

**Report to General Manager**

Attachments:

1. Architectural Drawings for the Developed Option 2b

**SUBJECT:** North Sydney Olympic Pool – Design Stage 2 – Development Application (DA) Documentation and Statutory Approvals

**AUTHOR:** Duncan Mitchell, Director Engineering and Property Services

**ENDORSED BY:** Ken Gouldthorp, General Manager

**EXECUTIVE SUMMARY:**

Since December 2017, the Engineering and Property Services Division (EPS) along with all other divisions of Council have been working on the preparation of documentation to facilitate the delivery of the redeveloped North Sydney Olympic Pool (Option 2) as per the resolution of Council.

On 11 March 2019 Council was briefed on the developed Option 2 proposal now referred to as Option 2b which has been through a design development process since the design consultant team was engaged by Council in June 2018. Since the design team has been engaged the design development process for Option 2 has involved a Study Tour to Melbourne by the North Sydney Olympic Pool Steering Committee, a Value Management Workshop held after the Melbourne Study Tour (September 2018) and presentation back to the North Sydney Olympic Pool Steering Committee in February 2019.

In February 2019 it was also reported to Council that the existing Pool Grandstand built in 1935/36 had reached the end of its useful life and retaining it in the long term should not be considered. Refer to the Detail section of this Report.

The developed Option 2 (Option 2b) design for the North Sydney Olympic Pool now incorporates the replacement of the grandstand, all of the feedback from the Study Tour, Value Management Workshop and Steering Committee meetings and is ready to progress to the next stage - Design (Stage 2, Development Application (DA) and Statutory Approvals).

A decision is required from Council to progress the preparation of a Development Application (DA) and associated detailed Design based on Option 2b noting that the cost of this option is estimated at \$57.9 million which exceeds the \$28 million currently included in Council's Delivery Program 2018/19-2021.

*In order for Councillors to discuss the content of the Confidential Memorandum attached to this report it will be necessary to close the Council meeting to the public. The contents of the Confidential Memorandum are commercial-in-confidence as the project will be subject to a future Public tender whereby Council will be calling for relevant consultants and building contractors to price the project. Therefore, the information in the Confidential Memorandum should not be disclosed in accordance with section 10A (2) (d) of the Local Government Act 1993.*

## **FINANCIAL IMPLICATIONS:**

The cost for the Design and Project Management Services for the redevelopment of the North Sydney Olympic Pool (NSOP) – Design Stage 1 and Design Stage 2 have been budgeted for in the 2018/19 budget.

Council is to note that the total project cost to deliver Option 2b is currently estimated at \$57.9 million. The main reasons for the increase in costs of Option 2 developed in 2014 and Option 2b are as follows:

- Option 2 developed in 2014 and reported to Council in March 2015 was only a preliminary Cost Estimate. Option 2 was one of six options ranging in cost from \$16million to \$72million that Council had requested as part of the North Sydney Olympic Pool redevelopment at the time.
- Option 2b now includes the cost of fully replacing the Grandstand that was constructed in 1935/36 – not just refurbishing it, which was proposed in Option 2 - 2014.
- Option 2b is accompanied by a detailed set of architectural plans that include more design resolution on the key components of the 2014 option.
- Option 2b includes a number of new facilities that have been identified in the design development process and through Value Management as being required to increase visitation and revenue generating opportunities for the redeveloped North Sydney Olympic Pool.
- Geotechnical and site contamination testing has now been undertaken and estimates to address the findings of these investigations have been factored into the total project costs.
- Building escalation costs are now included in the total project cost up to the commencement of construction in 2020. Since 2014, building escalation costs have been running at between 6% and 12% pa.
- More detailed project contingencies have been identified and are included in the current total project cost plan.

Council's current adopted Delivery Plan includes a total budget of \$28 million over three (3) years which is as follows:

2018/19 = \$1.5 million

2019/20 = \$2.5 million

2020/21 = \$24 million

The approved budget will enable completion of the Design Stages for the Project, however for Council to proceed with implementation of the project a further \$29.9 million will be required. The additional funds required for the Project are unlikely to be raised by Council without State and/or Federal Government funding.

Council is to note that deferring a decision on the Project progressing to Design Stage 2 (Development Application and Statutory Approvals), as recommended in this report will result in potential delay costs being claimed by the Design consultants.

The detailed Cost Benefit Analysis and Financial Models prepared by Council's consultants for the developed Option 2 Design (Option 2b) are included in the supplementary Confidential Memorandum.

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Inclusions within the developed Option 2 Design (Option 2b) have been strongly influenced by the intent to ensure the final redeveloped facility is able to operate with minimal subsidy from Council's General rate base.

**RECOMMENDATION:**

- 1. THAT** Council resolves to progress the completion of Design Stage 2 (Development Application and Statutory Approvals) for the redevelopment of the North Sydney Olympic Pool based on Option 2b, noting that the current total project cost estimate for this design (inclusive of construction, project management, design and project contingency costs) is in the order of \$57.9 million.
  - 2. THAT** Council continues to pursue funding contributions from the Federal and State Government that will be essential for the project to progress to the implementation (Construction Stage).
  - 3. THAT** Council notes that further community consultation on the developed (Option 2b) will be undertaken as part of the Development Application process whereby the development application is required to be publicly exhibited as per Section 4 (Notification of Applications) of Council's Development Control Plan 2013.
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## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

Direction: 2. Our Built Infrastructure

Outcome: 2.1 Infrastructure and assets meet community needs

Direction: 4. Our Social Vitality

Outcome: 4.1 North Sydney is connected, inclusive, healthy and safe

## **BACKGROUND (2018/2019)**

In June 2018, North Sydney Council awarded both the Design Services Contract to redevelop the North Sydney Olympic Pool (Contract No 34/2018) to Brewster Hjorth Architects and the Project Management Services Contract (Contract No 33/2018) to NS Projects Pty Ltd to facilitate the redevelopment of the pool.

In September 2018 the North Sydney Olympic Pool Steering Committee undertook a Study Tour to Melbourne (day trip) to visit three (3) aquatic facilities for the purposes of benchmarking the redevelopment of the North Sydney Olympic Pool against recently developed facilities that are recognised nationally as being of a world class standard.

Following the Melbourne Study Tour, a detailed report was prepared on the key components of the aquatic facilities that were visited. This report was used to inform a Value Management Workshop that was held on the 10<sup>th</sup> of September 2018.

After the Value Management Workshop, the Design consultant team undertook a detailed design review and development of the existing Option 2 which was originally developed in 2014. The developed Option 2 now referred to as Option 2b, was presented to the North Sydney Olympic Pool Steering Committee in February 2019. Further design refinements were requested and noted at that meeting.

On 11 March 2019 Council was briefed on the developed Option 2 proposal (Option 2b) which incorporates all of the feedback from the Study Tour, Value Management Workshop and Steering Committee meetings and is ready to progress to the next stage (Stage 2, Development Application and Statutory Approvals).

## **CONSULTATION REQUIREMENTS**

Community engagement will be undertaken in accordance with Council's Community Engagement Protocol.

Community consultation on the developed Option 2 (Option 2b) will be undertaken as part of the Development Application Process whereby the development application is required to be publicly exhibited as per section 4 (Notification of Applications) of Council's Development Control Plan 2013.

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## SUSTAINABILITY STATEMENT

The sustainability implications were considered and reported on during the initiation phase of this project.

### DETAIL

#### History

North Sydney Olympic Pool (NSOP) is wholly owned and operated by North Sydney Council. There are a number of commercial licence agreements currently in place with hospitality service providers and also aquatic activity service providers. The current Planning instruments that govern the types of land uses and development that is permissible in and around the pool are primarily North Sydney Council’s DCP and LEP 2013. North Sydney Council is also the Consent Authority for any development at the pool.

The North Sydney Olympic Pool was built on the site that had been set aside for workshops and steel work fabrication for the construction of the Sydney Harbour Bridge. Once the bridge was completed in 1932, the site was vacated and returned to government ownership.

North Sydney Council acquired the site in 1934-35 and engaged the Architects Rudder and Grout to undertake the design of the pool. In March 1935, Council approved Rudder and Grout’s plans and authorised a loan be taken out to construct the pool. A loan of £32,500 pounds was advanced by the State Superannuation Board in June 1935. The construction contract was awarded to Kell and Rigby contractors and required 90% of the labourers to be relief workers living in the North Sydney area. It took sixty-five men thirty-six weeks to carry out the job with the final construction cost of the job rising to £47,000 pounds. The pool was opened on the 4th of April 1936 - one year after the adjoining Luna Park site was opened.

This iconic pool constructed in the mid 1930s is the home of 86 World Swimming records and is celebrating its 85<sup>th</sup> birthday in 2021.



In 1996, a national architectural competition was announced for the construction of a 25m indoor pool. Hassell Pty Ltd Architects won the competition and were engaged to design the upgrade of the pool which included:

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- An indoor 25 metre recreation pool, change rooms and outdoor area located to the north of the 50 metre pool.
- Gymnasium and restaurant along the western alignment of the existing enclosure
- Main entrance shop, reception, foyer, and cafe along the eastern alignment of the existing pool enclosure.

Work commenced in 1998 and was completed in January 2001. The building contractors were Hansen Yuncken Pty Ltd.

In 2014, North Sydney Council in collaboration with its funding partner, the Australian Government (Department of Environment) installed a cogeneration plant at the Pool, which was officially commissioned on Australia Day 2014. It was the first public saltwater pool in Australia to be powered by cogeneration technology. Housed in a purpose built plant room within the heritage listed pool facility, this unit has significantly improved North Sydney Council's sustainability credentials through generating 450,000kWh of energy per annum and reducing Council's greenhouse gas emissions by 367tonnes. On top of the reduction in Greenhouse Gas emissions, the energy savings to the pool operations are in the order of \$60,000 a year with the plant producing over 30% of the pool's electricity requirements.

This initiative won a National Property Institute award in the Sustainability category in 2014.

### **Staffing**

North Sydney Olympic Pool (NSOP) is directly managed by Council, within the Open Space and Environmental Services Directorate.

The NSOP Manager reports to the Director of Open Space and Environmental Services and is supported by:

- An Assistant Manager
- 3 x Operations Coordinators
- Reception and Aquatic Centre Attendants (permanent and casual)
- Lifeguards (permanent and casual)
- Health and Fitness Coordinator
- Health and Fitness Supervisor
- Casual Fitness Instructors

During normal operating hours, the centre is staffed by a minimum contingent of coordinator/supervisor, two lifeguards supervising the indoor and outdoor pools, a receptionist and a health and fitness instructor. This can invariably increase subject to weather conditions and pool loading capacity.

Council staff are responsible for supervising general public use of the pools, and the health and fitness centre. In addition to dry fitness activities, Council staff also offer aqua-aerobics classes.

### **Contracted Services**

Three businesses within the NSOP are currently commercially contracted out, these are:

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#### *Swimming Coaching and Learn to Swim Tuition*

Council has granted a one (1) year licence to conduct swimming coaching (learn to swim classes) and tuition (Squad Classes) at the pool for 2017/18 with an option to extend the licence for 1+1 years at Council's discretion. The options currently take the licence agreement to 31 Dec 2020. The licence agreement contract with this service provider has a built-in clause (Construction clause) that relates to the pending re-construction of the pool. As per the licence, the operator upon receiving an "Upgrade Notice" from Council must cease operation within the stipulated time frame under the licence.

