

# Waiheke Indoor Community Pool Proposal

**Waiheke Community Pool Incorporated**

[www.waihekepool.co.nz](http://www.waihekepool.co.nz)

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## PREFACE

Since its inception in 2014, the Waiheke Community Pool society has investigated and researched how an indoor heated community pool might become a reality. It has built on previous research and feasibility studies and sought the expertise of those who have professional experience in the construction and operation of pools in New Zealand. The proposal is explained in two parts.

**Part One** is the Business Case. This captures the research data and explains how we have arrived at our current position, including:

- ❖ Community aspirations, needs and benefits
- ❖ Modern pool design and innovative technologies
- ❖ Water management systems assessment
- ❖ Site evaluation

**Part Two** contains our Business Plan, demonstrating how such a facility can be constructed within a capped budget and how it can be commercially operated and sustainable without placing a burden on the local community. We highlight the need for a public-private partnership to fund the build of the facility, the operations and the fundraising strategy to reach the construction cost goal.

It is important to note that this is a report on progress to date. As we drill further into the details, assumptions and calculations will change. Next steps to complete this phase of our work include:

- ❖ Commissioning site-specific water management and geo-tech reports
- ❖ Ongoing collaboration with the Local Board, and the pursuit of a Memorandum of Understanding to underpin joint efforts
- ❖ Conversations with Auckland Council on achieving resource consent and compliance in line with its policies and planning priorities

## A MESSAGE FROM OUR PATRONS

Our Patrons, Sir Graham and Lady Raewyn Henry, local residents and lifelong sports educators have committed their support to the project to help the community achieve this once in a lifetime opportunity.

We are committed to the development of an indoor heated community pool on Waiheke Island.

We would like to say how delighted we are to be Patrons of such a worthy cause. As ex-physical educators, we are very aware of the need to encourage any activities for communities in this day and age, regardless of age and gender.

This facility will be able to be used all year round, will be affordable, will cater for multiple activities regardless of the weather and very importantly will ensure that we, as a community, provide a place for our young people to learn to swim.

For it to be economically viable it is important that the facility is an indoor one. There are many ways that this will be able to be utilised by everyone in the community all year round. The benefits of this will be far reaching in terms of health benefits, community interaction and family time.

The dedicated committee has been working very hard over the last three years - researching, sourcing information and beginning fundraising and we are happy to support them in this endeavour.

Raewyn & Graham Henry

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# Business Case

## Introduction

Residents on Waiheke Island have been actively campaigning for an indoor community swimming pool for over 25 years. A variety of committees have formed, fundraising groups raised money, funding applications made, councils and local boards engaged in the process, financial contributions promised from Auckland Council and then withdrawn (when changes in Auckland City governance and match funding arrangements with other partners such as the Ministry of Education could not be confirmed in 2006), feasibility studies have been commissioned on suitable locations and the viability of a community pool, community surveys have been conducted – the list of actions and activities that have taken place is never ending!

Since the local board elections in 2013 there has been a significant shift in attitude, approach and momentum around building a community pool with the Waiheke Local Board committing to make a new pool a reality within 3 years. Local board findings in 2014 revealed that 70% of the community were in favour of prioritising a community pool above other community projects; another feasibility study was commissioned (jointly between the local board and Waiheke High School), to assess the viability of a Community Pool on Ministry of Education land. Now in 2017 the void still exists between vision and reality.

A new Pool Society was incorporated in 2014 with 15 community members and a committee of 6 people. Prior to this there had been a number of individuals working together to try and find a solution for year-round swimming on Waiheke but it needed structure and a cohesive approach in order to tackle the issues head on. The committee represents the views of the wider community and bring a range of professional skills and expertise to the table as well as a combined knowledge and ongoing involvement in swim programs.

The committee has called on the expertise of a mechanical engineering firm with experience of developing community pools across New Zealand, a waste water engineer with local and international experience, an architects practice with previous experience of building a public swim facility, Auckland Council's aquatic facilities department and many more.

The committee's relentless research has finally narrowed down the location options to one front runner at Onetangi Sports Park on the parcel of land currently leased by the Adult Riding Club along Onetangi Road.

## Needs, Benefits & Statistics

### Census Data

We know the Island population in 2013 was 8,340, an increase of 7% since 2006 overall, of whom nearly 1500 were under age 15, and 1,545 were aged over 65. That was a 53.7% growth in the over-65's since 2006. Ministry of Education statistics in August 2017 confirmed there are a total of 681 Primary School children and 532 High School children residing on the island. More recent data suggests that the population is over 9,000 in 2017.

### Current Provision

There is a high demand and need on Waiheke for a year-round indoor aquatic facility which will provide learn to swim classes, swim fitness, water play, rehabilitation and relaxation for the local community. A community with access to an indoor facility all year round would be a healthier population resulting in less pressure on the health system and the ability for older generations to maintain independence for longer.

The only current pool option on the island is a small, open air, solar heated pool at Te Huruhi Primary School which can only be used during the summer, subject to weather conditions. The pool is old and insufficient for the community's needs and is coming to the end of its lifespan. In summer 2017, it failed to open at all leaving the only alternative for people to travel from Waiheke to downtown Auckland – a round trip of 27 nautical miles at a cost of \$30 per adult or \$20 per child – to use the council owned Tepid Baths.

Most children on the island who do not currently have year-round swimming lessons are struggling to meet the National standards and could not save themselves if they got into difficulty in the water (see Swim Stats section). Swimming lessons are managed by the Pool Society for Waiheke children at the Tepid Baths on Fridays (discounted and sponsored by Fullers ferries and Tepid Baths). The lessons are virtually full during winter months meaning new children wanting to join are on a waiting list and many more children and adults are missing out. The Waiheke Swim Squad also travels to the Tepid Baths on Fridays for weekly training sessions in preparation for their Auckland competitions. This group is full, with 35 children enrolled.

For most community members, travelling to the Tepid Baths is not practical due to costs, travel time and, for elderly and disabled residents, mobility issues. For mothers with young babies or pre-school children the issues are costs and travel logistics.

## **Swimming Statistics**

Statistics around children's swimming capability, which forms part of the national curriculum at primary level has been assessed in order to reflect how young people compare to their peers across New Zealand.

As at May 2015, these are the statistics about swimming and aqua sports usage on Waiheke overall. As is acknowledged below and elsewhere, the limited accessibility of Te Huruhi pool (and its absence in 2017 for repairs) dramatically impacts our community's ability to pursue aquatic sports at any level.

### **Children's Swimming**

- ❖ Based on National evidence, our goal should be that all children under 15 have swimming lessons on Waiheke Island and that all children can swim 200 meters by the age of 15.
- ❖ 65% of Waiheke children are not receiving lessons unless over a very brief period at primary school during the summer. By any New Zealand standard, these figures are not acceptable for a community that lives on an island, using the ocean for a range of activities all year round.
- ❖ The Health and Physical Education Curriculum for New Zealand states that at Year 6 85% of children should be able to swim 25m and 65% of children should be able to swim 25m whilst breathing correctly in a recognised freestyle stroke.  
(Source:[http://www.educationcounts.govt.nz/\\_data/assets/pdf\\_file/0017/7046/aquatics.pdf](http://www.educationcounts.govt.nz/_data/assets/pdf_file/0017/7046/aquatics.pdf))
- ❖ The minimum survival standard set by Water Safety New Zealand is the ability to swim 200m. Even at the end of the 10 lessons, 76% of island children were unable to achieve this mark which is a cause for concern and a target that we must look to improve on for the safety of our children in and around water.
- ❖ During 2016/2017, 100 children travel to the Tepid Baths each Friday of the school term, throughout the year to have swimming lessons at the indoor facility or are members of Waiheke's swim squad who train for Auckland wide swimming competitions. These children currently pay between \$150.00 and \$200.00 per term for 10 weeks of lessons or squad sessions, and ferry travel with Fullers, at a discounted rate. \$10 of each fee is a non-compulsory donation towards to Pool project. The lessons during winter terms are now virtually full meaning that children are on a waiting list to join.
- ❖ During 2014/2015 (the last year when Te Huruhi pool was open) 400 children took part in swimming lessons during the summer period. These lessons were provided by Swimgym and held at the Te Huruhi school pool during the months where the pool was warm enough to use (the pool is solar heated but not in use during the winter terms)
- ❖ During 2014/15, 615 Children took part in the swimming lessons provided by Swimgym Waiheke and funded by Fields of Dreams Swim Program. Swimming lessons were provided to all pupils in Te Huruhi Primary School, Waiheke Primary School and home school groups that were in Years 0-6. Children were assessed on their swimming ability at the beginning and end of the lesson period.
- ❖ At the start of the lessons 31% of children could swim 25m (1 length of the pool). This had increased to 58% by the end of the lessons.
- ❖ At the start of the lessons 6% of children assessed could swim 100m (4 lengths of the pool). This had increased to 18% by the end of the lessons.
- ❖ At the start of the lessons under 1 % of children assessed could swim 200m (8 lengths of the pool). This had increased to 24% by the end of the lessons.
- ❖ There is some evidence to suggest a small trend amongst some parents to send their children off-island for their High School education and the opportunity that better sports facilities offer them. Reversing this trend by having a quality facility on the island could be a benefit to the school.

