

6.2.4 Cardinia Life Draft Scope & Staging

Responsible GM: Lili Rosic
Author: Michael Casey

Recommendation(s)

That Council:

- Endorses the draft scope for the entire Cardinia Life redevelopment project.
- Notes that the facility may need to be delivered in stages, dependent upon construction costs and the level of funding secured from other levels of government.
- Endorses Council officers to undertake concept and detailed designs of the entire Cardinia Life redevelopment. Noting the design will allow for the staged delivery of the development and will include components designated as in scope in the report.
- Advocates to the State and Federal Governments for funding to redevelop the Cardinia Life facility.
- Notes that a future report will be presented to Council on the project in 2023.

Attachments

1. Cardinia Life Social Value Model Dashboard [6.2.4.1 - 2 pages]
2. Cardinia Life Advocacy Pack [6.2.4.2 - 6 pages]

Executive Summary

In 2021, an updated feasibility study was completed for Cardinia Life (aquatic and leisure centre). The study identified the need and opportunity to significantly upgrade the facility to provide the facilities, programs and services that meet the needs of our growing community now and into the future.

External funding is essential to progress this project due to its magnitude, whether it is delivered as a staged project or in its entirety at one time.

An initial round of community engagement has now been completed. The 7-week engagement period concluded mid-May and offered extensive opportunities for people to provide their feedback.

The review of the engagement results and feasibility study findings has led to the development of a draft scope for the Cardinia Life redevelopment. The draft scope proposes the inclusion of the following elements:

Aquatics:

- Existing lap pool repurposed to warm water pool
- Indoor 50m pool, with moveable boom, 8 lanes at 2.5m wide
- Indoor pool amenities including accessible change with direct hoist access to warm water pool, and specific family change space.

- Zero depth entry, soft fall/splash pad with large aquatic playground and interactive play features, all accessible. Adjoining small toddler's pool
- Sap, sauna, steam room
- Multi-purpose room on pool deck, with kitchenette and small storage
- Large pool deck storage
- Pool deck seating serving all areas where possible

Health and Fitness

- 1100m² gym space, 24/7 access, consider gym over-looking aquatics area.
- Group fitness room, catering for 50 participants, large storage
- Cycle studio, catering for 50 bikes, large storage
- Yoga/Pilates studio, approximately 400m², large storage
- Multi-purpose room, with kitchenette and small storage (this will be considered a provisional item)

Stadium

- 4 indoor stadium courts, including a show court and seating area
- Multi-purpose room, with kitchenette and small storage.
- Stadium amenities to include lockable change rooms located near show court.
- Large storage space
- Unisex accessible referee change rooms and amenity
- Small office space
- 1550m² gymnastics facility, 12m roof height, viewing platforms/seating, large storage (this will be considered a provisional item).
- Air-conditioning and heating provided to courts (this will be considered a provisional item).

Centre

- Existing gym space repurposed to wellness facility
- Larger café, with appropriate seating area
- Increase car parking, well-lit and sheltered path through parking to entrance.
 - More accessible parking bays, and inclusion of deeper bays for unloading wheelchairs
- Surveillance system
- Separate entrance/s
- Wheelchair access through all entrances / turnstiles
- Air-conditioning and heating throughout building
- Merchandising area with fitting room
- Increase staff administration
- Two outdoor sports courts, well-lit and sheltered

Other considerations requiring more investigation

- Technology
- Green rating / sustainability
- SALTO

Items listed as provisional require further investigation.

The first stage of works is proposed to focus on the stadium, including construction of four stadium courts, gymnastics facility, change rooms, office space, storage, and car parking. Future stages will include aquatics and health and fitness. The priority of the remaining stages is to be determined.

Whilst Cardinia Life is still a functional facility, it does not meet contemporary standards for leisure and aquatic facilities, and current and future community demand.

It is recommended that Councillors endorse the draft scope, staging priorities, and draft scope for stage 1 works for the redevelopment of Cardinia Life.

