Placed*, includes seven objectives to be considered in the development of public infrastructure, including better:

- Fit;
- Performance;
- For community;
- For people;
- Working;
- Value; and
- Look and feel.

3.6 Principles

The following principles have been identified as priority considerations in the development of the *Canterbury-Bankstown Leisure and Aquatic Strategic Plan*.

- **Health and wellbeing** – Leisure and aquatic centres are more than just gyms and swimming pools – they contribute to physical and mental health and wellbeing;

- **Density and growth** – We are planning for our future City, which will grow in density and population. Demand for public facilities will be affected by high and medium density developments, which commonly have gym and pool facilities;
- **Sustainability** – Providing adaptable and sustainable facilities with greater energy efficiencies and reduced operating costs;
- **Multipurpose and shared** – Consider different operating models and provide larger, multipurpose facilities that can be shared with our partners and that cater to a broad range of needs;
- **Partnerships with educational institutions** – Identify how facilities can be shared or co-located to optimise the use of our facilities across all times of the day and week;
- **Demographics and needs based** – Increase the opportunities for the entire community to participate in aquatic opportunities regardless of gender, ability, age or culture. We should also cater to the specific needs of our community, such as our ageing population, growing school-aged population and culturally diverse community;
- **Accessible and inclusive** – Increase accessibility by providing hoists at all pools, as well as increasing the number of adult changing rooms, ramp access to pools and signage of access features;
- **Networked and integrated** – Create a City-wide network and hierarchy of open space, recreation, leisure, aquatic, playground and community facilities. Infrastructure investment should be considered accordingly; and
- **Value for money** – Improve commercial performance and return on investment, while having more positive social and community impacts.





04 Recommendations for facility development and service provision

The following recommendations have been developed after analysis of the economic, social, recreation, community development and environmental opportunities presented by each site. The needs of existing user groups have been considered as well as sports development, community and long-term financial benefits to facilities operations.

4.1 Facilities

Specific trends seen throughout the fitness, recreation, leisure and aquatic industries that could be provided at Canterbury-Bankstown facilities include:

- Incorporation of allied health services within leisure and aquatic centres to create a health and fitness hub for the users;
- New use technologies, such as access/swipe cards, social media, mobile apps, cloud-based registration, scheduling programs, virtual exercise classes and fitness gadgets;
- Learning-based aquatic play and the design of inclusive aquatic play spaces for children, users with disabilities, families, teens and the elderly, rather than traditional structured play;
- Diversity in spaces allowing multiple use, therefore providing opportunity and potential to hire spaces to commercial businesses/surrounding residents and visitors;
- Water play facilities located within aquatic and leisure facility boundaries (or adjacent to aquatic infrastructure); and
- Water play incorporated into playgrounds and open spaces through splash pads and interactive water play equipment (**more in section 4.3**).

4.2 Maintenance and management practices

The key drivers of the increasing maintenance requirements include:

- Ageing facilities;
- Usage, future usage; and
- Future development of leisure and aquatic facilities, including aquatic play spaces.

Unless a considered and appropriate maintenance and renewal program is instituted, the costs and risks associated with maintaining the facilities will become higher than they otherwise might. Opportunities to improve maintenance and management practices at our facilities include:

- The potential to marginally improve energy performance further by rationalising areas as well as improving natural airflow and control of heat transfer from the indoor pool; and
- The implementation of Building Management Systems. There are opportunities to integrate controls of multiple services to reduce energy consumption and improve control.

4.3 Outdoor water play

While Council plays a key role in the provision of aquatic facilities, some of the trends and principles could be delivered through other means such as aquatic play spaces. They offer an opportunity for broader sections of the community to have access and enjoy the range of physical and well-being benefits such spaces offer.

Options include:

- **A splash pad** – an outdoor play area with a diverse range of water sprinklers, fountains, nozzles and other devices which incorporate structure that spray water.
- **A play space with water elements** – playground which includes both wet and dry elements. These are usually seasonal parts to the park, which only operate within the summer months of the year.

4.4 Programs and services

There is a need to expand the programs and services on offer to cater for different types of exercise, gender and age groups to help retain and attract users. Wherever possible, there is a need to maximise opportunities for secondary spend through major additional retail areas, such as a café, sports retail and ancillary membership services. They should be located in prominent front of house locations to be accessed by customers who do not attend the centres.

Supervision across all centre activities from one central customer service hub within the facility is important. This should include activities which have been identified as not meeting current and emerging facility standards.





Purpose built spaces for health and fitness improve experiences and financial viability of sites.

4.5 Site-specific recommendations

The following represents a summary of the recommendations, with detailed action plans to be developed for each site.