The current licence grants the operator use of two+ (6.4m) lanes of the 50 metre pool and two (3.0m) lanes in the 25 metre pool. Additional pool space and time can be requested on payment of the normal lane hire fees (if available). Under the terms of the licence, Council receives a pool entry fee for each participant's admission in the swim school programs.

#### *Restaurant and Café Leases (Ripples Café and Aqua Dining)*

Council has commercial leases in place for a restaurant (Aqua Dining) and café (Ripples) which immediately adjoin the pool complex. The combined leasing revenue from these two commercial leases is over \$500,000 pa.

The lease for the Aqua Dining restaurant with NSC was renewed as per the option in the lease on 01/08/2015 and expires– 31/07/2025. A full Market rent review is due 1 August 2020, in addition to a 3% increase every year with exception of 2020 which is built into the lease. The lease has a demolition clause written into it.

Ripples Café has a current Lease with NSC from 24/07/2015 – 23/07/2020 + Option 24/07/2020 – 23/07/2025. Rent is adjusted yearly on the anniversary (24th July) in accordance with CPI with an Option Review whereby the 5year option from the 24/07/2020 – 23/07/2025 is exercised. The rental at the time of the Option is to be market rental followed by CPI increases for the remaining term. The lease has a demolition clause written into it.

#### **Condition Reports and Structural Advice Received on the Pool since May 1998**

Council has engaged a number of structural and condition reports on the Pool over the last 20 years. In 1998 as part of the redevelopment of the upper section of the pool site, Council engaged Taylor Thomson Whitting Structural Engineers to undertake a detailed condition survey of the 50metre pool balance tank, pool shell, pool surrounds and adjoining buildings. The report was submitted to Council in May 1998.

In 2007 Council re-engaged Taylor Thomson Whitting Structural Engineers to undertake an identical survey to the one undertaken in 1998. This investigation was carried out on 5 July 2007 and the report prepared for Council concluded:

*"The Pool walls are subjected to an aggressive environment for concrete and structural steel. There are numerous areas of spalling and corroding of reinforcement to the walls and roof slab. Major corrosion of the pipes and pipe support network was also present. Water is continually leaking through the joints and into the space, further damaging the structure. It would be difficult and unwise to try and predict the lifespan of the structure. However there does not appear to be a major deterioration of the exterior of the walls and slab soffit since the previous report was prepared."*

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The Taylor Thomson Whitting report also raised concerns about the quality of the tiling and joint grouting in the pool and proposed that a temporary liner membrane be installed at an estimated cost of \$100,000. This was reported to Council at its 3469<sup>th</sup> meeting held 2/10/2007. (Refer to section on installation of Pool Liner in this report).

In September 2013 Council engaged Geoff Ninnes Fong – Specialist Consulting Engineers to undertake a detailed structural assessment and condition report on the 50m Pool, toddler pools and pool concourse. In addition, Geoff Ninnes Fong undertook a review of the structural condition reports prepared by Taylor Thomson Whitting (TTW) in 2007. The investigation concluded the following:

*The 50m pool concourse sub-floor space was investigated and a photographic survey of the back of the pool walls and the underside of the pool concourse identified advanced corrosion of the pool walls, concourses, steel beams supporting pipework and all metal work. In addition, exposed reinforcement was prevalent and major pipe leakages and leaks through the pool walls were observed. The pool and concourses have been subject to a highly corrosive environment of chlorinated seawater since 1936.*

- *Corrosion to the pool walls is very severe and will most likely compromise the structural integrity of the pool walls in some areas. It is possible some reinforcement has totally lost its structural integrity.*
- *The original concourse slab is also severely corroded and should be replaced.*
- *The cost of repairing the pool has been estimated to be more than the cost of a new pool. The repairs will have a limited life whereas a new pool will have a minimum life of between 40 to 60 years.*
- *The 50m pool should be replaced in the shortest possible timeframe.*
- *The leakage from the pool structure and pipes is very significant and flooding the sub-floor space causing further corrosion of steelwork beams and reinforcement.*
- *The leakage needs to be reduced or stopped as it is possible it could lead to a complete failure of a pipe or pipes. Most leakage is due to failed pipe junctions into the pool structure and along the pipe's length.*
- *A permanent pump-out system should be installed to enable the leakage to be repaired and on-going inspections to be carried out.*
- *When comparing the photographic survey undertaken in 2007 to this survey the general condition of the pool and concourse is worse.*

#### **Installation of Pool Liner 2008 – Repairs in 2017**

In 2008 as per the recommendations of the 2007 Taylor Thomson Whitting Report, a Nylex Aqualux reinforced PVC membrane was installed in the 50metre pool to address the cleanliness of the pool surface and extend the life of the pool by approximately 10 years. In 2017 it was determined that the pool liner had reached the end of its useful life and Council called for tenders in late 2017 for the replacement of the liner. No acceptable tenders were received by Council. The condition of the liner is monitored regularly and repairs were undertaken in 2017 as required. It is now Council's intention to maintain the liner in a serviceable condition until the pool is redeveloped.

#### **Grandstand Structural Assessment Report October and November 2018**

In October and November 2018, North Sydney Council engaged structural Engineers Mahaffey and Associates Pty Ltd and Mott Macdonald Australia Pty Ltd to undertake an assessment of

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the existing concrete grandstand structure at North Sydney Olympic Pool to determine the remaining useful life of the grandstand. The structural Engineering consultancies were to provide advice to Council and the Architects engaged for the redevelopment of the pool, on whether the grandstand could be repaired and strengthened or whether it should be demolished because it has reached the end of its useful life.

The existing concrete grandstand structure was constructed in 1935/36 by Kell and Rigby and forms an integral part of the North Sydney Olympic Pool facility which was opened on the 4 April 1936 - one year after the adjoining Luna Park site was opened.

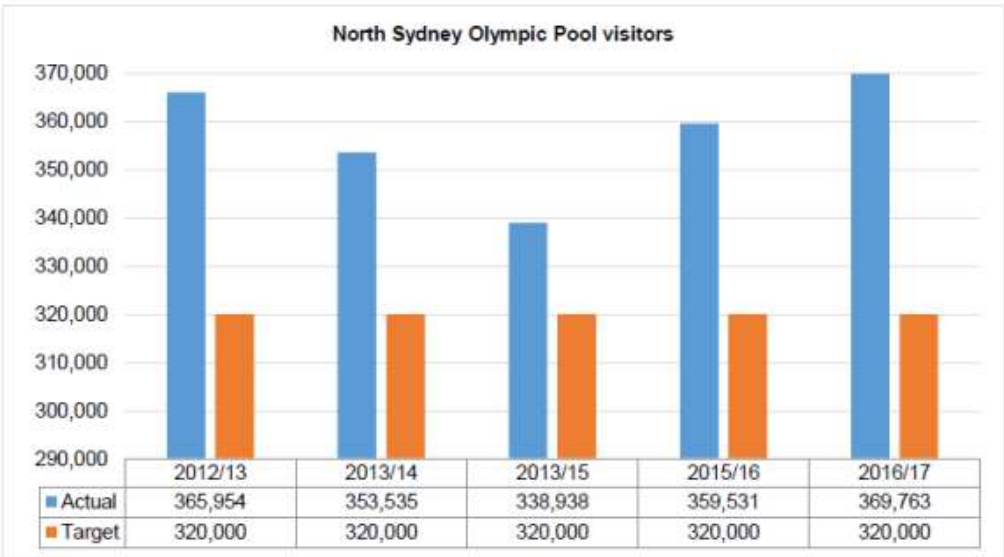
A report was prepared for Council at its 25 February 2019 Council meeting which recommended:

- 1. THAT Council notes the recommendation of the Engineering Reports prepared by structural Engineers Mahaffey and Associates Pty Ltd and Mott Macdonald Australia Pty Ltd. These reports conclude that the structure has reached the end of its useful life and that retaining the existing Grandstand in the long term should not be considered.*
- 2. THAT Council notes it is recommended by the structural Engineers that a visual monitoring (Inspections) protocol be established every three to six months using the data in the structural reports to record any further deterioration of the structure.*
- 3. THAT Council note that crowd numbers in the existing grandstand have been limited to 900 and subject to a further inspection in June 2019 it may be necessary to further curtail numbers allowed on the structure.*

Council resolved to adopt the report. Refer to EPS03 North Sydney Olympic Pool – Existing Grandstand Structural Engineering Reports – 25 February 2019 Council Meeting.

**Pool Attendances**

Over the last 5 years the average attendance at the pool was over 300,000 people annually with peak attendances in the January – February School holiday period.



Source: North Sydney Council – Annual Report 2016/17

### **North Sydney Olympic Pool Redevelopment History to Date**

The redevelopment of the North Sydney Olympic Pool was initially approved by Council in July 2013 when Council adopted a scoping report from the Engineering and Property Services Division for the upgrade of the pool. An Expression of Interest (EOI) was then run by Council to invite specialist consultants and their sub-consultant's teams to register an interest in providing design services for the upgrade of the pool. 25 submissions were received and 23 Consultant teams were short listed for the next stage – a select tender for the preparation of Master Plan Options in December 2013.

Phase 1 community consultation was conducted from 16 September to 30 November 2014 with the findings presented to Council in December 2014. From those findings, Council requested six (6) design options be developed which contained specific components for a range of proposed new facilities within the North Sydney Olympic Pool complex.

The Specialist Consultant team led by Brewster Hjorth Architects prepared six (6) options for the redevelopment of the pool which was reported to Council in March 2015.

The options outlined a selection of new services and facilities that ranged in cost from \$16-\$72 million.

Council resolved at its March 2015 meeting to place all six options on Public Exhibition. Phase 2 Community Consultation was undertaken from August 13 to 25 September 2015. The outcome of the community consultation for Phase 2 was reported to Council in March 2016 where Council resolved to:

- 1. THAT Council defers the decision on the next steps in relation to the North Sydney Olympic Pool redevelopment.*
- 2. THAT during the period of deferment, a Councillor workshop(s) facilitated by an independent professional moderator be held, to allow all Councillors the opportunity to speak openly and ensure that all relevant information, including the history of the pool, demographic projections for the next 20, 50 and 75 years, and their impact on needs/demands in relation to the pool, avenues for sourcing/applying for State and Federal funding, is provided/presented.*
- 3. THAT the General Manager and the Directors of City Strategy, Open Space and Engineering also attend the workshop.*
- 4. THAT if necessary, further or refined options.*

In 2016/17 the project was put on hold due to the requirements of the proposed NSW Council amalgamations. Councils could not proceed with Major Projects during the proposed merger period.