Next steps include continued advocacy to secure project funding, procurement of required consultants and architect, further stakeholder engagement and the development of concept plans.

Background

Cardinia Life opened in 2006 to service Cardinia Shire.

In 2013, a feasibility study of Cardinia Life was undertaken. The study recommended that Cardinia Life be extended as the facility had reached capacity. The study recommended the below components be added to Cardinia Life:

- Two additional sports courts
- Outdoor splash pad
- Dedicated program pool/warm water
- Leisure Pool with toddler zone
- Spa, dry sauna, steam sauna
- Upgrade supporting infrastructure - offices, change and storage facilities

In 2016, Council appointed a new facility contractor to manage the facilities, this brought about a review of operations, resulting in altered programs and service models. The change to operations resulted in improved accessibility with the centre now accommodating additional patrons.

Cardinia Life attendances have continually increased since that time and a new feasibility study was undertaken in June 2021. The feasibility study identified the need to provide additional facilities to meet the needs of the current and future growing population.

In January 2022, an engagement and communications plan were developed, and the initial round of community engagement was completed. A 7-week community engagement program commenced on 28 March and concluded on 15 May.

Through the engagement period messaging was clear that the redevelopment of Cardinia Life requires external funding. While a draft scope is being presented and staging priorities are being determined, external funding is essential for any construction to commence due to the high cost to redevelop the leisure and aquatic facility.

Scope

A draft scope for the Cardinia Life redevelopment has been developed after considering the engagement feedback and the findings from the 2021 feasibility study. The components proposed for the Cardinia Life redevelopment include:

High priority items (included in scope)

Warm water pool

- Large indoor warm water pool for therapy-based activities, including an aerial hoist connection directly to the change room.
 - Reference to a hydrotherapy pool or warm/heated pool was included in 30% of engagement responses. A warm water pool has been included in the scope because a Hydrotherapy pool is highly regulated and cannot drop below or

exceed a set temperature, therefore offers less flexibility, present challenges in maintaining air temperature which may require it be located separately on pool deck.

- Existing lap pool to be re-purposed as warm water pool
- Pool deck seating
- 19% of engagement respondents in reference to swimming and fitness classes, specifically wanted an increase in the offering/class capacity.

Indoor 50m pool

- Indoor 50m pool including moveable boom (51.5m total), lane rope attachments vertical and horizontal, 8 lanes at 2.5m lane width.
- Pool deck seating/area suitable to cater for school groups/events/competitions
- 40% of engagement respondents mentioned the need for a larger pool (current pool is 25m), with the ability to section it off for multiple uses (boom and lane ropes).

Indoor pool amenities

- Maintain separate school change facilities.

Leisure pool / splash area

- Beach entry, soft fall, adjoining toddler pool, and a large indoor water playground
- Children/toddler/kids pool component received the highest number of mentions amongst all pool and water facilities (42%), with an additional 24% of engagement respondents specifically mentioning the need for an aquatic play area.
- This component addresses a gap in service/provision, consistent with demand and population profile, has a high impact/value and can be the distinctive feature or unique identifier for the facility.

Spa, sauna & steam room

- Occupy small areas and add value to memberships/options
- Steam room and sauna were mentioned in 40% of engagement responses, spa in 13% of responses.

Gym (1100m²)

- Members per square meter at Cardinia Life is well over the benchmark (4 v 2.5)
- Comparative to the costs associated with aquatics, the gym is far less expensive to operate
- 2% of engagement respondents mentioned the need to continue to offer 24/7 facilities
- Current challenges identified in the feasibility study include limited space for users to move past each other (difficult for people in wheelchairs), limited stretching space, adjacent room creates challenges for supervision, and no room for additional equipment
- Layout can be a distinctive feature, overlooking pool deck from above

Group fitness room, cycle, and wellness studios

- Group fitness room and cycle studio to cater for a 50-participant class, acoustic design to keep noise in/protect surrounding areas.
- Separate space for yoga/Pilates. Designed to keep noise in/out, temperature controlled, appropriate flooring to be investigated
- Large storage areas for each room
- 19% of engagement respondents referred to fitness and swimming classes, specifically to increase the offering/class capacity
- 13% of engagement respondents wanted wellness classes like yoga and Pilates offered

- Current challenges identified in the feasibility study include the smaller capacity of the spin room, that is it not purpose built, and has noise carry issues.