### **Squad Training**

A competitive swim squad of Primary and High School children trains at Tepid Baths. Affordability factors and time constraints mean that families cannot travel there more than once a week, thereby restricting the team's ability to train at a level that is on a par with their Auckland counterparts, who are able to train two or three times a week. The knock-on effect is a committed group of youngsters and coaches who struggle at competition level.

### **Adult Swimming & Aquafit**

- ❖ Aqua fit lessons were held at the Te Huruhi Pool during the summer evenings and were well attended with groups of up to 17 adults taking part in each lesson. The age range of those attending the aqua fit sessions was between 25 and 70 years old.

- ❖ We do not have details of how many mothers with babies, adults or seniors from Waiheke travel to the Tepid Baths or other Auckland Pools for swim/aqua relaxation sessions throughout the year but there are many people within the community who do.
- ❖ Nor do we have details of how many adults or seniors who health professionals believe would benefit from aqua therapies, though the Health Trusts and health professionals tell us there is a clear need.

## Benefits

The only reasonable and affordable long-term solution is an indoor heated pool for the community on the island, operating 12 months of the year. The benefits would include more regular swimming lessons to ensure that children living on the island have strong swimming skills on a par with their peers across New Zealand. Children enrolled in the Swim Squad could be training 2-3 times a week rather than being limited to one trip a week to the Tepid Baths.

There is demand for access to warm, indoor pool facilities by other groups in the community. Aqua fit proves very popular with older people (between the ages of 35 and 75 years) during the limited summer months when it can be offered at the school pool. Creating a year-round warm water environment would mean that these people could build on their interest and develop better levels of fitness and health while taking part in a non-impact activity.

Aqua therapy as a means of rehabilitation and relaxation would benefit many other people in the community.

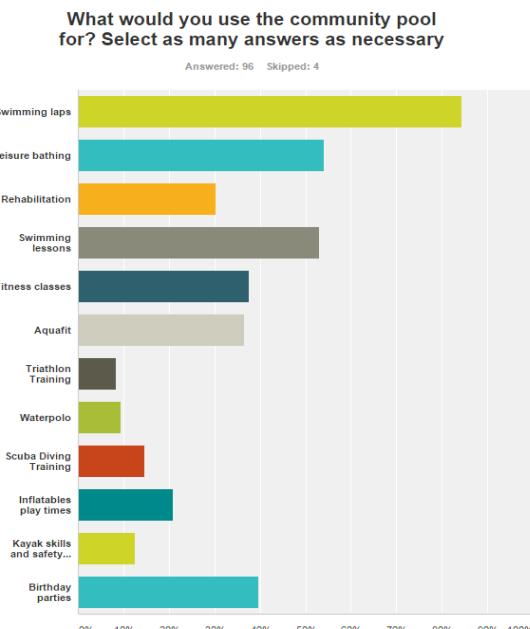
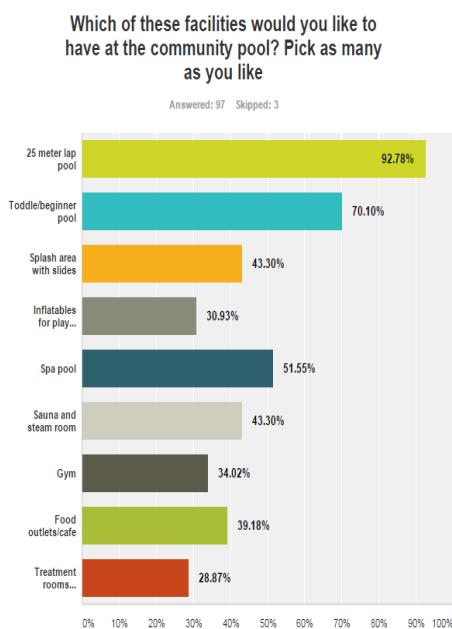
An indoor pool would also mean sports teams and individuals could enhance their fitness and physical wellbeing which is an integral part of all modern-day sports training and recovery programs.

## What the Community wants: survey

In the Community Survey conducted in 2014 we asked questions about what the community would like to see at the facility, how they would want to pay for using the facility, how often they would use the facility and for what activities.

545 respondents filled out the community pool online (via Survey Monkey). An additional 40 returned paper copies of the survey.

The data below, plus further data from other questions, allows the opportunity to balance the needs/desires of the community versus the costs of construction and of operating a pool facility.



## Vision: The Facility Complex

After thorough research and analysis, the best aquatic facility configuration to meet identified needs and benefits includes:-

- ❖ 25m pool x 5 lap lanes
- ❖ Toddler learning pool
- ❖ Spa/sauna
- ❖ Gym
- ❖ Rehab/physio treatment rooms
- ❖ Dry activities/events area for fitness classes, or venue hire
- ❖ Café
- ❖ Outside deck
- ❖ Car parking, bus turnaround, plus landscaping

Water storage and wastewater treatment space requirements are a significant factor in location of a site. More details on calculations of space and construction costs and possible constraints are contained in Part 2: Business Plan.

## Location Assessment

In 2013 a feasibility study was conducted by Watershed on behalf of Auckland Council to assess thirteen locations that could be used for the pool. Most locations were discounted based on operating standards for aquatic facilities including water supply, wastewater disposal, public access, transport and parking, and site constraints. The full report starts on page 69 of the following document:

<http://www.aucklandcouncil.govt.nz/SiteCollectionDocuments/aboutcouncil/localboards/waihekelocalboard/meetings/waihekelbagat20130919.pdf>

Since 2014, the Waiheke Pool Society Committee have researched and critically assessed a number of site options, including some sites identified in the Watershed 2013 report.

1. Te Huruhi Primary School (Ministry of Education land)
2. Waiheke High School (Ministry of Education land)
3. Donald Bruce Road, private property (previously an Alpaca Farm)
4. Hooks Lane land (to the right of Hooks lane adjacent to the High School grounds, privately owned)
5. Old Telecom site and Downer site in Ostend (Council land)
6. Onetangi Sports Park (Council land) – Sports Club hub and Riding School

The location options were narrowed down to 2 areas – Onetangi Sports Park and Ministry of Education land on Donald Bruce Road, with many factors influencing the assessment decisions, as shown in the table below.

No.	Criteria	MOE Land Donald Bruce Road	Onetangi Sports Park	
		High School Land, by Hooks Lane	Sports Club area	Riding Club area
1	Community-wide access (5.30 am to 9pm, 7 days per week)	No. Security of students is a significant issue for the High School	Yes, except for sports club match days when parking is an issue	Yes
2	Water Supply available	Two bores for HS may not be sufficient for pool. Water storage required	Water storage required	Water storage required
3	Waste Disposal Field space available	Possibly, subject to further investigation	Yes	Yes
4	Central location	Yes	Yes	Yes
5	High visibility for maximum exposure and awareness	No	No	Yes
6	Maximum revenue potential from all community sectors and visitors (crucial for covering operating expenses)	No	No	Yes
7	Car parking	Outside of school hours, yes	Yes, except for sports club match days when parking is an issue	Yes. Provides overspill space for sports club match days, if walkway built
8	Public Transport access	Hooks Ln bus stop	No	Yes

9	Easy access for school swimming lessons and activities during school hours	Yes	Yes, by bus	Yes, by bus
10	Cost implications of bussing school children to swimming lessons	None	Yes. Paid by MoEd or grant or sponsor	Yes. Paid by MoEd or grant or sponsor
11	Family Destination	Yes	Yes	Yes
12	Association to other Community Sports Facilities	No	Yes	Close by
13	Technical reports (Geotech)	TBC	TBC	TBC
14	Environmental reports (waste, water and other)	TBC	TBC	TBC
15	Auckland Council Support	Yes	Yes	Yes
16	Local Board Support	Yes	Unknown	Unknown
17	Community consultation	TBC	TBC	TBC
<b>POOL SOCIETY PREFERENCE</b>		<b>3</b>	<b>2</b>	<b>1</b>

It should be noted that since the assessment in early 2017 of the Hooks Lane area, the Society has been advised that this parcel of land is not available for development as it is required for High School refurbishment purposes. We are aware that another parcel of land between the High School and Te Huruhi Primary may be available for a pool development, but our initial assessment suggests that the location would not meet several of the above criteria, even if site size and water availability were suitable.