In November 2017, a Mayoral Minute was put to Council whereby Council resolved:

- 1. THAT Council supports the development of Option 2 to a detailed design phase.*
  - 2. THAT the design development includes an upgraded crèche that meets the needs of parents and carers who wish to keep their children safe while visiting the gym and pool facilities, and that the design solution takes into account any anticipated increased demand for the crèche once the overall pool facility is upgraded.*
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*3. THAT while the detailed design is being undertaken, Council staff in conjunction with the Architects develop a business analysis of the costs and future revenue streams of the project.*

*4. THAT the detailed design and business analysis be reported back to Council before being placed on public exhibition for an extended consultation period.*

*5. THAT Council consider accessibility in the planning specifically addressing universal design.*

*6. THAT Council staff investigate options for allowing pool and gym users access to Luna Park's Parking Station, which at present is under-utilised.*

*7. THAT the Mayor and Deputy Mayor meet with the Member for North Sydney, the Member for North Shore and the Premier, seeking their assistance in applying for grant funding for the Pool renewal project.*

On 30 April 2018 a report was put to Council on the Potential Funding Opportunities for the redevelopment of the North Sydney Olympic Pool.

The report provided a status update on the redevelopment of the North Sydney Olympic Pool and also outlined some of the potential funding opportunities that Council could investigate to assist in providing alternative revenues for the redevelopment of the pool.

The suggested alternative revenue sources and opportunities for funding the redevelopment of the pool would be in accordance with Council's Corporate Sponsorship, Road and Place Naming and Procurement Policies (Refer to EPS04 North Sydney Olympic Pool Redevelopment Update – Council Meeting of 30 April 2018).

It has been identified that the redevelopment of the pool (Option 2) will be delivered using a traditional design and construction methodology that will require design services (multi-disciplinary team of consultants – led by a head consultant) to deliver documentation over four stages of the project.

**DESIGN STAGE 1.** Services for Detail Design Development (DD) – Value Management Workshop

**DESIGN STAGE 2.** Development Application and Statutory Approvals

**DESIGN STAGE 3.** Documentation for Tender and Construction Purposes (CC)

**DESIGN STAGE 4.** Design Services during Construction, Post Construction and Occupancy

In June 2018, North Sydney Council awarded both the Design Services Contract to redevelop the North Sydney Olympic Pool (Contract No 34/2018) to Brewster Hjorth Architects and the Project Management Services Contract (Contract No 33/2018) to NS Projects Pty Ltd to facilitate the redevelopment of the pool.

### **Melbourne Study Tour (September 2018)**

On Tuesday 4 September 2018, the North Sydney Olympic Pool Steering Committee accompanied by members of the Design Services team undertook a Study Tour of three (3) Melbourne aquatic facilities. The purpose of the tour was to visit aquatic facilities which have been recently completed and which represented modern design, functional and operational initiatives which could be used to inform the design and delivery of the “once in a generation” North Sydney Olympic Pool Redevelopment. The three aquatic facilities visited as part of the Study tour were:

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- SPLASH Aqua Park & Leisure Centre, Craigieburn - Hume City Council
- GESAC, Glen Eira - Glen Eira City Council
- Peninsula Aquatic Recreation Centre, Frankston - Frankston City Council

The project outcomes of the facilities visited has been used to inform the design development of Option 2 and was a valuable exercise in “lessons learned” from the experiences of developing a modern aquatic facility that meets all user requirements. The information obtained has also been used to inform a detailed functional and technical brief for the operation of the redeveloped North Sydney Olympic Pool as well as to inform a detailed Cost Benefit Analysis and Financial Models for the developed Option 2b design. The Study tour outcomes also informed the Value Management Workshop which was held soon after the Study Tour visit.

### **Value Management Workshop (September 2018)**

A Value Management Workshop (Opportunities & Efficiencies Workshop) was held on 10, September 2018 at North Sydney Council Offices. The Workshop was attended by the North Sydney Olympic Pool Steering Committee, members of the Consultant team, North Sydney Council Staff and Specialist aquatic facility consultants. The workshop was managed by a professional facilitator Andrew Durkin, Managing Director of NS Projects.

The purpose of the Workshop was to:

- Review the scope of the current Option 2 originally developed in 2014 and understand the opportunities and efficiencies which could be further investigated to benefit the Community, Project and Council;
- Re-cap on Council’s objectives for the Project;
- Discuss the Option 2 scope developed in 2014 as it currently stands;
- Workshop “lessons learnt” and positive aspects associated with the Melbourne Aquatic Facility Study Tour held on the 4th of September 2018;
- Present opportunities and efficiencies as established by the Project Team, following the Study Tour, for consideration by the Project Steering Committee; and
- Agree the next steps to inform the Project proceeding to Development Application (Design Stage 2).

The following questions were posed at commencement of the Workshop. These were then used as points of “testing” the various elements of the Project scope as well as the opportunities and efficiencies presented by the Project Team:

1. Who in the community are to benefit from the Project? and does the current Option 2 scope (Developed in 2014) align with community expectations?
2. Are all the objectives met within the scope?
3. What will create the best value for the Project – i.e. aquatic, gymnasium, events, retail, etc.?
4. Are the spaces and elements proposed multi-use and adaptable?
5. Who is best placed to deliver and operate the different elements of the Project – i.e. Council run or tenanted?
6. Is the budget flexible, if supported by a Business Case?

All attendees agreed with the above questions posed.

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In understanding what value there is for Council in the redevelopment of the North Sydney Olympic Pool, the following criteria were used to inform discussions around each opportunity and efficiency outcome:

- Community benefits;
- Revenue generation;
- Value engineering; and
- Sustainability initiatives.

After the Workshop, it was agreed that the following approach be adopted to progress the project:

1. Prepare a Value Management Matrix with outputs from the Workshop which is used to inform the design development of Option 2.
2. Instruct the Design Services team to commence design development for Option 2 incorporating the adaptations noted within the Value Management Report.
3. Update the Project Cost Plan to reflect the adaptations in the Value Management Workshop Report.
4. Commence a Business Case for the Developed Option 2 scheme including the agreed adaptations to confirm viability of the additional opportunities and efficiencies that were identified.
5. Proceed with site investigations (Geotechnical investigations, Site contamination testing and the preparation of a detailed Site Survey) as per the current project program.
6. Progress the project as per the current program for the initial phase of Design Development (Design Stage 1).

#### **North Sydney Olympic Pool Steering Committee Meeting (8 February 2019)**

Following the Melbourne Study Tour and Value Management Workshop the Design Services Team undertook a detailed design review and development process of Option 2 now referred to as Option 2b, which was presented to the North Sydney Olympic Pool Steering Committee on 8 February 2019.

The Steering committee requested some minor design refinements be investigated. These were noted and will be reflected in the next stage of the Project – (Design Stage 2, Development Application and Statutory Approvals.

#### **Council Briefing 11 March 2019 on the Developed Option 2 Design (Option 2b)**

On 11 March 2019 Council was briefed on the developed Option 2 proposal (Option 2b) which incorporates all of the feedback from the Study Tour, Value Management Workshop and Steering Committee meetings and is ready to progress to the next stage (Design Stage 2, Development Application and Statutory Approvals.

#### **Comparison Between (Option 2) Design Developed in 2014 (Option 2b) Developed March 2019**

Table 1. below outlines the key similarities and differences between the Option 2 design that was developed in 2014 and the Option 2b design that has been developed to date since the Melbourne Study Tour, Value Management Workshop and Steering Committee recommendations.

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**Table 1. Comparison Between (Option 2) Design Developed in 2014 (Option 2b) Developed March 2019**

<b>Option 2 – Developed 2014</b>	<b>Option 2b – Developed 2019</b>	<b>Comment</b>
New 50m Pool	New 50m Pool	No Change
New Family leisure pool + Sun Shade	New Family leisure pool + Sun Shade	No Change
Upgrade existing 25m pool to 8 wide lanes	Upgrades existing 25m pool to 4 wide lanes and includes a warm water pool – sauna and spa area.	Part of Design Development Option 2b. Reduction in size of 25m pool to now include a warm water pool area (WWP) and Learn to Swim (LTS) – new sauna and spa facilities.
New Free form water Play area	New free form water Play area	No Change
Upgrade existing change facilities	New change facilities – including family change	Part of Design Development. Option 2b now includes <b>new</b> change facilities – including family change facilities on level 3 and Ground level. Result of Melbourne Study Tour and Value Management Workshop.
Full refurbishment of existing grandstand with roof shade structure - maintaining current capacity 1500-1700.	New Grandstand with roof / shade structure – capacity 970	The complete replacement of the Grandstand was identified in the Tender process undertaken for the redevelopment of the pool in April – May 2018. Structural Engineering advice in October – November 2018 – confirms the Grandstand needs to be completely replaced and cannot be refurbished. Report to Council in February 2019 recommending that the Grandstand has to be replaced as part of the redevelopment of the pool.
New gym in the refurbished grandstand above change facilities (600m2)	New gym in the new grandstand above change facilities (1100m2)	Part of Design Development. Option 2b - Minor change – Gym and associated facilities is now 1100m2 and is included in the mid-level of the <b>new</b> Grandstand.
Existing Crèche facility in Grandstand to be refurbished. 37m2	New Crèche added as per resolution of Council November 2017. Crèche now on Ground level 120m2 + an outdoor play area 47m2	Part of Design Development. Resolution of Council November 2017 requested a new and improved Crèche be incorporated into the design. New Crèche now on Ground level 120m2 + an outdoor play area 47m2
New Ripples Café on Olympic Boulevard – No change to Aqua Dining	New Ripples Café on Olympic Boulevard – No change to Aqua Dining	No Change
No café on Level 3 adjacent to the 25m pool	New Café on Level 3 adjacent to the 25m pool. New café on level 3 also enables an opportunity to have an outdoor dining / events area on the level 3 concourse adjacent to the 25m pool.	Part of Design Development. Option 2b includes a new Café on Level 3 – Result of Melbourne Study Tour and Value Management Workshop.

<b>Option 2 – Developed 2014</b>	<b>Option 2b – Developed 2019</b>	<b>Comment</b>
No retail shop at entry	New level 3 retail shop at entry 176m <sup>2</sup>	Part of Design Development. Option 2b includes a new retail shop 176m <sup>2</sup> on Level 3 – Result of Melbourne Study Tour and Value Management Workshop.
Entry off Alfred Street refurbished	New Covered entry off Alfred street which incorporates the old heritage entry	Part of Design Development. Option 2b now incorporates a New covered entry and configuration off Alfred Street. Result of Melbourne Study Tour and Value Management Workshop.
Existing sun deck removed	New sundeck incorporated around a larger family leisure / children’s interactive play pool/ Splash pad.	Part of Design Development. Option 2b now incorporates a New sundeck and gelato bar area over and around the expanded family leisure / children’s interactive play pool (Splash pad). Result of Melbourne Study Tour and Value Management Workshop.
No “Spin” / Multi-Purpose Fitness Facilities on the Ground Level	New “Spin” / Multi-Purpose Fitness Facilities on Ground Level	Part of Design Development. Option 2b now incorporates a New “Spin” / Multi-Purpose Fitness Facility on Ground Level. Result of Melbourne Study Tour and Value Management Workshop.

In general, the main components of the 2014 Option 2 design have been retained in the Option 2b, 2019 design. As can be seen in the artist’s impressions contained in this report – Figures 1 and 2 as well as the accompanying plan drawings – Figures 3 and 4 respectively.

The only significant change is the complete replacement of the old Grandstand as opposed to refurbishing it. The complete replacement of the Grandstand was flagged in the Tender process undertaken for the redevelopment of the pool in April – May 2018. Structural Engineering advice in October – November 2018 – confirms the Grandstand needs to be completely replaced and cannot be refurbished. This was also reported to Council in February 2019.