Four indoor sports courts (one show court)

- 52% of engagement respondents mentioned the need for increased courts, basketball / netball facilities.
- 16% of engagement respondents referred to the need for additional seating relative to sports/café areas, to provide better viewing and additional catch-up spaces.
- 4% of engagement respondents want the stadium to be welcoming for social sports, not just competitive sports and 3% of engagement respondents mentioned the need for casual play opportunities.
 - If retractable seating is used, when retracted, that space will be allocated for casual participation. If retractable seating is not used, further investigation is required as to what can be provided.
- Viewing platform / seating
- Lockable change rooms for representative sport requirements

Three multi-purpose rooms – (aquatics, fitness, stadium) including storage for each room.

- Multi-purpose rooms provide flexibility in programming
- 12% of engagement respondents identified the need for opportunities to offer a stronger connection and meeting space inside the facility which may attract people to the centre for more than just sports.
- The fitness multi-purpose room is considered provisional

Café

- 26% of engagement respondents referred to the café, half of those mentioned the need for a bigger/more modern café with more food options.
- The café provides opportunities for social connections and needs to meet the demand of an expanded centre. Investigate opportunity for a sit-down meal, away from noise of the centre
- Investigate switching location of administration area and café to achieve better serviceability for the café.

Other considerations through design:

- Inclusivity - safety:
 - Surveillance system
- Transport and movement
 - Improved lighting and increased parking bays
 - Investigate sheltered access way to entrance
 - Deeper parking bays for those with wheelchairs
 - Increased accessible parking bays
 - Investigate separate entrances, traffic flow through building
 - Wheelchair accessible entrances throughout building (e.g., gym)
- Air-conditioning and heating require more investigation to understand operating costs
- Technology, SALTO, Green star rating also need to be further investigated

Medium priority items (included in scope)

Separable wellness facility

- To be in existing gym space
- 15% of engagement respondents mentioned rehab, massage, physiotherapy, osteopathy, and chiro as services they would like to see based at the centre.
- To investigate lease of this element of the facility

Gymnastics (1500m²)

- Gymnastics Victoria (GV) forecast over 2,300 new participants in gymnastics (0-4yrs) by 2031 in Cardinia
- Opportunity to boost female participation in sport. Of the 1202 registered GV participants living in Cardinia 878 are female
- Of the 1202 registered in Cardinia, 45% leave Cardinia to participate
- 3% of engagement respondents mentioned gymnastics/ninja warrior facility and 9% of engagement respondents indicated a need for variety in programming, with children's / youth programming specifically mentioned.
- The gymnastics facility is to be confirmed as the project progresses through design and costing.

Two outdoor basketball/netball courts

- Require paths of travel, lighting, and a shelter
- Provides a casual option at no cost
- Can be used as warm up area if no indoor courts are available

Merchandising area

Increased administration area

Additional storage

Items not included in the scope**Water slides**

- Mentioned by 21% of respondents.
- No Australian standards for water slides
- The facility is not looking to compete with nearby aquatic facilities
- Maintenance costs and down time are industry issues
- Operational costs are high

Diving board

- 6% of respondents referred to diving blocks or boards.
- Diving blocks (different to a diving board) have been included in scope.
- Australian total organised participation is estimated at approximately 3,000 adults per year (0.012%).
- Statistically it is likely less than 14 people within Cardinia Shire will participate in diving at least once per year.
- The construction of infrastructure to support diving when the current participation rate and demand was not considered a priority
- The pool design for a diving board or platform only allows for diving.