Assessment decisions also took into account points from the APR report 2014 that (i) 'The financial justification for locating the Recreation centre [an existing community facility] on the High School's land from a revenue point of view appears somewhat flawed...' and (ii) '...usage by a small school is not a particularly good revenue base because a school will generally only pay to cover average costs associated with their own usage and not to provide the Centre with a profit margin that can be used to subsidise community group usage or adequately take care of planned maintenance..."

The APR report 2014 also suggests that 'Auckland Council is more likely to fund a recreational complex (if it has a robust business plan and operating model) on the basis that a wet-dry complex will have better financial prospects in terms generating a greater level of annual demand, better economies of scale in terms of costs, will be better able to serve the needs of a larger proportion of the wider community'.

In assessing the two possible locations at Onetangi Sports Park, the Pool Society believes that the site of the current lease to the Adult Riding Club is the best. Its location on Onetangi Straight provides direct access via public transport and visibility to visitors on tours, and clearly promotes the importance of swimming as an essential part of island life and its designated Sports Park. The addition of an aquatic facility to the multi-sports hub at OSP fits with Auckland Council's policy. Its prime location exposes the natural beauty of the Park as a visitor destination, as well as the Historical Society Museum and the Golf Club. Above all, these factors make it commercially attractive.

### Recommended location - Onetangi Sports Park, Onetangi Straight Leased currently to Adult Riding Club, between the Museum and cemetery on Onetangi Road



**NOTE:** The above map is indicative only at this stage, given further work must be done on all aspects of the facility ahead of seeking resource consent, especially on the effective management of wastewater and its disposal.

## **Partnership approach**

Auckland Council has listed Waiheke as a medium priority its Aquatic Facilities Plan within the region. It is highly unlikely that a pool would be built by Council in the foreseeable future. However, Auckland Council has suggested that it would not be opposed to an innovative partnership approach with Waiheke.

The Pool Society believes that building a pool on Council land requires a strong partnership commitment between the community, Auckland Council, the Local Board, private funding organisations, sponsors and benefactors.

### **Pros:**

- ❖ A destination location with easy public access via public transport, private transport and cycle ways.
- ❖ A strong partnership opportunity with Auckland Council and an ability to utilise their expertise and skills in building and operating aquatic facilities.
- ❖ An opportunity to partner with and work alongside other sports and leisure groups on Waiheke including Rugby Union, Soccer, Golf, Mountain Biking, Tennis, Running, Hockey (all these sports already use the Onetangi Sports Park for activity).
- ❖ A multi-functional sports hub for use by many sports, health and community groups
- ❖ An opportunity to develop a facility that is in keeping with many of the community's values around sustainability, eco-friendly solutions and a protected natural green environment (see sustainability and waste water section below).
- ❖ An overflow parking area for sports days to ease parking issues at the Sports Clubs during peak times.

### **Cons:**

- ❖ Schools would have to bus children to the pool for lessons which will add cost but could be funded by Ministry of Education.
- ❖ Relocation of the Adult Riding Club

## **Public Space**

Building a large public facility on public space land is a decision that needs careful consideration. Weighing up the benefits to the community of changing the use of the space and the permanent nature of such a facility is essential.

We have identified key issues that need to be considered in order to move ahead to the next stage of development:

- ❖ Building scale and form needs to fit with landscape and open space
- ❖ Perception of space that it will always be open space and appropriate use of land
- ❖ Council's Open Space Strategy for Waiheke- Parks and Open Spaces Action Plan
- ❖ Ecological issues
- ❖ Cemetery ' limited expansion of lawn cemetery'
- ❖ Maunga and Ngati Paoa engagement
- ❖ Planning restrictions

## **Ball Park Figures**

The most recent feasibility study (APR report 2014), commissioned by the Local Board and the Waiheke High School suggested that a pool could cost in the region of \$3.5M with operating costs likely to exceed revenue streams and thus lead to an annual loss. The report suggests that the pool facility should be looking at trying to guarantee at least \$100,000 - \$150,000 a year from Auckland Council to offset the likely losses.

Note that the figures in the APR report 2014 did not include vital elements such as water disposal, parking, landscaping, fencing and signage. From discussions with pool construction companies and experts who have previously built high quality community pool facilities, we believe that the figure should be closer to \$5.5M. Details of our financial assessments and fundraising strategy are contained in Part 2: Business Plan.

## **Sustainability**

For the purposes of this report Sustainability means:

- ❖ Creating a facility that the most number of users will want to use throughout the year.
- ❖ Incorporating into the facility a combination of wet and dry spaces to maximise the revenue potential of the pool and subsequently ensure that the facility's doors can be kept open for the long-term future.
- ❖ Creating a facility using the most cost-effective materials and technologies to minimise the cost of construction of the facility without compromising on quality.

- ❖ Using as many eco-friendly elements as possible to ensure that the pool reflects the strong commitment by the community for minimising waste, minimising any negative impact on the environment and reducing costs over the life span of the facility.
- ❖ Designing a pool facility that has the potential to be expanded and added onto as and when funding allows in the mid to long term, even if the initial facility built is limited by cost constraints.

### **Minimising Costs**

From the information already provided by the recent APR report into the operating costs of a swimming pool facility we know that swimming pool facilities do not make a profit on their own. While our financial forecast shows a small profit, these are based on a range of factors, any of which could easily become a loss. Minimising those potential losses are critical if a facility is going to keep its doors open in the short and long term. The business plan provides detailed financial forecasts to address these issues. We are also investigating a range of sustainability and ecofriendly solutions, listed below, that could result in an innovative approach and change the operating costs becoming a benchmark for future public pool facilities in New Zealand!

### **Rising Costs**

One thing we know for sure is that costs will continue to rise as the years go by. Taking great care in the design stage will be our best opportunity to keep those costs in check for whoever will end up taking ownership of the facility in years to come.

### **User Experience**

While there are limited funds available to build the ultimate aquatic facility, we need to focus on what the user experience will feel like for all types of people – young, old, ageing, able, disabled, locals, visitors, individuals, families, sports teams and groups. A positive user experience will result in positive word of mouth recommendations and a facility that thrives on being a wonderful place to meet and hang out.

### **Building Sustainability**

All over the world people are choosing to build sustainably. This is a necessary consideration for the planet but also for us - as an island-based community with limited resources and available land.

As a community backed project, our plan is to create an asset which enhances our island now and into the future. Our aim is to create a healthy, environmentally positive, low impact building which will provide more benefit than it will cost. Benefits of building sustainably include;

- ❖ Optimising health and wellbeing
- ❖ Increased staff productivity
- ❖ Greater staff attraction, recruitment, retention
- ❖ Greater visitor comfort
- ❖ Meeting community expectations
- ❖ Reduction of waste
- ❖ Improved energy and water efficiency
- ❖ Reduced operating and running costs
- ❖ Potential for visitor/tourist facilities and attraction
- ❖ Market differentiation
- ❖ Public relations community benefits

Principles to be adopted include:

- ❖ natural day lighting
- ❖ natural air ventilation
- ❖ passive solar heating
- ❖ high thermal insulation and double glazing for winter warmth
- ❖ rainwater collection for water supply.
- ❖ Effective water and waste treatment to maximise re-use and minimise negative impact on the natural environment.

### **Waste & Water Evaluation**

Waiheke Island faces unique challenges in building an aquatic facility that no other community in New Zealand faces. The community's reliance on septic waste systems and direct rain water collection to survive is a major challenge when escalated in size to that of a public swimming facility.

The community has a strong ethos of protection towards the environment making the waster and water plant and planning of this project significantly important, above all else.

Detailed research, analysis and testing will be required to ensure that this facility is efficient in its use of water, its disbersment of water and waste and its recycling of water to minimise negative impact.

The Pool Society has commissioned the first stage of water and waste reporting from local engineers and will continue to invest in the waste and water plan to ensure that it meets all community and environment requirements. More details are provided in the Business Plan.