Other changes in the Option 2, 2014 design compared to the Option 2b, 2019 design that have been undertaken as part of the required design development process are as follows:

- New change facilities – including family change on Level 3 and the Ground Level.
- New warm water pool area (WWP) and Learn to Swim (LTS) area – new sauna and spa facilities on Level 3 in lieu of an expanded (8) lane 25m pool.
- New Café on Level 3 adjacent to the 25m pool.
- New level 3 retail shop at entry 176m<sup>2</sup>.
- New larger covered entry off Alfred street which incorporates the old heritage entry.
- New sundeck incorporated around family leisure / children’s play pool.
- New “Spin” / Multi-Purpose Fitness Facilities on Ground Level.
- New gym in the new grandstand above change facilities (1,100m<sup>2</sup>) – a minor change from the 2014 design which had new gym in the refurbished grandstand above change facilities (600m<sup>2</sup>).

As outlined in this report the design development process for Option 2 has included a Melbourne Study Tour (1 day), Value Management Workshop and meetings with the North Sydney Olympic Pool Steering Committee.

**Figure 1. Option 2 – Developed in 2014 – Aerial View**

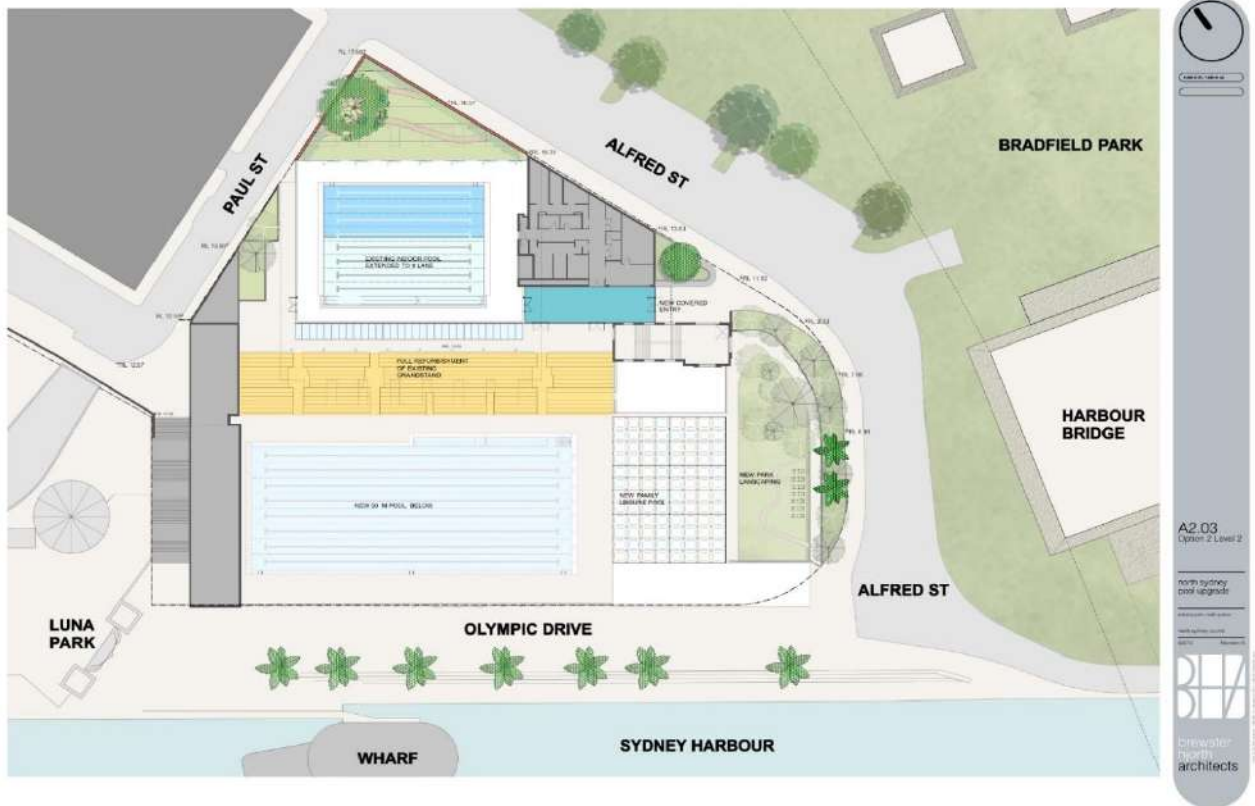


**Figure 2 Option2b – Developed in 2019 – Aerial View**

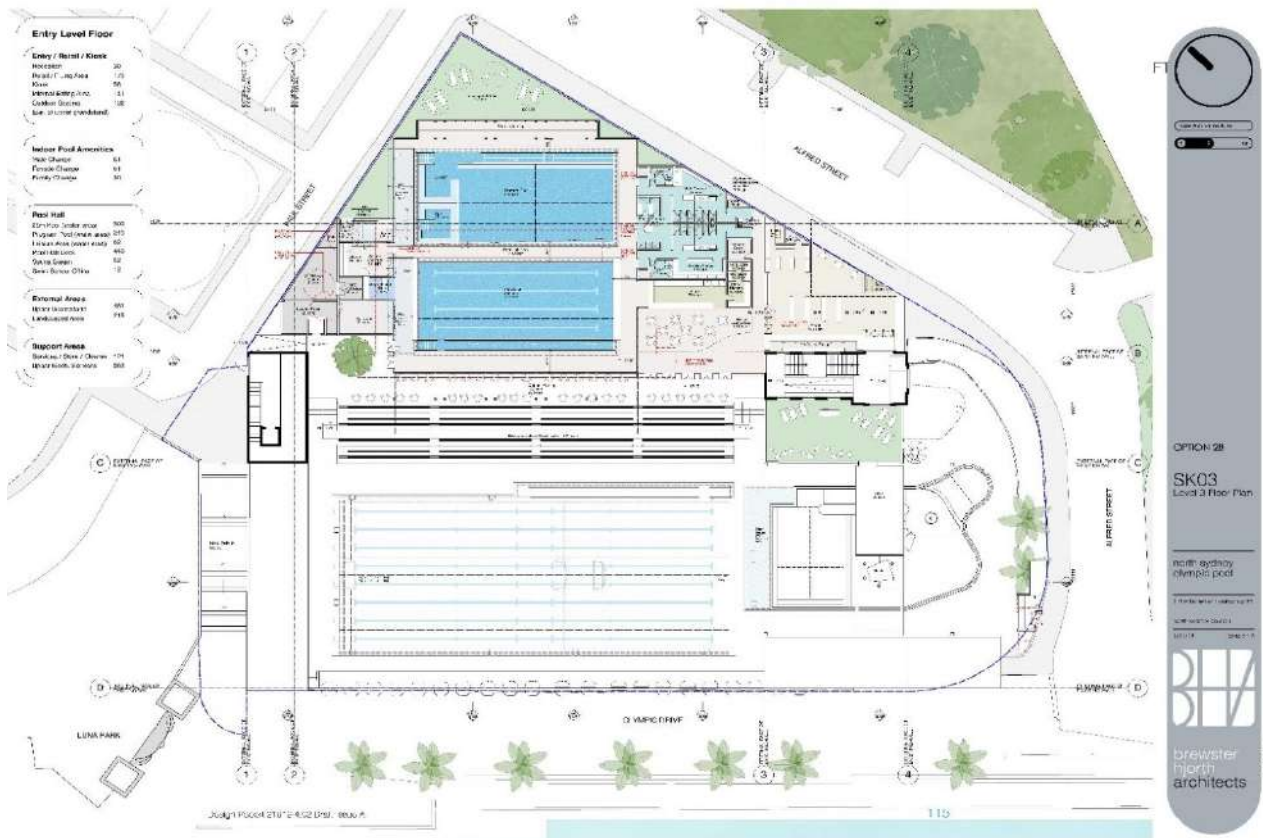




**Figure 3. Option 2 – Developed in 2014 – Plan View**



**Figure 4. Option 2b – Developed in 2019 – Plan View**



**Option 2b – Developed in 2019 – Artists Impression – View to new Entry off Alfred St**



**Option 2b – Developed in 2019 – Artists Impression – View Level 3**





**Option 2b – Developed in 2019 – Artists Impression – “Birds Eye” View looking East**



**Option 2b – Developed in 2019 – Artists Impression – “Birds Eye” View looking South**



## CONCLUSION

Following the resolution of Council in November 2017 to pursue the development of “Option 2” (with amendments) to detailed design and the inclusion of a forward budget estimate based on the 2014 cost estimate for Option 2 (prior to amendments) of \$28 million in Council’s delivery program, Council by resolution appointed Brewster Hjorth Architects and their design team as well as Project Managers to progress the project through the identified Design Stages.

Subsequent to the appointment of the Design team, structural engineering investigations have been carried out on the Pool Grandstand in October and November 2018. These investigations have concluded, as reported to Council on 25 February 2019 that the *structure has reached the end of its useful life and that retaining the existing Grandstand in the long term should not be considered*. This is a significant change from the original 2014 Option 2 which was based on refurbishing the structure only.

In accordance with Council’s November 2017 resolution the North Sydney Olympic Pool Steering Committee and Design team have concurrently undertaken design development and business analysis of Option 2 with the objective of ensuring the final redeveloped facility is able to operate with minimal subsidy from Council’s General rate base.

These key factors (the full replacement of the existing Grandstand) and the design development of Option 2 to ensure its future financial viability when operational) together with building escalation costs since 2014 have significantly impacted on the North Sydney Olympic Pool’s overall total redevelopment project cost estimate.