4.5.1 Birrong Leisure and Aquatic Centre (servicing the City's northern areas)

Facility recommendations:

- Retain the outdoor 50-metre pool, but investigate whether it is still needed in 5-10 years (closer to the end of the asset lifecycle);
- Place an administration area, with clear lines of sight to all aquatic facilities for better integration and safety;
- Redevelop and activation of surrounding landscape, integrated in the surrounding reserve, including a café and enhanced water play area; and
- Enhance access to the facility and its surrounding sports grounds, open space and facilities, with strengthened connections to the adjacent ovals and access across Duck River.

Actions:

- Maintain the existing outdoor 50-metre pool;
- Redevelop change facilities and improve general access;
- Through a staged approach, construct a modern 25-metre indoor pool; and
- At the end of the asset life cycle review operation of the outdoor 50-metre pool.



Upgraded facilities will have a high focus on program spaces for future demands.



Upgrades to facilities have improved users experiences but do not address operational and supervision deficiencies at the site.

4.5.2 Canterbury Leisure and Aquatic Centre (servicing the City's eastern areas)

Facility recommendations:

- Develop as a regional facility to service a broader area;
- Provide a range of multi-use and fit-for-purpose leisure and aquatic facilities that enable the community to participate in aquatic activities;
- Enhance integration of the facility with surrounding Tasker Park and playing fields;
- Improve access to and from the regional bicycle network;
- Include a new environmental sensitive design plant and equipment shared with the ice rink, such as geothermal and mechanical equipment; and
- Take an equitable, intergenerational and accessible approach to increase female participation rates.

Actions:

Undertake a redevelopment of the entire facility, including:

- Redevelop change facilities;
- Improve access;
- Construct a new 50-metre outdoor pool;
- Construct a new 25-metre indoor pool and warm water program pool;
- Introduce new multi-purpose fitness and health facilities; and
- Develop outdoor water play area.



Enhance community participation in aquatic activities.



Explore opportunity to integrate site with adjoining parkland (Tasker Park).



Contemporary water spray park and amenity.

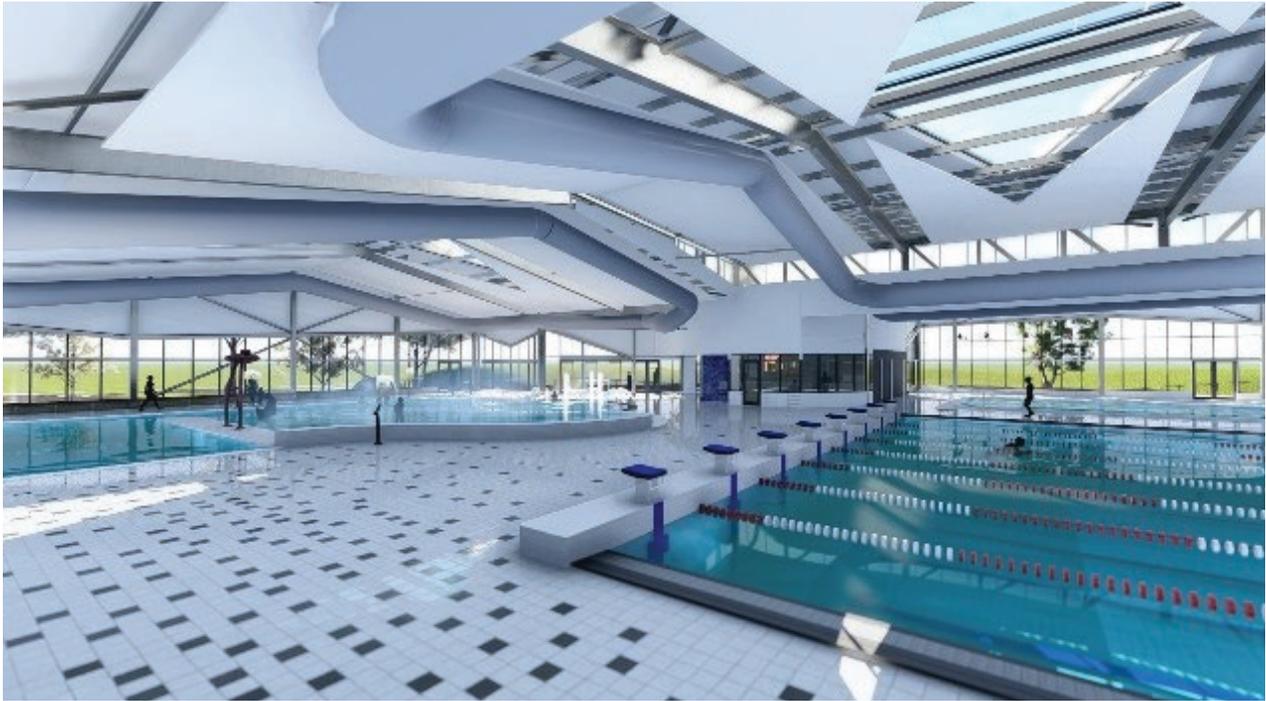
4.5.3 Greenacre Water Play (servicing the City's central areas)

Facility recommendations:

- Provide facilities that enhance the parkland and activate the open space;
- Provide opportunities for the local community to participate in aquatic opportunities in different ways;
- Promote play and physical activity; and
- Integrate and connect to the retail and commercial precinct, thus increasing liveability.