Squash

- 6% of engagement respondents mentioned squash courts included.

Indoor soccer / cricket

- 2/3% of engagement respondents mentioned an indoor cricket pitch included
- Indoor cricket provided at Casey stadium
- Indoor cricket and soccer opportunities are provided at the Southeast business park.

Outdoor 25m pool, with family aquatic and picnic facilities

- Allow space / future proof
- Not mentioned through engagement

Staging of the redevelopment

The project can be delivered in its entirety or in stages dependent upon funding secured to deliver the redevelopment. The entire project is estimated at \$114m. The project has been broken into three stages, including a stadium, aquatics, and health and fitness stages.

The project staging was determined after considering the development cost, demand for services and programs (aquatic, stadium, and health & fitness), capacity issues, and community engagement results. Community engagement results showed strong engagement on both the aquatic and stadium components of the building.

Both the aquatics and stadium areas have capacity issues, however when comparing aquatic members, learn to swim participants, swim users and aqua aerobics attendances against over 510 teams participating weekly in the stadium, a conservative comparison showed a much higher attendance in the stadium, and it is the priority for stage 1 works.

The proposed scope for stage 1 works is identified in table 1.

Table 1 – Stage 1 scope

Stage 1	Comments	Cost estimate
Four additional stadium courts & gymnastics	Includes show court, office, change rooms, storerooms, additional car parking	\$40,614,276

Next steps

Subject to Council's endorsement, a business case will be developed and used to advocate to other levels of government for funding.

An architect will be engaged to develop concept designs for the entire project, including each stage.

Advocacy work continues ahead of the state government election in November.

Policy Implications

All engagement (architect, consultant, etc.) will be completed in line with Council's procurement policy.

Relevance to Council Plan

1.1 We empower our communities to be healthy, connected and resilient

1.1.1 Plan for, and support the delivery of, accessible health and social services that address critical gaps in provision.

1.1.3 Lead by example in creating an inclusive and welcoming community for all by facilitating community education, capacity building, connection and celebration of our diversity.

1.1.5 Work closely with the community to deliver programs that build community resilience, relating to a pandemic or other disasters.

2.1 We support the creation of liveable spaces and places

2.1.1 Advocate, plan for and deliver accessible community infrastructure and services that address community need.

2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.

4.1 We support our productive land and employment land to grow local industries

4.1.2 Plan for sustainable employment precincts to entice new industries to the region and support new business.

4.1.4 Drive local innovation in technology to better support and attract businesses and industries.

4.1.5 Strengthen and promote our shire's unique identity and visitor attractions.

5.1 We practise responsible leadership

5.1.1 Build trust through meaningful community engagement and transparent decision-making.

5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.

5.1.3 Strive to be a customer focused organisation and be a great place to work.

5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.

Climate Emergency Consideration

Any construction at Cardinia Life will consider Council's aspirational energy transition plan and sustainable environment policy.

Consultation/Communication

Targeted engagement for the Cardinia Life feasibility study included key stakeholders of the centre, state sporting associations and recreation bodies, Cardinia Shire Sporting Clubs, and internal Council business units.

A series of face-to-face workshops were held with key stakeholders and internal business Council business units, whilst online surveys were sent to state sporting associations and recreation bodies and Cardinia Shire Sporting Clubs.

An engagement and communications plan were developed for broader community engagement. A 7-week engagement plan commenced on 28 March and concluded on 15 May. The engagement was promoted via:

- Council's Creating Cardinia engagement platform (4,216 views)
- Emails (8,200)
- Social media (77,099 reach)
- Postcards (10,000 distributed to sites across Cardinia)
- Posters (distributed to sites across Cardinia)
- Local media advertising (5 promotions/articles)
- Media (4 media releases and a new story)

Activities undertaken through the engagement included:

- Survey
- Creating Cardinia visioner function
- Pop-ups

- Briefings
- Focus groups
- Interviews
- Workshop
- Phone calls
- Emails received

In total, 657 contributions were received through these various activities during the engagement program.