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2014  
masterplan  
OPTION

2

lower level  
50m pool and childrens pool







2014  
masterplan  
OPTION

2

mid level  
grandstand and stair tower







2014  
masterplan  
OPTION

2

mid level  
grandstand and stair tower







2014  
masterplan  
OPTION

2

upper level  
indoor 25m pool







2014  
masterplan  
OPTION

2

major structural issues





## income generation to offset running costs

we have looked at benchmark facilities to learn the best ways to generate supporting income:

- gym/ health club
- Learn to Swim Centre
- Restaurants, Cafes, Kiosk, Gelato Bar
- Retail shop

## grandstand

the need to replace the grandstand allows us to:

- consider replanning the gym to increase its size
- remove the dangerous steeply sloped structure
- provide improved links between the upper and lower parts of the centre

## facilities to cater to a broad range of community users

we have looked closely at how to provide facilities for as much of the community as we can:

- children and youth
- families
- fitness and sports
- adults
- elderly

different age groups  
different abilities

three important issues considered









# important heritage issues

new larger pool hall with an architectural form similar to existing

replace the existing grandstand with a new structure. retain similar layout and materials and re-use seat brackets

retain western end building and brick structure

construct the new 50m pool in a similar location to the existing pool

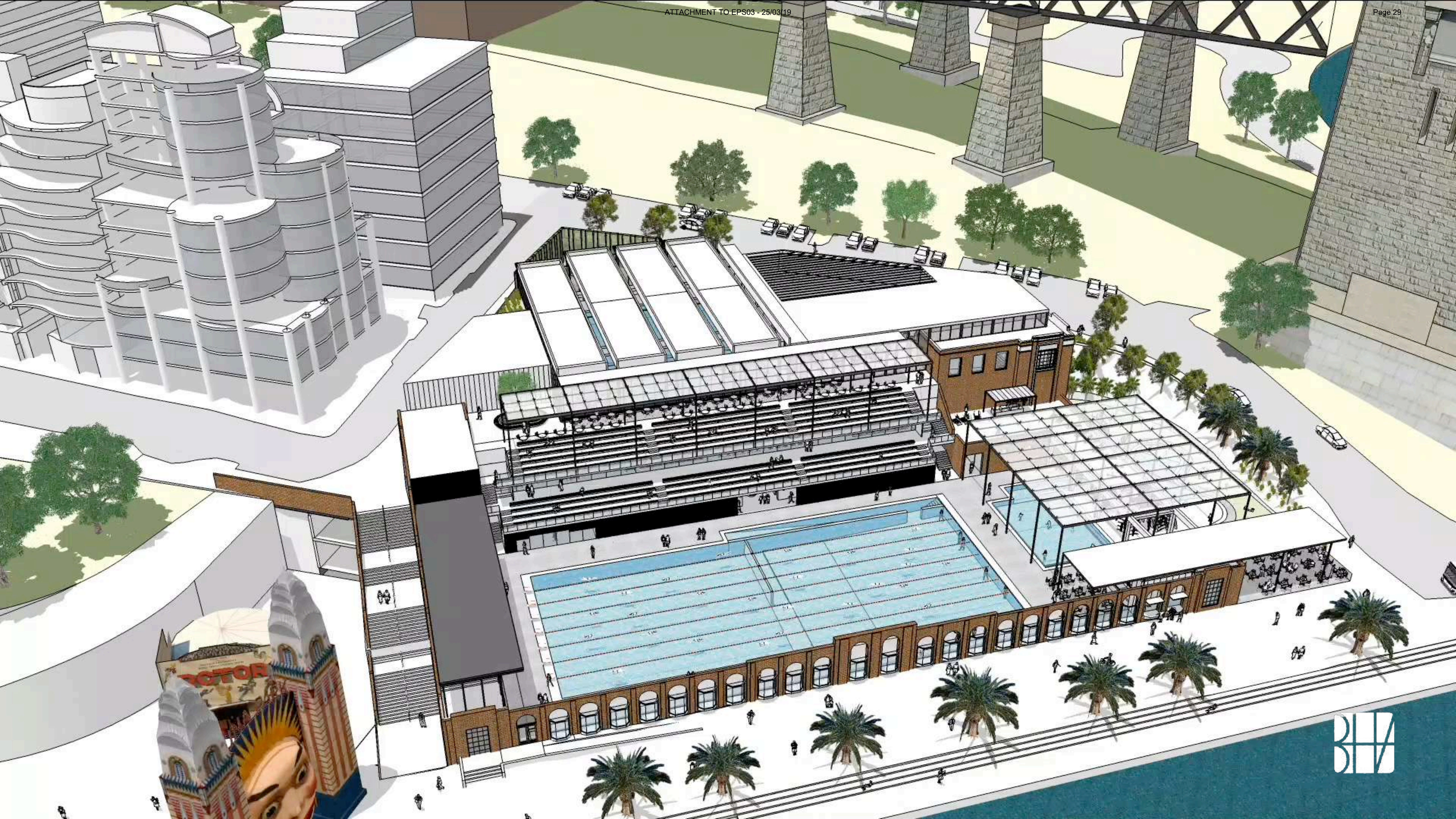
retain main entry stair tower and reinstate main upper entry

replace parts of the existing sundeck with an interpretive structure for the bucket and kids play area

retain main heritage wall to olympic drive keep existing bay windows as it may be too difficult to remove them









6

- upper pool hall
  - pool size/ numbers
  - pool configurations
  - sauna/ steam/ spa
  - upgraded change/ family change

3

- new entry hall options
  - entry pathways
  - accessibility
  - retail outlet
  - new grandstand cafe

2

- Leisure pool layout options
  - Learn to Swim
  - Bucket
  - Splashpad
  - Interpretive Structure

5

- Gym layout options
  - gym size/ extent
  - access
  - incorporation of L1 facilities for spin and group fitness

1

- 50M pool layout options
  - boom types
  - water polo
  - ramp

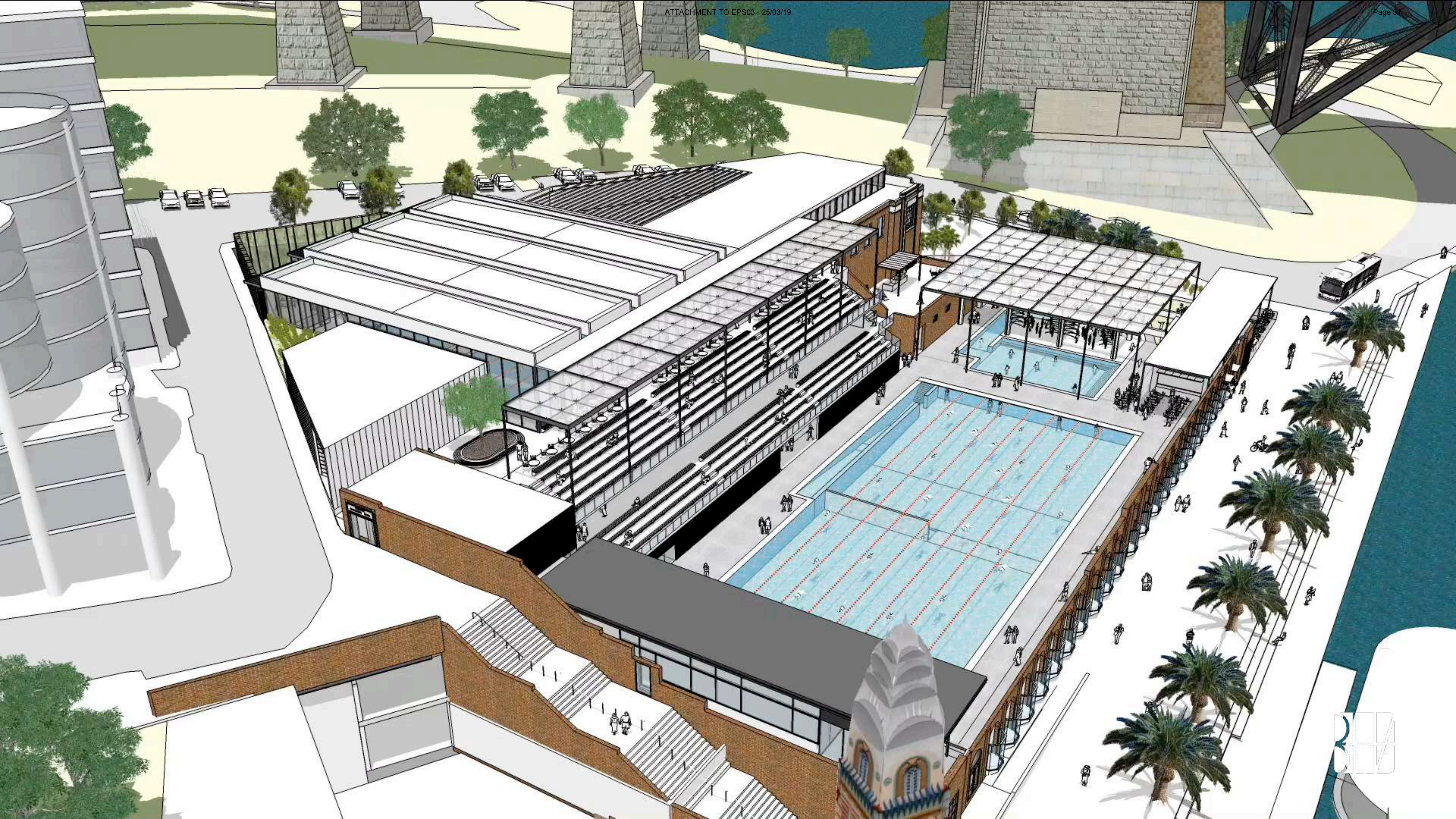
4

- Grandstand layout options
  - seating numbers
  - shade structures
  - new change facilities

design refinements for six important zones of the project









The form of the new pool hall references the existing award winning building

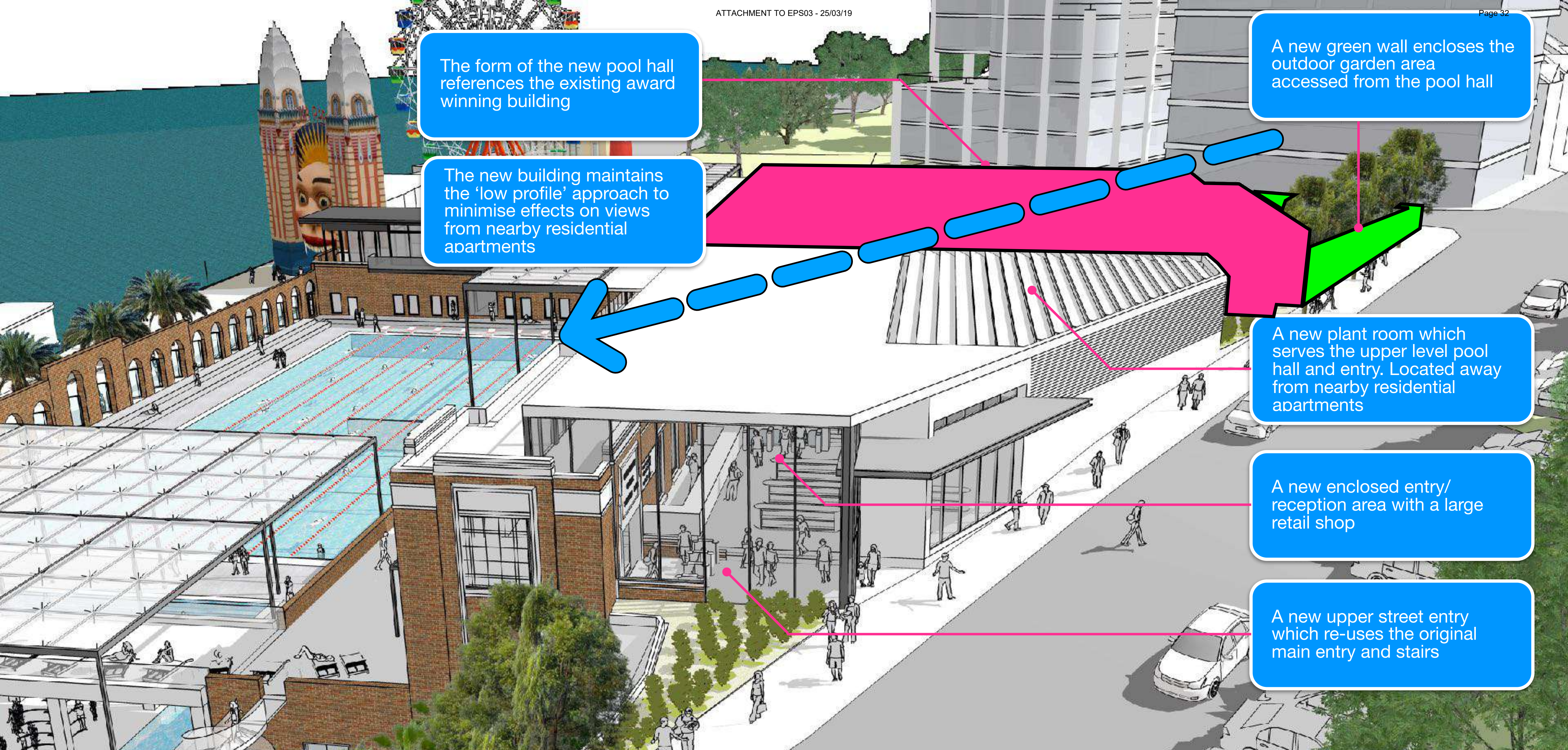
The new building maintains the 'low profile' approach to minimise effects on views from nearby residential apartments