Actions:

- Invest in a water park and enhanced play space at Roberts Park for the local community; and
- Close existing facility, decommission and remediate site. Integrate site into Community Place as part of the Community Place Masterplan.



Best practice services and facilities are expected by the community at district level sites such as Revesby and Canterbury.

4.5.4 Max Parker Leisure and Aquatic Centre (servicing the City's western areas)

Facility recommendations:

- Develop as a regional facility to service a broader area;
- Improve access and egress throughout the site;
- Add additional parking throughout the site to link facilities;
- Introduce new facilities, to enhance operational performance and create a point of difference for Canterbury-Bankstown;
- Retain significant trees and enhance open space amenity, to enhance integration of the site.

Actions:

Undertake a staged redevelopment of the entire facility, including:

- Redevelop change facilities;
- Improve access;
- Reconfigure facility entry and car parking;
- Develop outdoor water play area;
- Construct a new 50-metre outdoor pool;
- Construct a new 25-metre indoor pool and warm water program pool; and
- Introduce new multi-purpose fitness and health facilities.



Co-location of facilities within retail precinct.

4.5.5 Roselands Leisure and Aquatic Centre (servicing the City's southern areas)

Option A is a facility development within the current boundaries.

Option B is an alternate, more complex, long-term concept, which considers how aquatic facilities could be delivered as part of a future redevelopment of Roselands Shopping Centre. This would free up more open space to meet the shortfall of public open space.

Facility recommendations:

- Optimise parking;
- Introduce a wellness centre, to diversify patronage;
- Introduce a café adjacent to new splash pad, outdoor seating areas and a Centre Avenue to increase retail offer and spend;
- Increase open space adjacent to Anzac Memorial to meet shortfall nearby;
- Provide a diversity of facilities to increase performance standards, improve membership retention and growth as well as to provide alternative income generation;
- Improve visibility, access and egress within and around the facility; and
- Better access for all, intergenerational and equitable facility and services.

Actions:

- Redevelop change facilities;
- Improve access;
- Maintain the summer use of the outdoor 50-metre pool;
- Through a staged approach, construct a modern 25-metre indoor pool;
- Develop outdoor water play area;
- Establish a wellness room to increase programming opportunities; and
- Investigate co-location of future facilities within retail precinct to improve business model and return open space to our community.

4.5.6 Wran Leisure and Aquatic Centre

Facility recommendations:

- Provide facilities that respond to identified community needs; and
- Reduce liability and operational costs to Council when nearby facilities provide superior services.

Actions:

- Invest in brand new, enhanced community facility at Thurina Park, Villawood (consistent with State Government plans and *the Bankstown North West Local Area Plan*); and
- Close existing facility, decommission and remediate site. Keep site and embellish as open space.



05 Looking ahead

5.1 Funding options

Moving forward, Council has the opportunity and obligation to make significant upgrades to create a new generation of leisure and aquatic facilities. The total cost for the actions outlined in this strategic plan is \$168.5 million. The ambitions of this plan cannot be fulfilled without radical change and significant funding from Council. While there are many issues to resolve, Council has the responsibility to pursue a sustainable funding model so that our community can continue to benefit from the positive outcomes that are associated with fit-for-purpose amenities.

Council's Financial Management Strategy (FMS) provides the framework which will guide Council in the long-term financing required to implement the *Leisure and Aquatic Strategic Plan*.

Council's decision-making will broadly look to encompass:

- Effectively engaging with our community to determine our service levels, revenue strategy and more broadly, ensuring that our services remain affordable;
- Creating a culture within Council that has a strong focus on operational efficiencies at all levels and an associated ethic of continuous improvement to facilitate the provision of required services to the community in a cost-effective manner;
- Understanding and managing in a transparent and prudent manner and also ensuring that Council is not unnecessarily risk-adverse;
- Ensuring that Council has the appropriate assets and that they are fit-for-purpose to meet community needs. This would also include rationalisation of existing assets where appropriate;
- Undertaking workforce planning to ensure Council has the right skills and capabilities in place to meet the community's future needs;
- Undertaking planning to develop Council's long-term infrastructure investment requirements and to ensure that this is funded by the optimal mix of internal funding, external grants and contributions, and borrowings;
- Developing a robust capital governance framework to ensure Council makes prudent, consistent and disciplined decisions regarding asset creation and renewal; and
- Developing sound financial management practices that ensures maximum returns on investment (at acceptable risk levels), prudent procurement policies, minimise opportunities for fraud and appropriate use of debt funding.