## Strategic impact

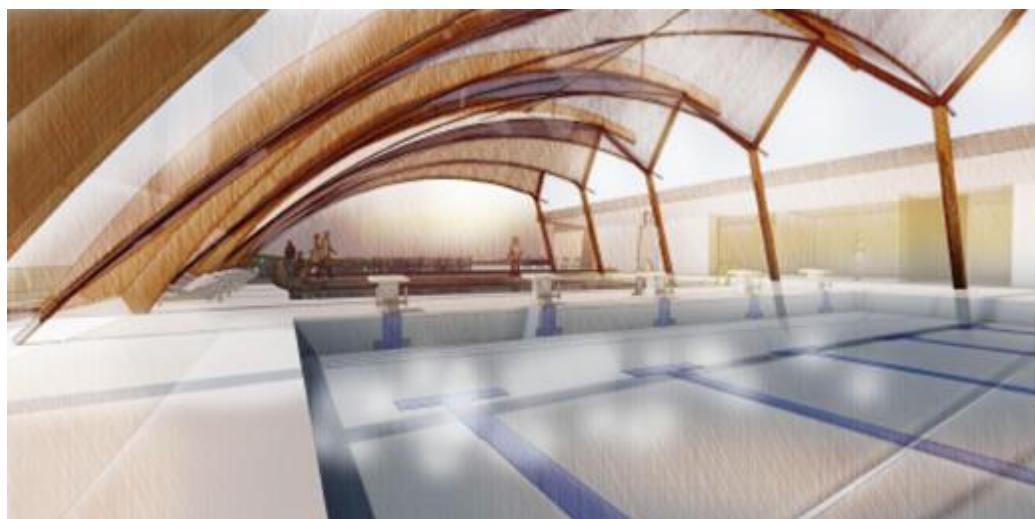
Pursuing any strategy provides challenges and opportunities. Understanding what these are – and working towards finding effective solutions in partnership with key stakeholders – is critical for the ongoing development of the pool project. As of writing, the following issues are paramount in our project planning.

### External Threats – Next 3 Years

- ❖ Failure to raise all the funds required to build the pool means that the project would either not go ahead at all or would start and fail to finish. Getting commitment now for significant contributions from Local Board, Auckland Council and private benefactors will provide confidence and momentum to reduce the risk.
- ❖ Delays and disruptions could mean loss of faith in the project by the wider community, whose support is critical for the success of the fundraising for the pool, the build of the pool and the usage of the pool when completed.
- ❖ Changes in the local political scene could halt the plans for a pool if money set aside for the pool is redirected either on a local or super city level.
- ❖ Costs of construction will continue to rise each year which could mean the real cost of building and operating the pool is higher than originally forecast.

### External Opportunities – Next 3 Years

- ❖ Quick and careful construction of the pool within the next two years would solve a lot of the swim community's problems and mean that revenue currently being spent by many community members travelling to use Auckland based swimming facilities, such as the Tepid Baths, would become instant revenue for the pool on Waiheke.
- ❖ Local fundraising efforts for other causes have focussed the attention of many of the community members over recent years but have recently come to an end. Potentially, this means that the energy and revenue that the community put into such activities could be redirected to the pool's cause.
- ❖ Increasing numbers of people coming to Waiheke to live or visit means more revenue potential for the pool.
- ❖ More successes with island swim clubs and associations, such as the Swim Squad, swim lessons and aqua fitness sessions will help encourage more people to become involved in swimming activities meaning more revenue potential for the completed pool.
- ❖ A completed indoor pool on Waiheke could make the difference to some parents on their decisions to send their children off the island for their education or indeed leave the island for good, to live nearer better sports facilities. There is evidence to suggest that this is already a small trend amongst some parents of high school aged children. Reversing this trend by having a quality facility on the island could be a benefit to the school. Emphasising the importance of swimming and water based activities as part of children's education, especially children living and growing up on Waiheke would also add significant benefit.



## **Business Case Summary**

This is without doubt the most desired community facility for Waiheke Island and has the potential to improve the health and wellbeing of the most number of people who live in the community now, and in the future. There are those who would argue that Waiheke does not need a pool at all when it has access to such beautiful beaches and the sea. But it is not possible to learn to swim in the ocean or develop the standards of swimming skills and water safety that keep children and adults safe in the water without a good quality indoor pool facility that can be used year-round.

We see each year the limitations of providing swimming lessons for children throughout the summer only for them to lose a lot of those skills by the next summer season. Students who swim only in summer are falling behind in skill level and ability and are in most danger of an accident or tragedy in water at some point during their lives.

It is not practical for people who need aqua therapy to aid in their recovery or wellness to travel to Auckland on a regular basis. And it is not fair on adults and children who cannot afford the costs associated with off island swimming to go without. Census information shows us that while there are some very wealthy people living on Waiheke, there are also more people earning below the average wages living in the community compared to the national average.

We believe that now is the time to remove the barriers to accessing aquatic facilities and put right the lack of community pool facility in this community. Waiheke residents pay rates on a par with other Auckland regional communities and yet bear more costs in travelling further to make use of those facilities.

As a community organisation, we aim to make a difference that only a close community can achieve when it combines its resources, energy and passion in doing the right thing for its people. We will be seeking partners who share those values and a shared vision in order to make this facility happen and make it a facility that we can all be proud of for years to come.

# Business Plan

## Introduction

In the Business Case, it is recommended that the most appropriate site for an indoor heated pool that meets the community's needs is Onetangi Sports Park, in the area currently leased by the Adult Riding Club. This Business Plan describes our Strategy to achieve a viable facility from planning to construction and operation. Note that it is a working document which captures our research and evaluation to better inform decisions. As work continues and details are refined, so too will this plan be adapted.

In November 2016, after 3 years of investigations on available sites which could achieve public pool standard requirements, the team shared details of its research efforts to build an indoor aquatic facility that takes advantage of the latest pool and environmental technologies, and is accessible to everyone all year round.

The team is ever mindful of the need to address long term financial viability so that the facility does not become a burden on the community. We believe that we have made significant strides in balancing community desires with practical solutions to create an aquatic facility that is affordable and operationally viable.

Designing a space that is at once practical, attractive and affordable to multiple users will ensure repeat visits, and contribute towards a financially viable venture. Different operating models exist with professional and community involvement. Initial investigations show that a successful indoor aquatic facility can run with a small annual profit, subject to reducing energy costs through clever design and construction and maximising revenue through smart programming and mixed use.

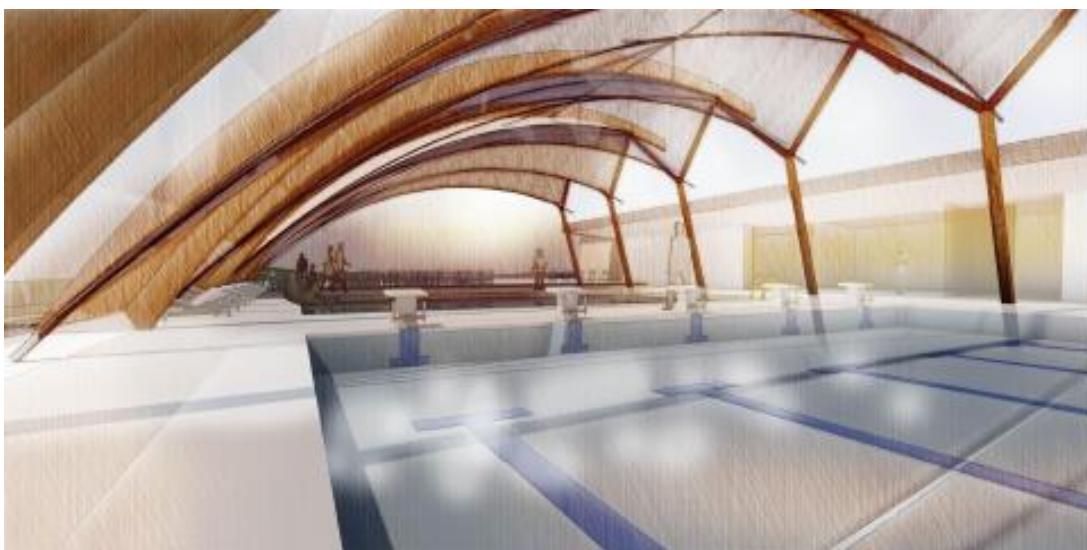
## Project Plan

The principal aims guiding the work of the Society are to design and build an indoor heated aquatic facility, that is available and accessible year-round to all in our community and financially sustainable in the long term.

Designing and constructing an indoor aquatic facility requires balance between incorporating desired features with costs of construction with ongoing maintenance and operational costs.