Financial and Resource Implications

A high-level internal cost estimate has been prepared using the above scope and based on the initial cost estimate provided by Turner and Townsend. The estimated project cost is \$114,376,000 and comparable to other leisure and aquatic facility projects of a similar size.

To deliver stage 1 works as detailed in this report, the cost is estimated to be \$40,614,276.

It is proposed that Council advocates to the state and federal government to facilitate delivery of the Cardinia Life redevelopment.

Operating costs will be further investigated and updated once the project stages are finalised.

Funding for the project will include a contribution from Council, with \$20M allocated in Cardinia's 10-year capital budget.

Conclusion

A feasibility study of the Cardinia Life leisure and aquatic facility was completed in 2021 and identified the need for a redevelopment of the facility. A 7-week period of community engagement has concluded, with results from the engagement and feasibility study used to develop a proposed scope for the redevelopment project.

The funding to deliver the redevelopment of Cardinia Life will be sought from a variety of funding sources, including the State and Federal Government. The project may be delivered in stages dependent upon the level of funding received by Council.

Subject to Council's endorsement, the next steps will include continued advocacy to State and Federal Government for funding, development of a business case and engagement of an architect to develop concept and detailed designs.



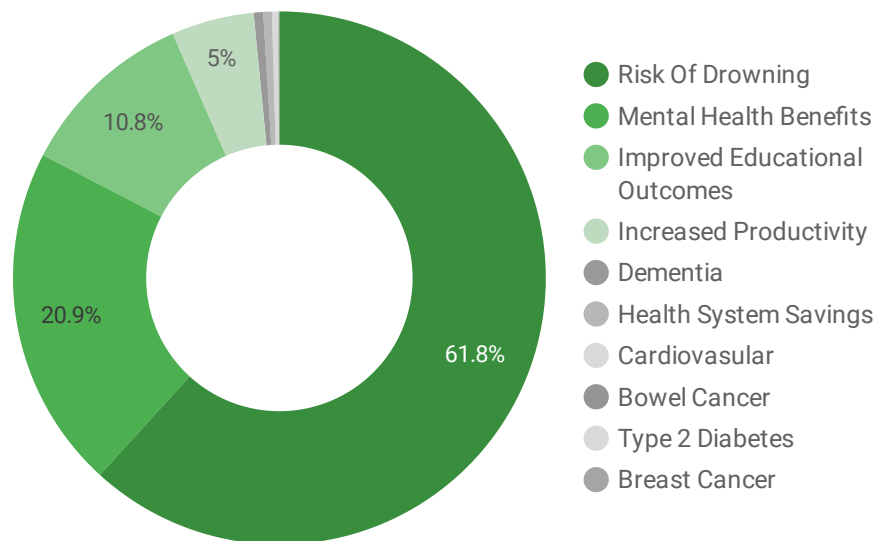
Cardinia Life - Social Value Model

[Next Page](#)