Options for funding the actions outlined within the *Leisure and Aquatic Strategic Plan* include:

- **Section 94 contributions** – collected from new development in the relevant areas. However, these contributions will not be able to fund all of the actions in this plan;
- **Proceeds from the sale of assets** – Council will continually review and rationalise identified community assets where assets are either under-utilised, are surplus or may no longer meet the service expectations of our community;
- **Grants and contributions (operational and capital)** – Council will actively pursue grant funding and other contributions to assist in the delivery of services and facilities;
- **Delivery partnerships** – where Council and key partners (such as schools or private developers) collaborate to deliver a new facility;

- **Debt/loan borrowings** – where appropriate, Council will utilise debt to fund capital expenditure, subject to it fulfilling agreed economic, social or environmental benefits and not affect existing recurrent operations and/or cash flows;
- **Forward borrowing from reserves** – any cash surpluses of a general fund nature will be restricted and held for strategic priorities, as determined by Council; and
- **Other general income sources** – Council will look to investigate and generate other alternate sources of revenue, as determined by Council.

5.2 Priorities and estimated costs

The following table outlines the priorities and estimated costs for delivering this strategic plan.

The timescales for implementing actions are:

- **Short** – 1-4 years;
- **Medium** – 5-9 years; and
- **Long** – 10 years or more.

The actions have been prioritised as:

- **High** – essential actions;
- **Medium** – required actions but not time critical; and
- **Low** – desire but non-essential actions.



Table of actions and costs

Centre	Actions	Cost	Priority	Timeline
Birrong Leisure and Aquatic Centre	<ul style="list-style-type: none"> Maintain the existing outdoor 50-metre pool; Redevelop change facilities and improve general access; Through a staged approach, construct a modern 25-metre indoor pool; and At the end of the asset life cycle review operation of the outdoor 50-metre pool. 	\$30.5 million	M	L
Canterbury Leisure and Aquatic Centre	<p>Undertake a redevelopment of the entire facility, including:</p> <ul style="list-style-type: none"> Redevelop change facilities; Improve access; Construct a new 50-metre outdoor pool; Construct a new 25-metre indoor pool and warm water program pool; Introduce new multi-purpose fitness and health facilities; and Develop outdoor water play area. 	\$44.6 million	H	S - M
Greenacre Leisure and Aquatic Centre	<ul style="list-style-type: none"> Invest in a water park and enhanced play space at Roberts Park for the local community; and Close existing facility, decommission and remediate site. Integrate site into Community Place as part of the Community Place Masterplan. 	\$12 million	H	S
Max Parker Leisure and Aquatic Centre	<p>Undertake a staged redevelopment of the entire facility, including:</p> <ul style="list-style-type: none"> Redevelop change facilities; Improve access; Reconfigure facility entry and car parking; Develop outdoor water play area; Construct a new 50-metre outdoor pool; Construct a new 25-metre indoor pool and warm water program pool; and Introduce new multi-purpose fitness and health facilities. 	\$55.4 million	H	S - M
Roselands Leisure and Aquatic Centre	<p>Dependent on the option, costs could vary.</p> <ul style="list-style-type: none"> Option A – development within current boundaries Option B – long-term concept to deliver aquatic facilities as part of a future redevelopment of Roselands Shopping Centre. <p>Actions include:</p> <ul style="list-style-type: none"> Redevelop change facilities; Improve access; Maintain the use of the outdoor 50-metre pool; Through a staged approach, construct a modern 25-metre indoor pool; Develop outdoor water play area; Establish a wellness room to increase programming opportunities; Investigate co-location of future facilities within retail precinct to improve business model and return open space to our community; and At the end of the asset life cycle review operation of the outdoor 50-metre pool. 	\$19 million	M	L
Wran Leisure and Aquatic Centre	<ul style="list-style-type: none"> Invest in brand new, enhanced community facility at Thurina Park, Villawood (consistent with the Bankstown North West Local Area Plan); and Close existing facility, decommission and remediate site. Keep site and embellish as open space. 	\$7 million	H	S - M
	Total cost	\$168.5 million		

**WHERE
INTERESTING
HAPPENS**

AECOM

This strategic plan has been prepared by AECOM with support of staff from the City of Canterbury Bankstown.