A major influence on site selection, and on pool operations, is the selection of an appropriate and efficient water and wastewater management system. Investigating those requirements with professional water engineers signalled the need for a large enough site to accommodate water treatment systems, as well as a building and infrastructure, and influenced our critical assessment of available sites.

### What does the facility look like?



*An architect's impression of the pool with curving roof to maximise solar energy*

# Water & Waste Management Plan

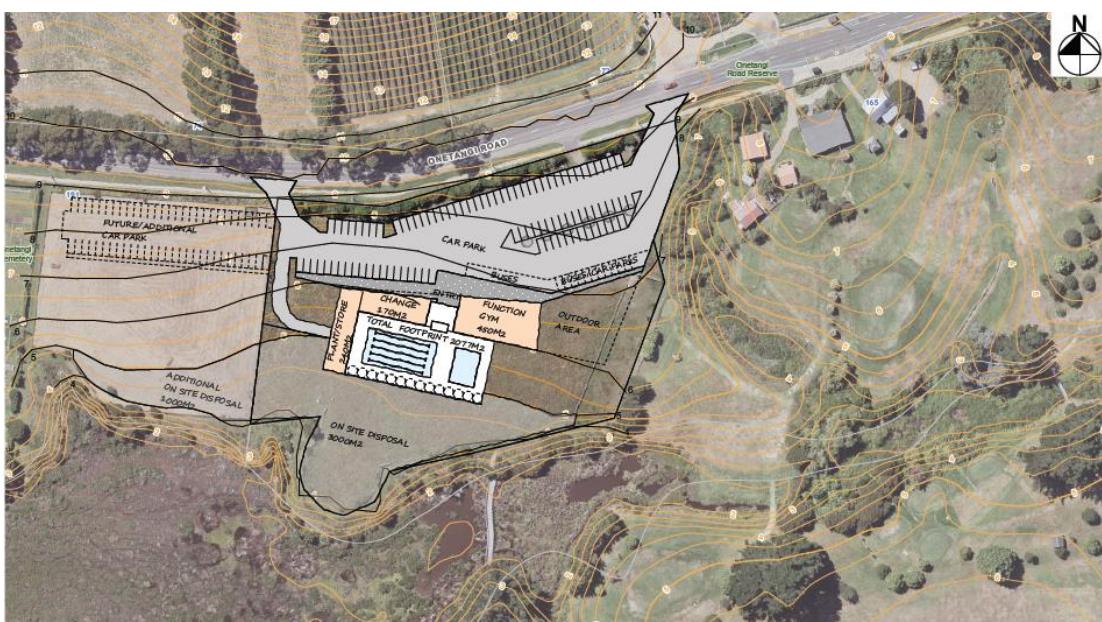
According to Auckland Council site selection, anticipated visitor numbers, and soil types are important details in informing water management plans that have the capacity to store water (if there is no bore available), and waste water, as well as for backwash. Disposing of water is critical as part of the design of the pool as general usage water (from sinks, showers and toilet blocks) will need to be disposed into a septic system separate from pool waters.

(<http://www.aucklandcouncil.govt.nz/SiteCollectionDocuments/aboutcouncil/localboards/waihekelocalboard/meetings/waihekelbagat20130919.pdf> (starting on page 74)

Waiheke Island has no significant water treatment or wastewater treatment facilities. The Pool Society has investigated waste and water requirements with professional engineers familiar with pool design and building, and is aware that further detailed work on best possible practice and construction will be required in consultation with Auckland Council to ensure accurate water use modelling and waste area planning.

There are a number of system models available for consideration, some are based on recycling, where possible, and require less waste disposal land. Appendix B shows a recycling system report. While this informs our thinking it is not to be considered as the optimal system until further research can be completed.

## The size of the facility



Taking account of the water and wastewater requirements, professional calculations suggest that the size of the facility ranges from:

- (i) 4700m<sup>2</sup> – where the minimum building would accommodate simple pools and a gym with a water management system that focusses on recycling where possible and reduces the amount of land required for wastewater disposal. The lack of additional facilities would impact the potential of additional revenue streams which are essential for financially sustaining a pool facility.
- (ii) 9480m<sup>2</sup> – where the building incorporates pool areas, a gym and other dry areas for revenue generation to offset the losses incurred by the pool areas, as well incorporating waste and water management systems without recycling. The aspiration to achieve this size may be restricted by lack of capital funding.
- (iii) Whatever size of building, there is also requirement for car parking and landscaping.

FACILITY COMPLEX	MINIMUM SPACE (m <sup>2</sup> )	MAXIMUM SPACE (m <sup>2</sup> )
Facility building – 25 metre pool (5 lap lanes), toddler learning pool, spa/sauna, gym, dry activities/events area, café, treatment rooms	1300	2080
Water & Wastewater Management: Water storage; Septic system; water recycling (assuming 400 maximum users per day)	2000	6000
Car parking & bus turnaround area, plus landscaping	1400	1400
<b>TOTAL AREA REQUIRED (M<sup>2</sup>)</b>	<b>4700</b>	<b>9480</b>

## Capital Funding

The size of the facility building and the scale of the water management systems will determine the final costs of construction. The cost of building the pool in this business plan is more than that which has been suggested in the APR report 2014. That report suggested an indoor pool of 25 meters long by 12 meters wide, with learner pool, reception area, boutique gym and meeting room/s and commercial kitchen could be built for approximately \$3.5m, but those figures did not take into account water & waste management system requirements, car parking, concourse construction, fencing and signage. It also did not allow for the option of spa pool facilities, landscaping and play area.

Our best-informed estimates suggest that the construction of a pool will cost around \$5.5 million based on current assumptions of facility features and wastewater requirements.

The final design and size of facility will be based on detailed analysis of what can be achieved with a capped budget of \$5.5 million.

### Sources of Capital Funding

The Local Board has already secured \$1 million loan to assist with funding a pool. The Society has \$126,000 in funds, derived from fundraising efforts of previous committees and its management of the Tepid Baths learn to swim programme. We estimate that a further \$4,374,000 is required to achieve pool construction.

We will be seeking capital funding for the pool from a variety of sources:

- Benefactors
- Sponsors
- Grants from sports funding organisations and charities
- Auckland Council & Local Board
- Local community fundraising efforts (including events, buy a brick, corporate contributions, local charitable organisation donations)
- Sponsorship in kind, e.g. reduced material costs, donated materials, reduced labour costs, donated labour

### Fundraising Strategy

Plans have been developed with the first priority on confirming commitment from major benefactors who can make the single, biggest difference to the project. We have newly appointed society patrons who are well connected and are willing to use their high profile to help open doors and support the cause. We have also been approached by a benefactor organisation indicating they have donors who are interested in learning more about our plans and assessing how they can help and what they can contribute.

An experienced Fundraising Manager has been employed by the Society to manage the fundraising task. The Society's Fundraising Strategy includes the following aspects: -

- ❖ The Waiheke Local Board has previously looked at committing approximately \$1 million towards a community pool.
- ❖ We would look to Auckland Council as one of the key partners to fund part of the project and/or support the project in kind with its planning and development resources.

- ❖ Private donations on a large scale would be sought in order to reach the target figure for construction
- ❖ Private donors have approached the Pool Committee to learn more about the project so that they can assess if it meets their donation criteria and needs.
- ❖ Grant funding from other charitable organisations and funding bodies would be sought to help with the construction and or operation of the pool.
- ❖ Community fundraising towards the project will start in earnest once we have secured the location and have drawn up detailed designs for the facility.

Sponsorship opportunities and community fundraising activities will follow once partnership agreements are in place. When Resource Consent has been granted, we will be in a position to submit grant applications to key funding organisations and to negotiate discounted costs and materials or services in kind to help with the construction of the facility. Throughout the planning and build stages pro bono professional support will be secured for the project. Three pro bono consultants are already providing their time.

### Key fundraising targets

Amount	What	Which Organisations
\$300 - \$500K	Facility Building Naming Rights	<ul style="list-style-type: none"> <li>• Corporate companies interested in showing their local commitment: e.g. Power and Solar companies</li> <li>• Smart City/Smart Pool/Smart Island</li> </ul>
\$3 Million	Private Benefactors	<ul style="list-style-type: none"> <li>• Foundation Trusts</li> <li>• Direct Benefactor contacts</li> <li>• Indirect benefactor contacts</li> </ul>
\$500K	Grant Applications	<ul style="list-style-type: none"> <li>• Numerous grant opportunities supportive of community sport and recreation build</li> </ul>
\$200 - \$300K	Local Community	<ul style="list-style-type: none"> <li>• Committee focusing on community events</li> <li>• 6 big events instead of 20 little events</li> <li>• Givealittle campaign</li> </ul>
\$400L	In Kind Donations	<ul style="list-style-type: none"> <li>• Logistics, Materials, and Labour or Professional Services</li> </ul>

## Financial Forecast

The financial forecast has been compiled using forecasts, estimates and costs from APR reports commissioned by the Waiheke Local Board and Waiheke High School specifically looking at the provision of a swimming pool on Waiheke Island.