A new green wall encloses the outdoor garden area accessed from the pool hall

A new plant room which serves the upper level pool hall and entry. Located away from nearby residential apartments

A new enclosed entry/reception area with a large retail shop

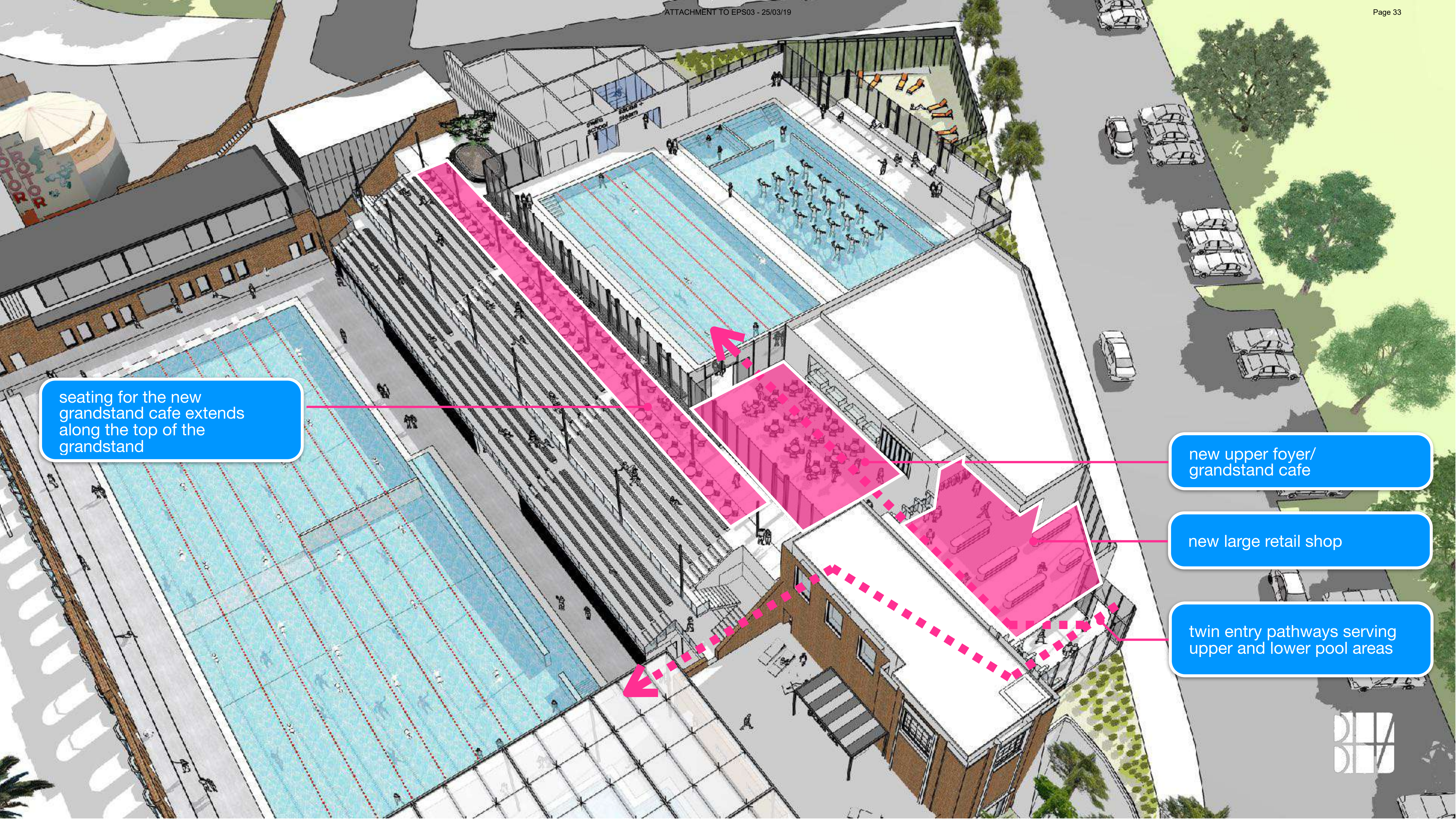
A new upper street entry which re-uses the original main entry and stairs



the new upper level entry and pool hall







seating for the new grandstand cafe extends along the top of the grandstand

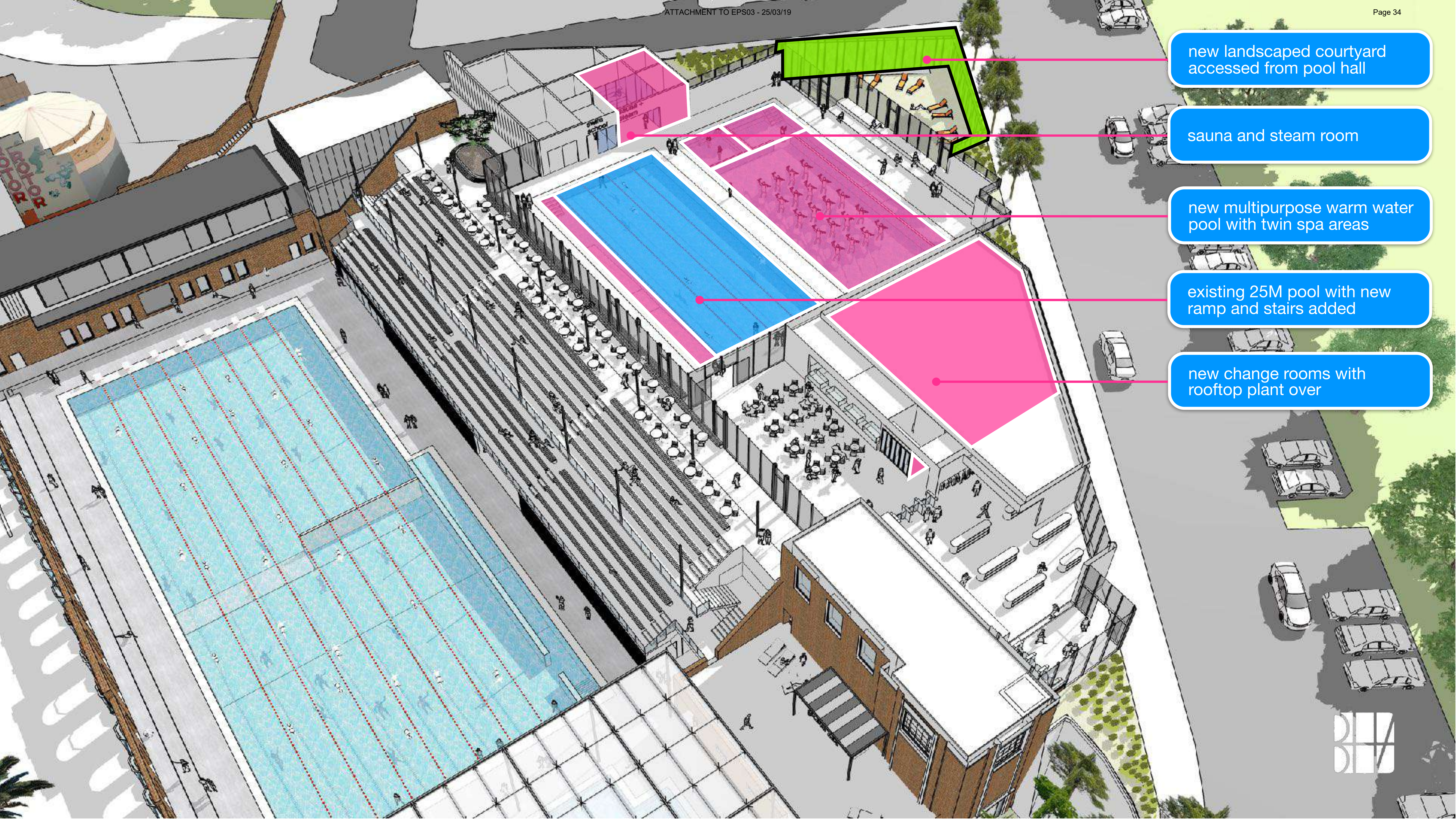
new upper foyer/ grandstand cafe

new large retail shop

twin entry pathways serving upper and lower pool areas







new landscaped courtyard accessed from pool hall

sauna and steam room

new multipurpose warm water pool with twin spa areas

existing 25M pool with new ramp and stairs added

new change rooms with rooftop plant over







**new entry to twin  
pathways**

The main access to the lower pool deck uses the original pool entry and the main stairs

The accessible entry pathway uses the existing ramp inside the main stair

the new upper level entry





P2

**POOL 2**  
new multipurpose warm water pool  
For aquarobics, Treatment, Learn to Swim

P1

**POOL 1**  
refit the existing 25M pool and add a new access ramp and stairs  
For indoor laps, Learn to swim, water play