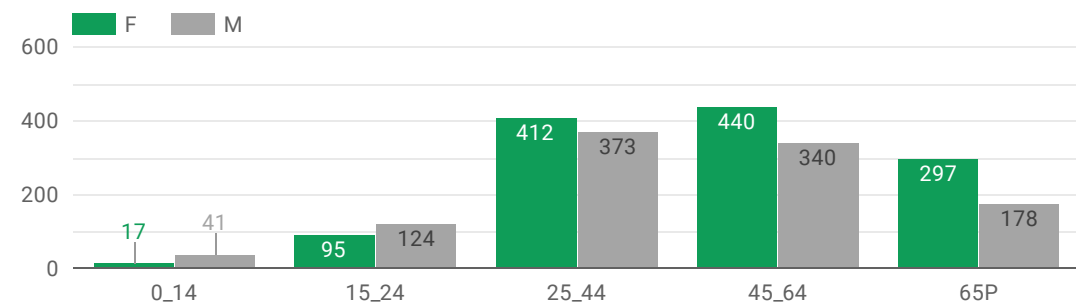
Type ▾

Age Group ▾

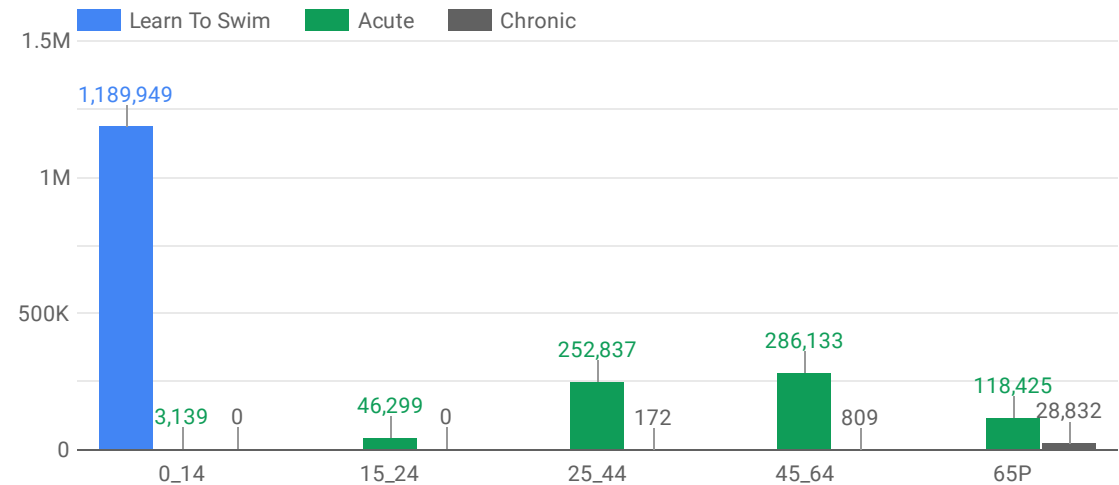
Community Savings by Indicators



Value Generating Members by Age Group



Community Savings by Indicator Type by Age Group



ActiveXchange uses data to provide partner organisations with the confidence to change, using analysis and predictive modelling to create a clear line of sight on outcomes and impacts. This creates active communities and extends the reach of each delivery and investment partners. This includes being lead partner of this Social Value Model service.

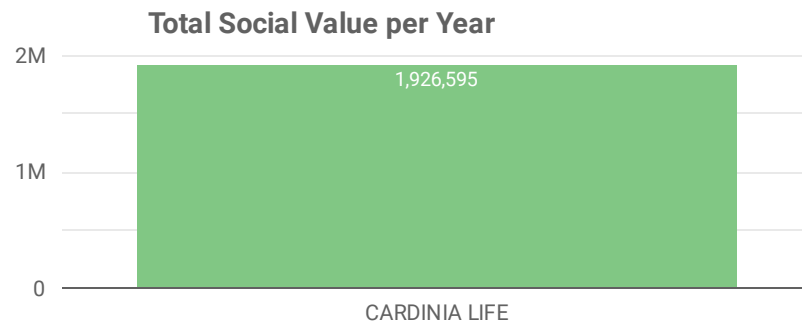
KPMG provides ongoing expertise and research in relation to the broader social and health benefits of physical activity, sport and recreation. Most recently KPMG's Sports Advisory team partnered with Sport Australia to investigate the economic, social and health value of Community Sports Infrastructure.