The Pool Society has further reviewed the figures based on its knowledge of local needs and requirements, as well as its design recommendations. Appendix C contains operating income and expenses streams and assumptions.

### Revenue Streams

Revenue is anticipated to come from a variety of sources as follows: -

Item	\$000's
Council grants	100
Naming Rights & Corporate Sponsorship	55
Benefactor Scheme	10
Facility Membership fees (Pool & Gym)	402
Public Swimming & Lane Hire	166
Swimming Lessons – private - adults, pre-school and High School children	180
Swimming Lessons – Primary schools	33
Fitness classes – Aquafit, yoga, Zumba, etc	24
Venue hire (dry) – weddings, rehab treatment rooms, sports club awards, birthday parties, etc.	15
In-Kind Employment (e.g. lifeguards)	18
<b>TOTAL</b>	<b>\$1003</b>

## **Assumptions**

Revenue for the pool facility is estimated at \$1003k, based on the following assumptions: -

- ❖ The financial forecast is based on the pool and gym facility being open for 95 hours a week for 51 weeks of the year.
- ❖ The estimated number of residential visits per annum is 25,000 and the estimated number of tourist visitors to the pool facility is 3,000 per annum at a fee of \$5 per visit.
- ❖ Facility membership is estimated at 350 members paying a weekly fee of \$22.50 for 51 weeks of the year.
- ❖ Income from swim lessons is based on \$15 per half hour lesson based on 300 enrolments per term for four terms. If fully utilised, this would mean between 10 to 15 hours per week for private lessons.
- ❖ A two-pool facility can provide swimming lessons in the toddler pool and areas of the main pool without restricting the ability of the public to use the main pool.
- ❖ Resident visits have been conservatively estimated at 3 times per year for each Waiheke Island Resident.

We have also factored in receipts for services in kind given the size of the facility. Although most staffing will be provided by professional lifeguards, students or seniors, for example, may be able to volunteer their time for duties which in turn will help reduce the operating costs of the facility, in exchange for free use/membership.

## **Expenditure**

Expenses per annum total \$999k and incorporate: -

Item	\$000's
Administration, Marketing, Audit fees	48
Cleaning, Repairs and Maintenance	106
Energy	59
Pool Staff – lifeguards & swim instructors, etc	605
Instructors – School Lessons	27
Pool water costs	50
Contingency and insurance costs	42
Capital renewal fund	59
Security	3
<b>TOTAL EXPENSES</b>	<b>\$999</b>

## **Assumptions**

- ❖ It is anticipated that a commercial manager of the facility will be paid \$80k per annum to run the facility in this model. If other models are adopted then this figure maybe adjusted depending on which services are provided by the facility and which are outsourced.
- ❖ Energy costs have been estimated based on the cost saving nature of solar heating panels. As described elsewhere in this business plan, we aim to build the facility with a sustainable focus and use energy efficiency wherever possible.
- ❖ Staff costs have been based on requiring 3 lifeguards and one receptionist for 95 hours a week. In addition there will be another lifeguard required for 47.5 hours for the busy periods.
- ❖ Water discharge costs, building WOF and Poolsafe programme compliance costs are unknown at this point in time, so conservative figures have been used until we get a better estimate.
- ❖ A contribution of \$5k per month is required towards a capital renewal fund so that there is sufficient money available when new investment in the facility is required.

## **Assumptions for Swimming Lessons for Primary School children**

As is noted elsewhere, Primary Schools have a curriculum requirement for all children to learn to swim by year 6 (age 11). Current enrolment at the 2 primary schools is 681 (as at 2/08/2017, MoEd). It should be noted that while the schools are obliged to provide swimming lessons, historically a grant from Field of Dreams charity has covered costs of lessons at Te Huruhi School pool because of budgetary constraints on Waiheke Island schools. Only when the schools have confirmed their requirements for swim lessons can a true reflection of costs be calculated, but as can be seen from the table above, the revenue generated by school lessons is minor in comparison to other income streams.

Seeking to achieve maximum efficiencies across swim instructor time and cost-efficient usage of the facility, revenue and expenditure calculations are based on the following conservative assumptions: -

- ❖ Over 2 terms every year, each child will receive a 30-minute swimming lesson per week (20 weeks) that is 350 children per term.
- ❖ As an example of usage, a one-hour block would be allocated to accommodate each class of 50 pupils from Monday to Thursday during term time. Each half hour session would accommodate 25 children in the pool and the other 25 children would use the dry space supervised by teaching staff; and then rotate to the pool.
- ❖ Estimated revenue and expenditures break even for lesson costs (i.e. no profit margin is built into the estimates).

A dedicated bus would operate each day shuttling classes between their school and the pool. The cost to provide a shuttle bus service would depend on whether the pool facility owned a bus and employed a driver, or if this service was contracted out to a bus company. More detailed analysis is required to arrive at a cost for this service.

## **Bridging the gap**

A gap of \$4,000 per annum is acceptable for planning purposes we believe at this point of time when assumptions need further refinement.

While we are aware that swimming pools can and do operate at a loss, the key seems to be in maximising revenue streams from activities which incur little expenditure. Hence our push, for instance, for a dry multi use area for hire, which requires cleaning and minimal staffing to manage. Smart programming is also imperative. Innovative technologies are another major factor in reducing running expenses. Hand in hand with achieving cost reductions, there must be a proactive marketing strategy driven by the need to sustain a viable facility.

Independent advisors, experienced in pool operations, have assured us that our assumptions are conservative. There are many examples of community pools that operate at a small profit, or break even. There are as many examples of pools which run at a loss, some as high as \$100,000 (as per the APR report 2014) – but certainly not as high as \$500,000 as has been reported anecdotally elsewhere.

Working together with Auckland Council Aquatics and the Local Board, we can address and refine assumptions and costings to achieve a facility that does not become a burden on the community.

## **Operating Model**

Sustaining the viability of the facility relies not only on realistic financial forecasts, but also needs to be driven by business expertise, skills and experience. It has been suggested in the APR report (2014) that the community pool should be operated by an Independent Charitable Trust with the day to day running of the pool outsourced to a contractor. In order to avoid the pitfalls that existing Charitable Trusts have fallen into when running community facilities, we would recommend that:

- ❖ The charitable trust management team for the community pool facility consists of the following roles:
  - Independent Chairperson with at least 5 years' experience of chairing successful charitable organisations
  - Qualified accountant with at least 5 years business experience in successful business, sports organisations etc
  - At least 4 management team members who have either significant experience in business management, swimming and sports development, marketing (especially advanced social media marketing), and fund raising.
- ❖ The management team should not be directly involved with any groups or associations who have a vested interest in the usage of the pool.

- ❖ The management team should be remunerated in some shape or form for their dedication to the role and in recognition of their services and experience levels.
- ❖ User groups of the facility should be engaged by the management team to ensure that their views are heard and respected with regard to the running of the facility and should have a strong relationship and ongoing communication with the appointed contractor running the facility.

This approach means that no one person, body, organisation or group is able to use its position on the Trust's management team to their own or their group's advantage. Decisions made by the management team would be made with the intention of protecting the rights and interest of all groups wanting to use and access the facility and ensuring maximum revenue to keep the facility up to standard and in operation in the short, mid and long term. This needs a professional, business and sports development approach by experienced people.

#### **Identified risks:**

- ❖ Board members, who are already in high demand due to their professional skills and abilities elsewhere may not be able to commit the amount of time or energy to ensure that the facility flourishes and is run properly.
- ❖ Finding the right level of board members in a small community may be difficult meaning that there are either gaps in the management team or members of the team who have the best intentions but not the right skills and experiences to advise and manage a contractor or contracted company effectively.
- ❖ Getting buy in from a group of business people at the start of the project may be relatively easy but retaining their commitment when faced with difficult issues when they are not employed to solve those problems may prove challenging.

An alternative solution may be to allocate the ownership of the facility to the Local Board as part of its governance on the island, with the Board sub-contracting the management and operation of the facility to a third party contracting company.