- a range of options for the layout of the new pool hall were considered:
- single large 25M pool 8-10 lanes
  - New warm water pool in existing 25M shell with new 1.35M deep 25M pool
  - Large moveable floor multipurpose pool
  - Single combined warm water + 25M pool option
  - upgraded existing 25m pool plus new multipurpose warm water pool and twin spas





new male, female and family change areas

m

fam

f

k

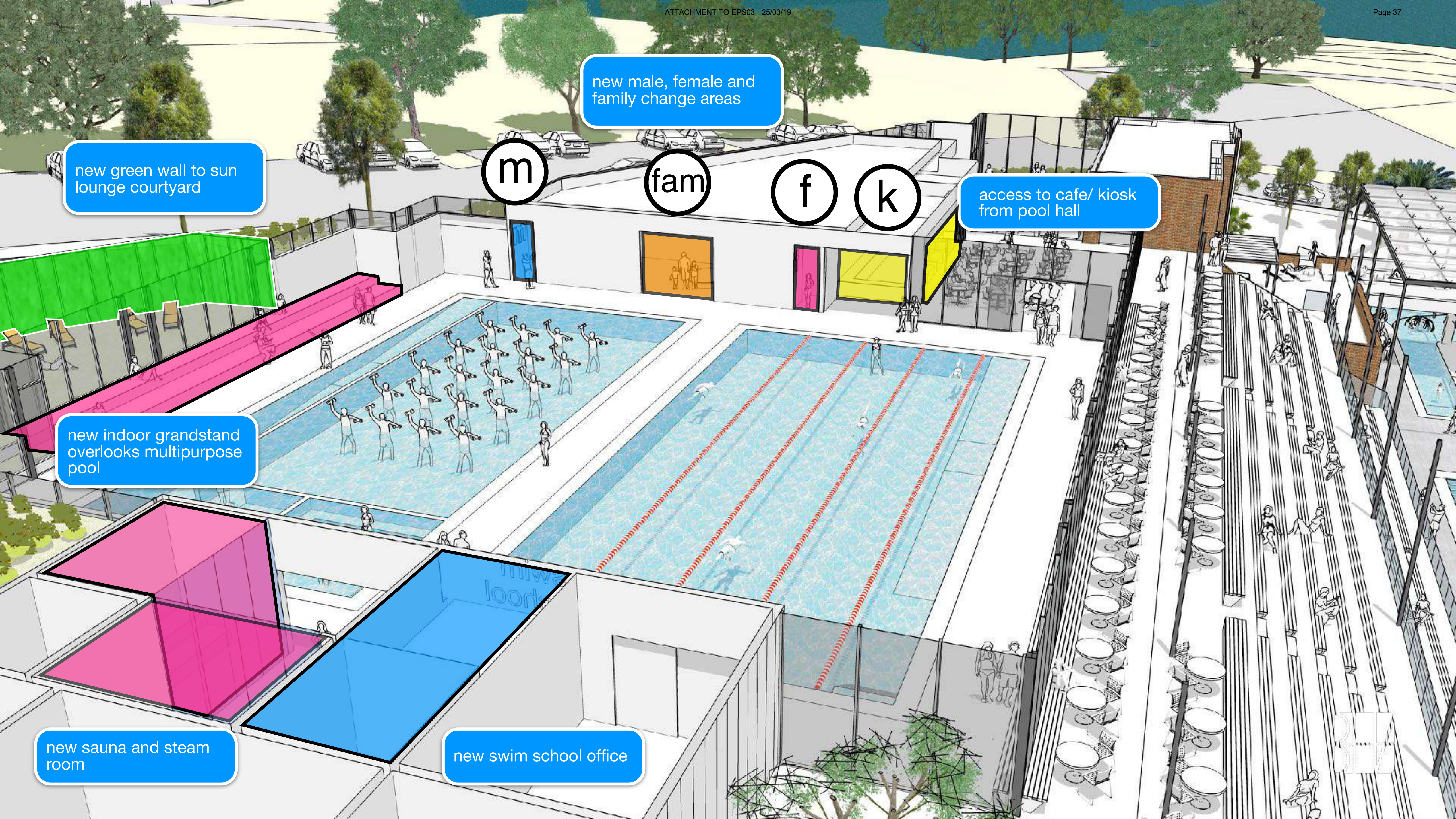
new green wall to sun lounge courtyard

access to cafe/ kiosk from pool hall

new indoor grandstand overlooks multipurpose pool

new sauna and steam room

new swim school office

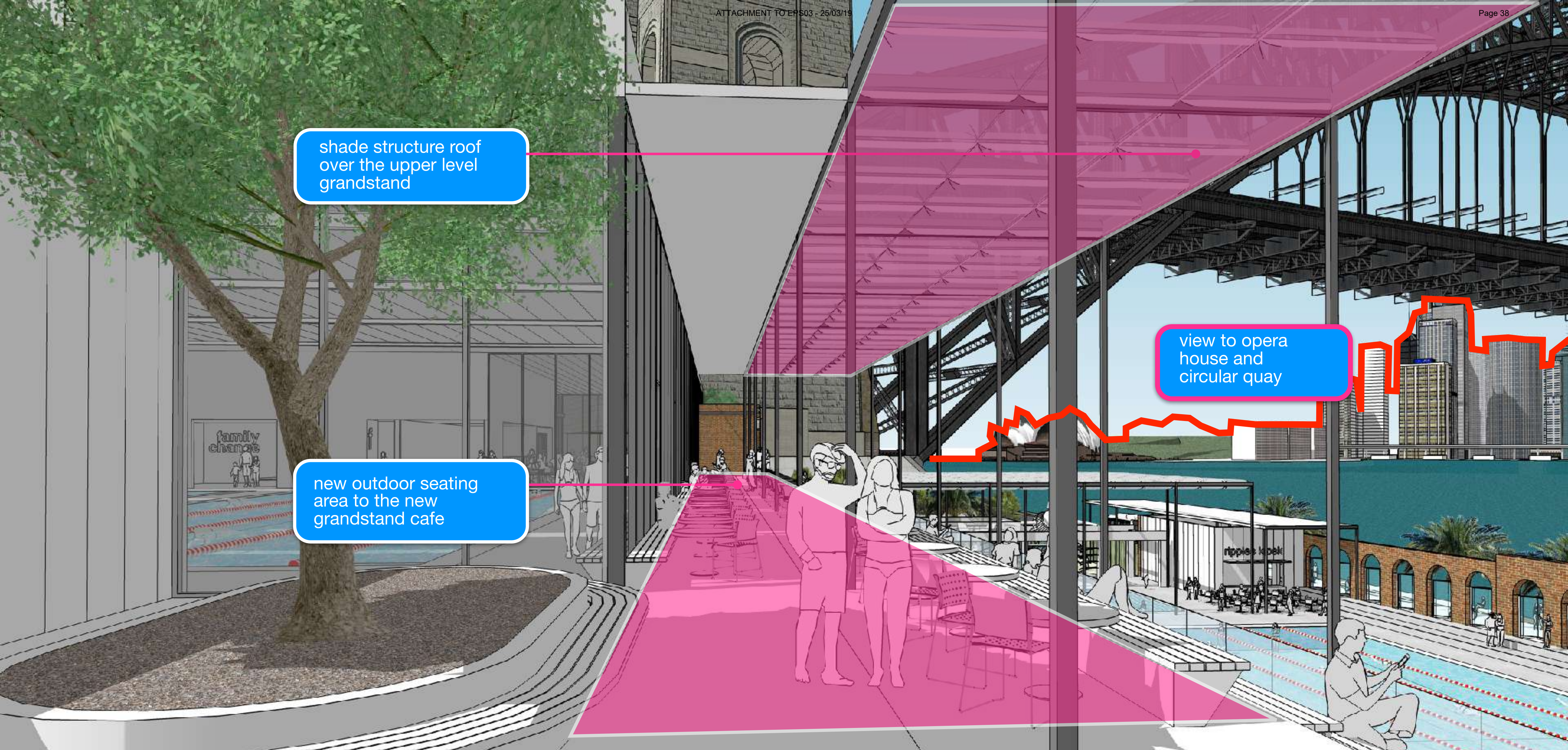




shade structure roof over the upper level grandstand

new outdoor seating area to the new grandstand cafe