[Previous Page](#)

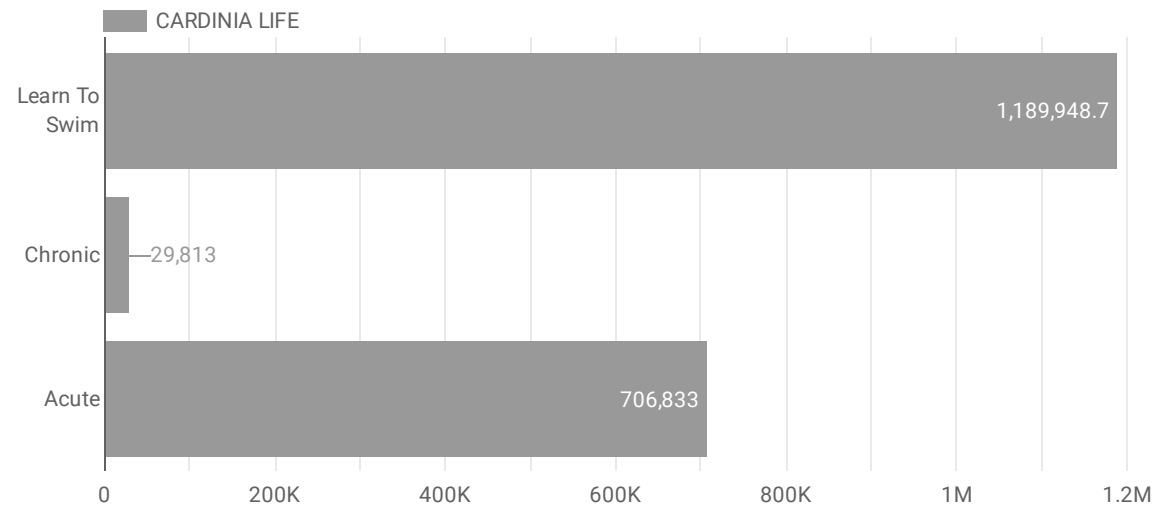
Cardinia Life - Social Value Model

Type ▾

LocationName	Type of facility ▴
CARDINIA LIFE	Multifunctional facility



Total Social Value per Indicator Type per Year



Type ▴	Site Value	Sector 25 Percentile	Sector 50 Percentile	Sector 75 Percentile
Acute	706,833	1,337	6,786	248,849
Chronic	29,813	198,361	401,131	1,016,221
Learn To Swim	1,189,949	5,274	28,631	61,155
Savings per person	318	169	292	442
Total savings per site	1,926,595	1,337	6,786	254,189

** All benchmarks are calculated by site, please select one site to compare KPI values.*



ActiveXchange uses data to provide partner organisations with the confidence to change, using analysis and predictive modelling to create a clear line of sight on outcomes and impacts. This creates active communities and extends the reach of each delivery and investment partners. This includes being lead partner of this Social Value Model service.

KPMG provides ongoing expertise and research in relation to the broader social and health benefits of physical activity, sport and recreation. Most recently KPMG's Sports Advisory team partnered with Sport Australia to investigate the economic, social and health value of Community Sports Infrastructure.



Cardinia Life

Proposed redevelopment



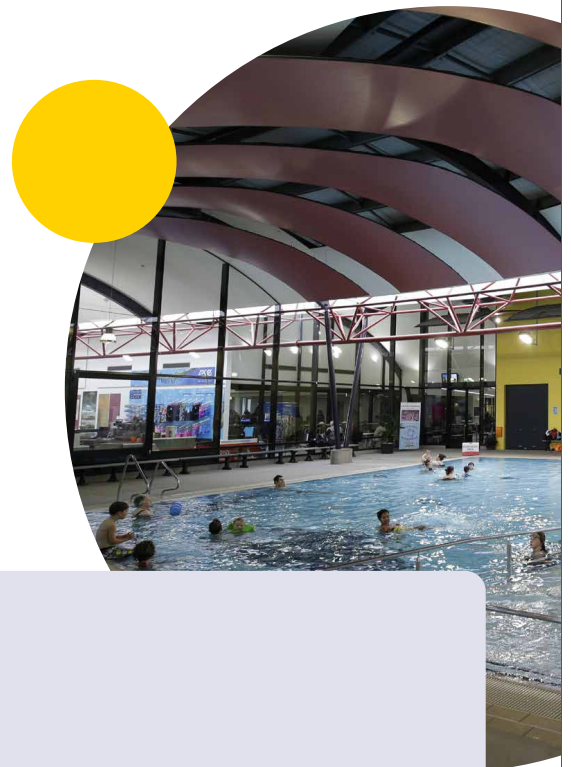
Our community provided more than 650 responses on their needs and vision for the future of Cardinia Life.