#### **Identified risks:**

- ❖ The community and users may feel removed from the decision making of the facility and a contracting company may not be well received by those users if they feel that their needs are not being met.
- ❖ Changes at Local Board level over a period of time could also lead to a change in priority for local facilities and there is a risk that community groups and individuals will feel stifled and disengage with the facility if they believe they are not being heard and listened to.

#### **Marketing**

The marketing of the facility, the time table of activities and the usage of the facility for groups will be critical to the ongoing long-term success of the facility. This needs to be done regularly, professionally and thoroughly by a person in a paid position for at least some hours each week. Alternatively, the role could be done by the facility manager as part of his/her job description.

While this work could be done by a volunteer with marketing experience, inevitably volunteers cannot commit the same number of hours that a paid professional would, even on a part time basis.

A budget would be allocated for marketing the facility to attract and sustain users. An early estimate would be that the marketing budget should be a minimum of \$20,000 for the first year and reviewed and measured each year.

## **Business Plan Summary**

We acknowledge the work and commitment of many groups, organisations and community members in persevering to resolve the issue of inadequate aquatic facilities on Waiheke Island for over a decade and beyond.

This proposed plan for an indoor aquatic facility is based on evidence gathered and researched over a three-and-a-half-year period, informed by reports presented to the Waiheke Local Board since 2013 and further developed with the pro bono support of aquatic facility professionals from the public and private sector in New Zealand.

Building and operating a viable indoor facility comes down to critical factors which cannot be ignored.

These include:

- ❖ The right size facility with key technological and support services
- ❖ A multi-use facility which appeals to a wide variety of people as
  - A place to be, to share and to enjoy
  - A place to be active, to rejuvenate, to heal, to play and to gather together
- ❖ The right location which will be open and inviting to all, all year round
- ❖ The right systems and processes to create clearly achievable results from revenue streams, to environmentally friendly waste/water management, to flexible programs of activity that makes the facility attractive to a diverse cross section of people with differing needs.

Building such a facility in our community is a once in a lifetime opportunity not to be underdone or underestimated. No stone can be left unturned to ensure that all the critical elements have been investigated substantially and thoroughly so that no surprises lie around the corner when the facility construction is underway or when the facility door is opened for the first time.

With committed partners from the public and private sector working towards one clear goal, this facility can be built and will help the community flourish on many levels.

## **APPENDIX A**

## **LETTERS OF SUPPORT FROM THE COMMUNITY**

As at 30th August 2017, the following community organisations have written to Waiheke Community Pool Inc. in support of an indoor pool to benefit the community year-round

Water Safety NZ  
The Fabulous Kids Club  
Piritahi Hau Ora Trust  
Piritahi Childcare Ltd  
Waiheke Osteopaths  
Waiheke Physio & Pilates  
Simply B Yoga & Wellness  
Waiheke Pharmacy  
Adult Riding Club President  
Waiheke Sports Club Inc.  
Waiheke Dolphins Netball Club  
Waiheke United AFC  
The Red Hatters  
Care & Craft Waiheke

# APPENDIX B – WATER MANAGEMENT

*Report provided by Meredith Solutions Ltd and Ewaters New Zealand in November 2016 – using OSP Sports Club area as an example of factors to be addressed*

## Water Supply, Wastewater Treatment and Disposal

The primary constraints for the pool are water supply and wastewater treatment. Waiheke Island has no significant water treatment or wastewater treatment facilities. This feasibility study addresses the challenges of providing adequate water supply from the site and safe onsite wastewater disposal for a public pool.

### Water Supply

An estimate of 20,000 l/day is the assumed average daily flow rate for the pool. This number is derived empirically from established public pools. There are two sources of water nearby. Bore water that has been previously consented but unused, and rainwater harvesting. \*

There is a large enough catchment, approximately eleven hectares, to supply the necessary water by capturing runoff and treating it for use. For the purposes of this study, and to be conservative in calculation, only a five-hectare catchment was considered for rainwater harvesting, refer to Figure 1.

A biofiltration collection system will be used for primary treatment and conveyance of runoff. Sand filtration is proposed as secondary treatment before the water is supplied to the storage tank. On average, the captured rainwater (runoff) provides a surplus to the average daily water requirements. Safety of supply considers drought conditions for three months and adequate storage will need to be provided for supply during these extreme conditions. The required storage volumes are dependent upon water reuse. Both 50% reuse and no reuse are considered in this study with the required storage being 260 cubic metres and 1100 cubic meters respectively. The system concept design is shown in Figures 2 and 3.

Another primary source for water supply is the existing bore that is consented to supply water to the existing facilities. Currently most of the consented supply is not being utilised and for the purposes of this study it is assumed that 7000 l/day can be supplied from the existing bore to the pool. Please refer to Table 1 for details.

Augmentation of water supply will come from water treatment and reuse. Water recycling can reasonably achieve 50% reuse. In order to effect the most efficient solution for water reuse treatment the pool water will be discharged and managed separately from the blackwater and greywater generated from the facilities. Please refer to the Wastewater Treatment Section Figure 3 for details.

		Daily	Weekly	3 Month	Units
<b>Total Possible catchment</b>	11				Ha
<b>average annual rainfall</b>					mm/yr
<b>Waiheke</b>	1461				
<b>Water Supply Required</b>	20000	140000	1680000	1680000	Litres
<b>Estimated people</b>	600	4200	50400	50400	Users
<b>Target for water recycling</b>	50%	10000	70000	840000	Litres
<b>Runoff Capture (m<sup>3</sup>)</b>	7305	20	140	1826	M <sup>3</sup>
<b>Evapotranspiration</b>	30%	6000	42000	504000	Litres
<b>Runoff Capture target</b>	10%	20014	140481	1826250	Litres
<b>Bore water</b>		7000	49000	588000	Litres
<b>Surplus water</b>		7014	49481	734250	Litres
<b>Capture area calculator</b>	5				Ha
<b>Drought Conditions (DC) + Bore</b>		13000	91000	1092000	Litres
<b>DC + Bore + Recycle</b>		3000	21000	252000	Lites

Table 1 General Water Supply Assumptions

## Wastewater Treatment and Reuse

This study proposes treating wastewater to achieve both reuse and disposal. Water reuse is desirable as it has a twofold effect for the system, reducing the amount of wastewater disposal and increasing security of supply. In order to effectively achieve reuse, it is best practice to manage wastewater in three streams “pool water”, greywater (showers) and blackwater (toilets and kitchen sinks). Treating the effluent separately enables targeted treatment

## Pool Water treatment and reuse

As previously stated the pool water will be discharged separately from the greywater and blackwater for the facilities. The pool water effluent will be treated by skimming and screening and then passed through an activated carbon filter to dechlorinate the water. A two to four stage horizontal subsurface constructed wetlands (HSSFCW) system is considered for secondary treatment. The water can then be polished by a sand filter and stored or alternatively pumped to the land disposal field. Stored water is to be disinfected for potable use.

### Blackwater and Greywater Treatment

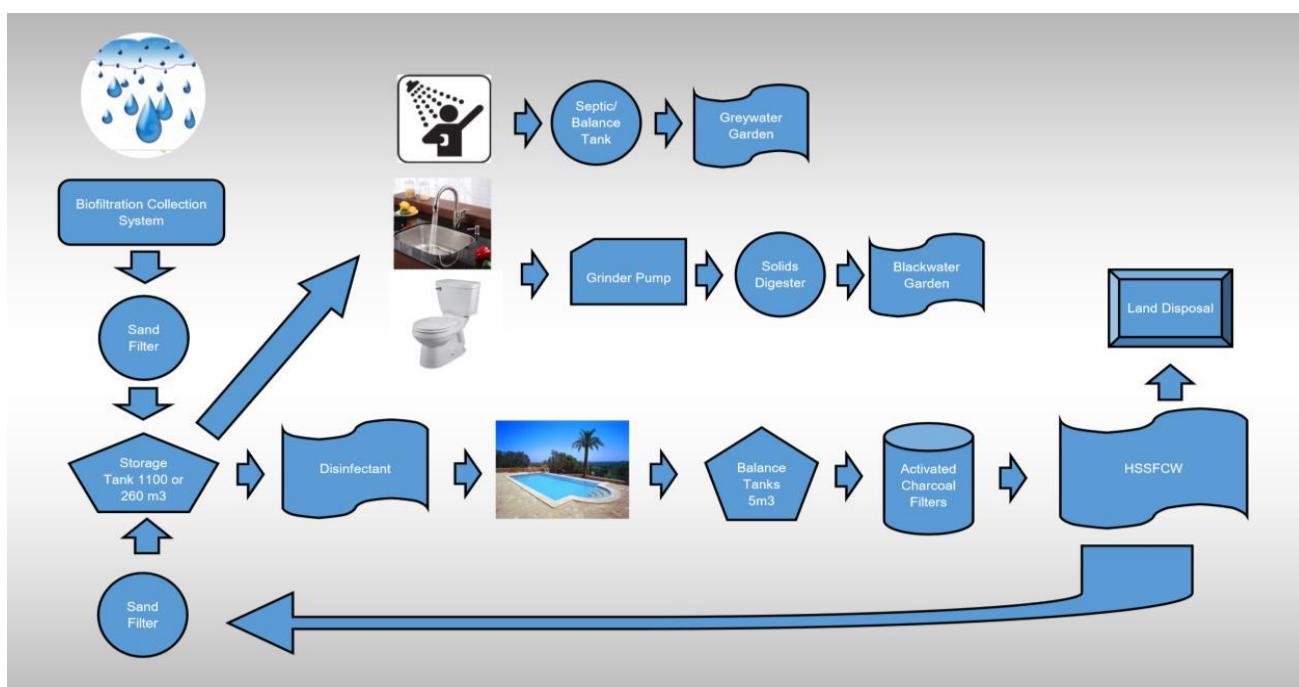
In order to achieve more effective water treatment a blackwater system is proposed to treat toilet and sink water and a greywater system to treat shower water separately from the pool water treatment.

Blackwater will be sent to a grinder pump and then dosed to an aerobic digester. The effluent from the digestor will be further treated in "blackwater" gardens and pumped to the land disposal fields if required.

Greywater will be treated with a normal septic system to remove solids and then disposed in a grey water garden or alternatively pumped to the land disposal field.

	Quantity	Units	Unit Price	Totals	Q (l/hr)
<b>Grinder Pumps</b>	1	Each	\$5,000	\$5,000	250
<b>Solids Digester</b>	2	Each	\$5,000	\$10,000	125
<b>HSSF Wetlands</b>	40	Metre	\$2,000	\$80,000	1000
<b>Upstream FW Tank Storage</b>	1100	M <sup>3</sup>	\$200	\$220,000	
<b>*Upstream FW Tank Storage</b>	260	M <sup>3</sup>	\$200	\$52,000	
<b>Balance Tank Storage</b>	66	M <sup>3</sup>	\$300	\$19,800	1000
<b>Activated Carbon Filters</b>	2000	kg	\$6	\$12,000	
<b>Blackwater Garden</b>	100	M <sup>2</sup>	\$200	\$20,000	250
<b>Greywater Gardens</b>	200	M <sup>2</sup>	\$100	\$20,000	500
<b>Land Disposal</b>	1600	M <sup>2</sup>	\$10	\$16,000	1000
<b>Pump 1 litre per second</b>	6	Each	\$500	\$3,000	
<b>Pump 10 litre per second</b>	3	Each	\$2,000	\$6,000	
<b>Sand Filter</b>	6	M <sup>2</sup>	\$1,000	\$6,000	
<b>Biofiltration Collection</b>	475	M	\$150	\$71,250	
<b>Pipe collection</b>	250	M	\$50	\$12,500	
<b>Total No Reuse</b>					<b>\$501,550</b>
<b>*Total 50% Reuse</b>					<b>\$333,550</b>

Table 2 Concept Design Quantities



All systems and technologies will be subject to final agreement and approval by Auckland Council.

\*Further reporting and analysis of waste water requirements and systems is required in consultation with Auckland Council to ensure accurate water use modelling and waste area planning.

## APPENDIX C – OPERATING ESTIMATES

OPERATING INCOME	Year 1 \$	Year 2 \$	Year 3 \$	Notes
Council Grant - capital renewal	50,000	50,000	50,000	Assumed \$50k capital grant per year
Council Grant - operational funding	50,000	50,000	50,000	Assumed \$50k operational grant per year
Naming Rights	40,000	40,000	40,000	Naming rights are different to those obtained for building the facility. These are naming rights for the pool rather than the facility
Corporate Sponsorship	15,000	15,000	15,000	
Benefactor scheme	10,000	10,500	11,025	
Annual Resident visits	125,000	131,250	137,813	25,000 resident visits @\$5 per visit. Number is a conservative estimate. I Watershed Report 2013 (26,000 to 52,000). APR Report 2014 (20,000 to 40,000).
Annual Non-Resident Visits	15,000	15,750	16,538	0.5% x 600,000 Waiheke visitors non-resident visits @\$5 per visit
Facility membership revenue	401,625	421,706	442,792	\$22.5 per week membership for 350 members for 51 weeks. Use of gym and pool
Swimming lessons	180,000	189,000	198,450	300 enrolments per 4 terms @\$15 per half hour lesson. Pre-School, High School, Adults
School Swimming lessons	33,000	34,650	36,383	
Lane hire- Clubs	10,200	10,710	11,246	10 lanes hired per week @20 per hour for 51 weeks
Aqua Fitness Classes	24,480	25,704	26,989	4 Aquafit classes @ \$12 per lesson, 10 people per lesson for 51 weeks
Facility Hire fees - private lessons and group fitness activities	15,300	16,065	16,868	\$300 per week from service providers, private lessons, Zumba, yoga, etc)
Birthday Parties	5,355	5,623	5,904	1.5 hours for 1 birthday party per week @ \$70 per hour for 51 weeks
Meeting room hire	3,000	3,150	3,308	\$250 per month
Facility Hire - events	6,630	6,962	7,310	Miscellaneous facility hire, \$130 per week for 51 weeks
Reception/ administration - in kind	11,475	12,049	12,651	5 people donate 2.5 hours of work per week @ 18 per hour for 51 weeks
Lifeguard/ cleaning - in kind	6,885	7,229	7,591	3 people donate 2.5 hours of work per week @ \$18 per hour per hour for 51 weeks
<b>Total income</b>	<b>1,002,950</b>	<b>1,045,348</b>	<b>1,089,865</b>	

*NOTE: These figures are based on the society's experience of providing swimming lessons on Waiheke Island and by using figures and estimates provided in the Auckland Council Watershed Report 2013, and APR Report 2014*

<b>OPERATING EXPENSES</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Notes</b>
Energy	79,167	79,167	79,167	Per APR report between \$38k to \$60k for 60 hours/week. Most NZ pools open 95 hours/week. Waiheke Pool open 95 hours/week
Energy saved via use of solar heating	(20,000)	(20,000)	(20,000)	APR report estimated \$20k saving on energy with Solar panels
Water Supply	-	-	-	Rainwater plus bore
Water Discharge costs	50,000	50,000	50,000	Estimate
Pool chemicals	17,300	17,300	17,300	Estimate
Cleaning, filtration, HVAC and disposal field	15,000	15,000	15,000	
Cleaning and caretaking	43,605	43,605	43,605	47.5 hours per week@\$18 per hour for 51 weeks
Repairs & Maintenance	30,000	30,000	30,000	\$2500 per month
Manager salary	80,000	80,000	80,000	
Administration	3,000	3,000	3,000	
Marketing	20,000	20,000	20,000	
Accounting	12,000	12,000	12,000	
Audit fees	3,000	3,000	3,000	
Bank & Eftpos charges	2,500	2,500	2,500	
Lifeguards, reception and administration	392,445	392,445	392,445	3.5 lifeguards + receptionist x 95 hours, at \$18/hr x 51 weeks
Swimming instructors	45,900	45,900	45,900	25 hours of lessons x 2 instructors @\$18 per hour for 51 weeks
School swimming instructors	27,000	28,350	28,350	1500 hours of lessons @ \$18/hour
Fitness gym instructors	87,210	87,210	87,210	Fitness instructors 95 hours @\$18/hour for 51 weeks
Staff Training	2,000	2,000	2,000	Estimate
Contingency costs	10,000	10,000	10,000	Estimate
Capital renewals fund	50,000	50,000	50,000	Estimate
Insurance costs	20,000	20,000	20,000	Estimate
Biennial Compliance for Pool Safe programme	3,000	3,000	3,000	Estimate
Building WOF	6,000	6,000	6,000	Estimate
Security	3,000	3,000	3,000	\$250 per month
Wage contingency	12,000	12,000	12,000	Estimate
Trust expenses	5,000	5,000	5,000	Estimate
<b>Total Expenses</b>	<b>999,127</b>	<b>1,000,477</b>	<b>1,000,477</b>	
<b>Operating Profit / (loss)</b>	<b>3,823</b>	<b>44,871</b>	<b>89,388</b>	

**NOTE:** Operating Cost per m2 of water APR report \$1393 per annum