They need a space that is welcoming, accessible, spacious, safe, and inclusive to all.

They need a centre that is equipped with new facilities, more programs, and better services.

“Our community needs all levels of government to act now for our future”

- Cr Jeff Springfield, Cardinia Shire Council



Principles for redevelopment

- Cardinia Life is for everyone
- Cardinia Life is focused on the wellbeing of the whole community
- Cardinia Life is sustainable
- Cardinia Life is accessible
- Cardinia Life is safe
- Access to facilities is a priority through redevelopment

Cardinia Life must continue to provide the facilities, programs and services that meet the needs of our growing community, now and into the future.

The centre is a vital and much-loved part of our community – and has been for more than sixteen years.

Our community needs us to keep it that way!

Population growth and increased use means the centre has reached its capacity.

The redevelopment will deliver economic, health and social benefits to the community and strengthen its position as a valued community asset.

Council has earmarked contributory funding towards this important project and undertaken community consultation.

Now, our community needs the state and federal governments to allocate funding too.

“While the funding to deliver the redevelopment of Cardinia Life will be sought from a variety of funding sources and the project may be delivered in stages – the time has come to plan its upgrade.”

Cr Jeff Springfield, Cardinia Shire Council



The need for the redevelopment has been informed by engagement and technical studies:

- 2013 Research report
- 2018 Review
- 2021 Feasibility Study
- 2022 community engagement

“More inclusive and diverse facilities.”



What our community needs

Almost all participants recommended improvements to Cardinia Life's facilities.

Suggestions included:

- more stadium courts
- more pool space, including children's play
- a café
- a viewing platform
- an outside space
- an extension of community and education programs, including school partnerships
- more competitive sport
- services for health and rehabilitation
- allied health services such as counselling and physiotherapy

“Needs to be bigger. It is way too small for the amount of people”





Pool and water facilities

40%+ mentioned the need for a larger, 50-metre pool.

30% want the inclusion of a warm water/hydro pool

42% expressed interest for a children's and toddler pool

40% want a steam room and sauna

24% want an aquatic play, splash pad and children's play area.

Stadiums

30% of participants indicated new, improved and additional basketball stadiums.

16% want additional seating and viewing opportunities in the centre.

Entry and access

Increased car park lighting

Improved disabled parking/access.

Aesthetics and design - a modern, state-of-the-art facility

A perfect facility should be "open", "vibrant", "modern", and "bright".

A welcoming space for all

More than 30% of participants valued inclusivity as a core part of the centre – one that caters to people with disabilities, young families, and older people.

The importance of Cardinia Life being a "safe space" was highly regarded.

A multi-space centre

A centre conducive to community and social interactions.

12% indicated opportunities to offer stronger connections and meeting spaces.

***"Adequate amount of basketball courts,
adequate space for patrons in pool area,
modern amenities."***

**Healthy.
Happy.
Future-focussed.
Family-oriented.**

Our community's views form a part of the proposal for the Cardinia Life Redevelopment.

They help support funding applications, as well as guide the planning and development for an improved Cardinia Life.

Read more about our story so far, view the engagement summary report, and follow our progress as we plan the redevelopment of Cardinia Life.



www.cardinia.vic.gov.au/cardinaliferedevlopment



1300 787 624



recreation@cardinia.vic.gov.au