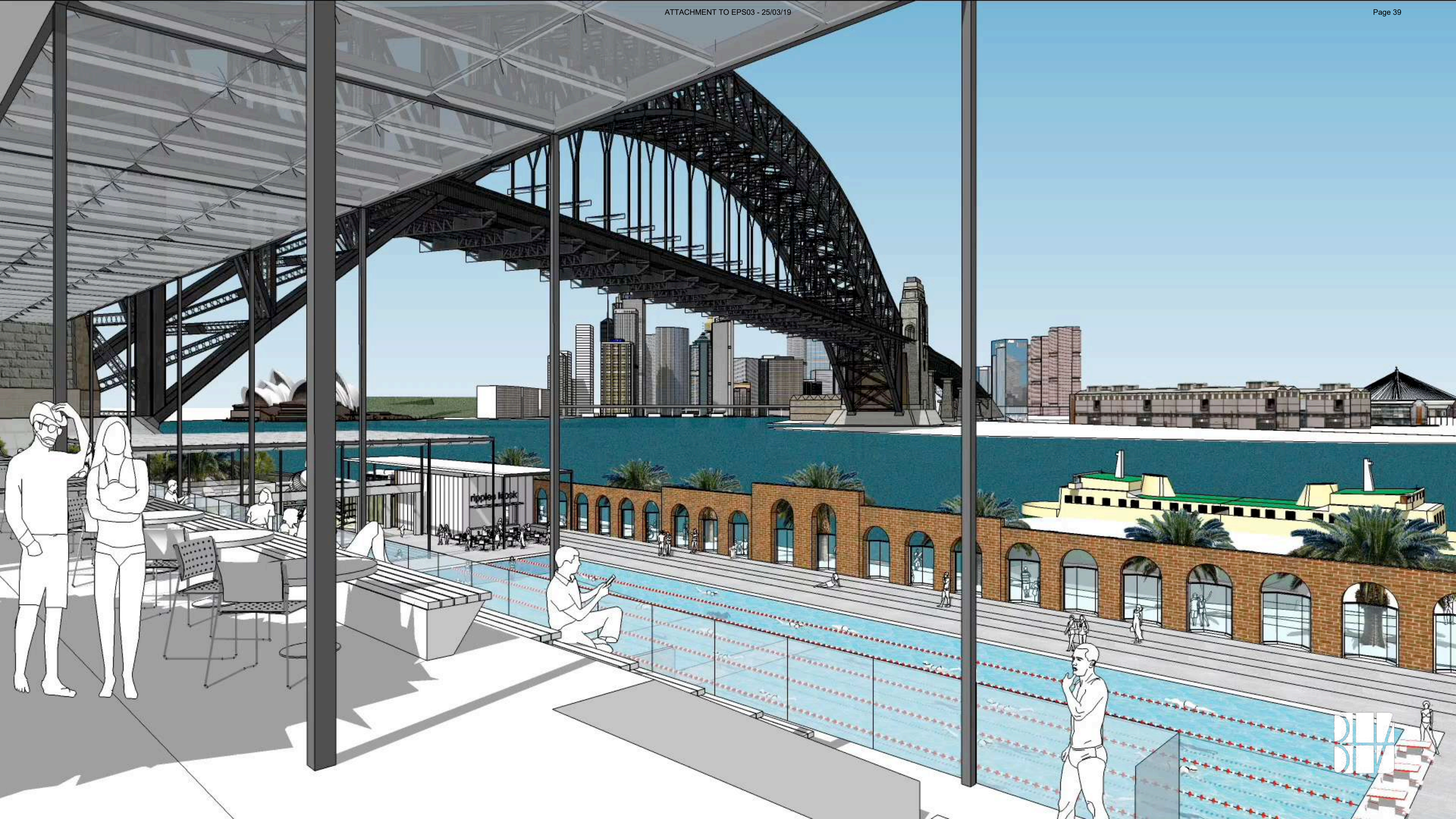
view to opera house and circular quay



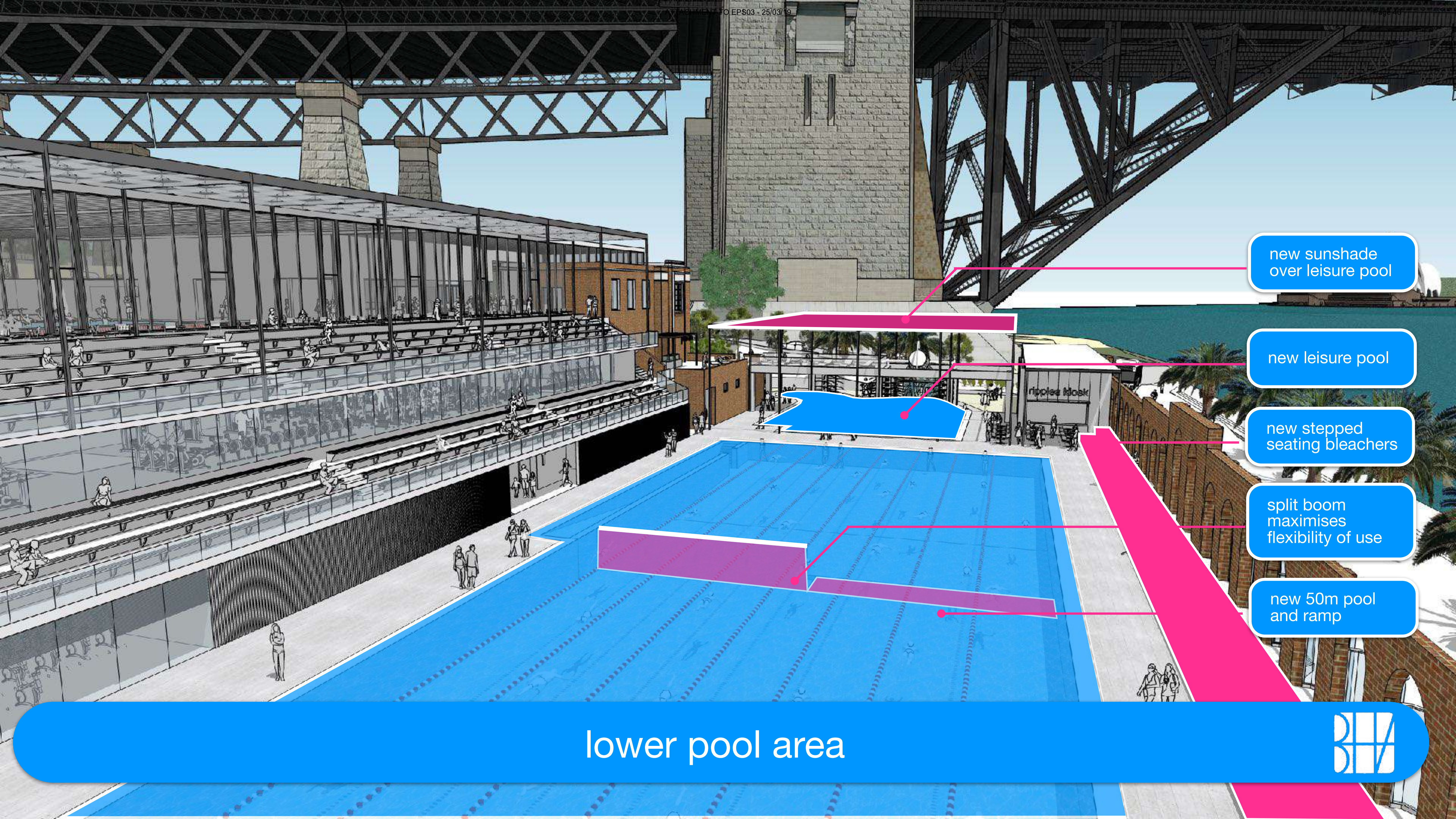
upper level cafe and the view over the grandstand











new sunshade over leisure pool

new leisure pool

new stepped seating bleachers

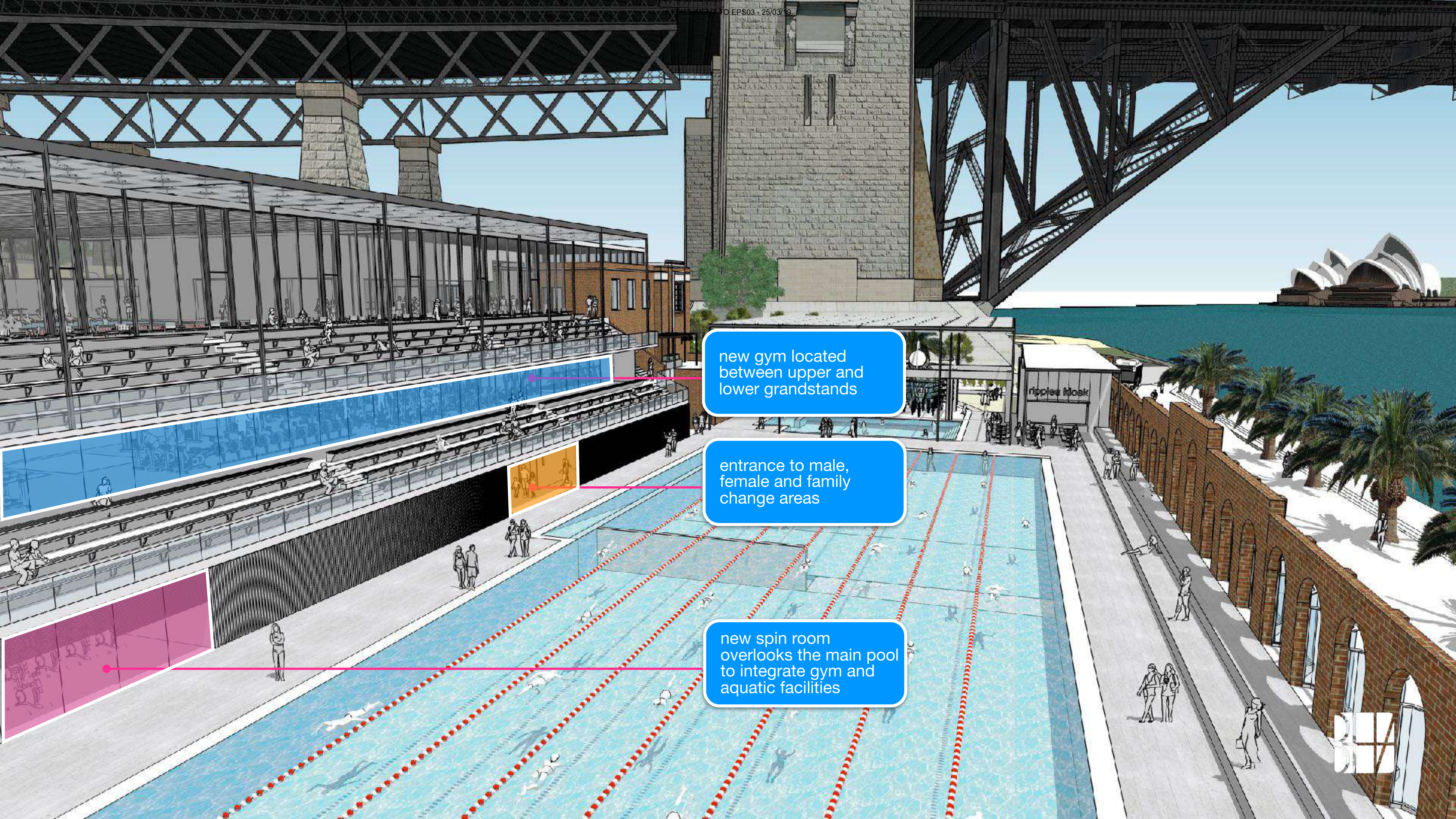
split boom maximises flexibility of use

new 50m pool and ramp

lower pool area







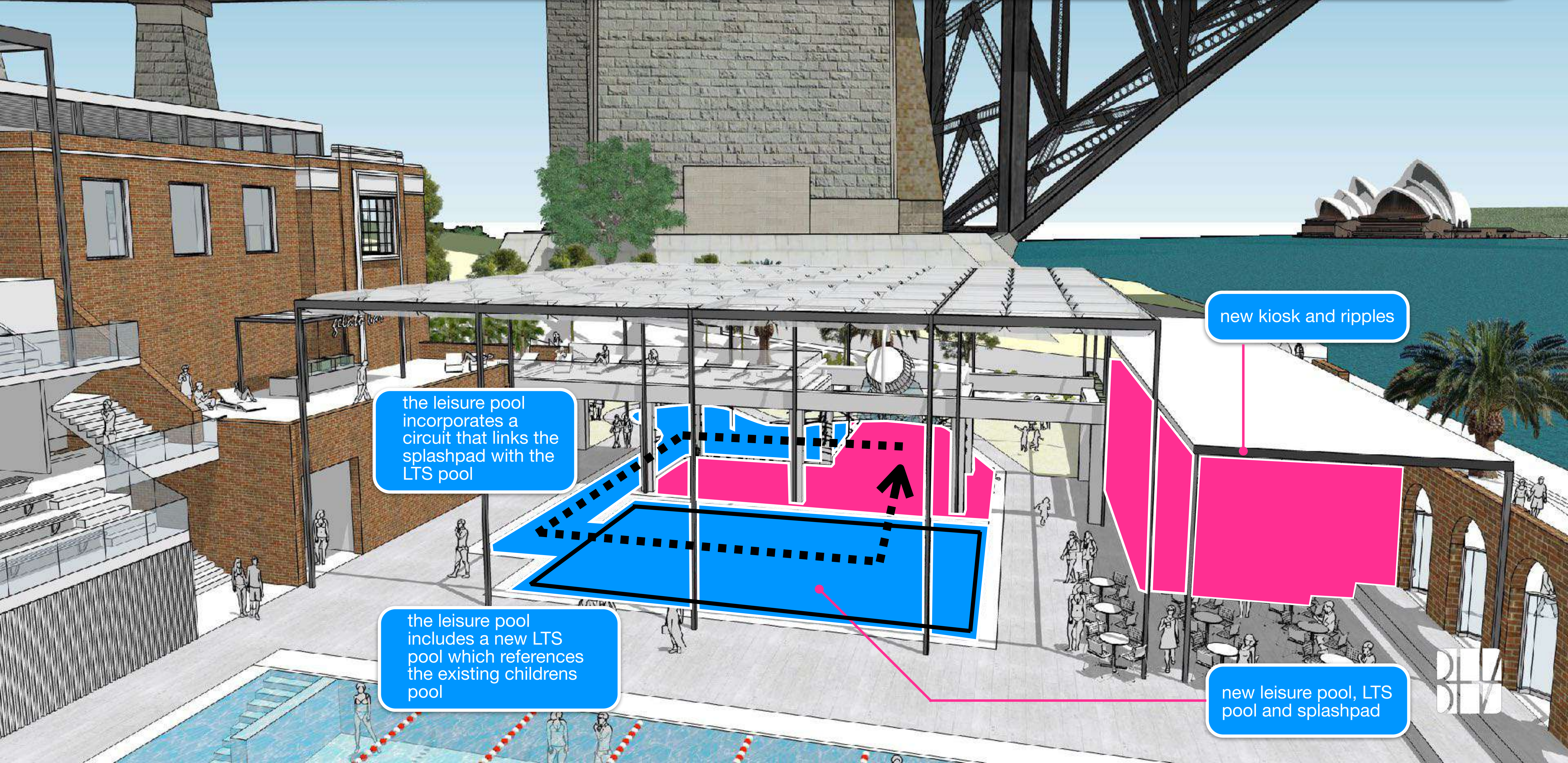
new gym located between upper and lower grandstands

entrance to male, female and family change areas

new spin room overlooks the main pool to integrate gym and aquatic facilities



# leisure pool



the leisure pool incorporates a circuit that links the splashpad with the LTS pool

the leisure pool includes a new LTS pool which references the existing childrens pool

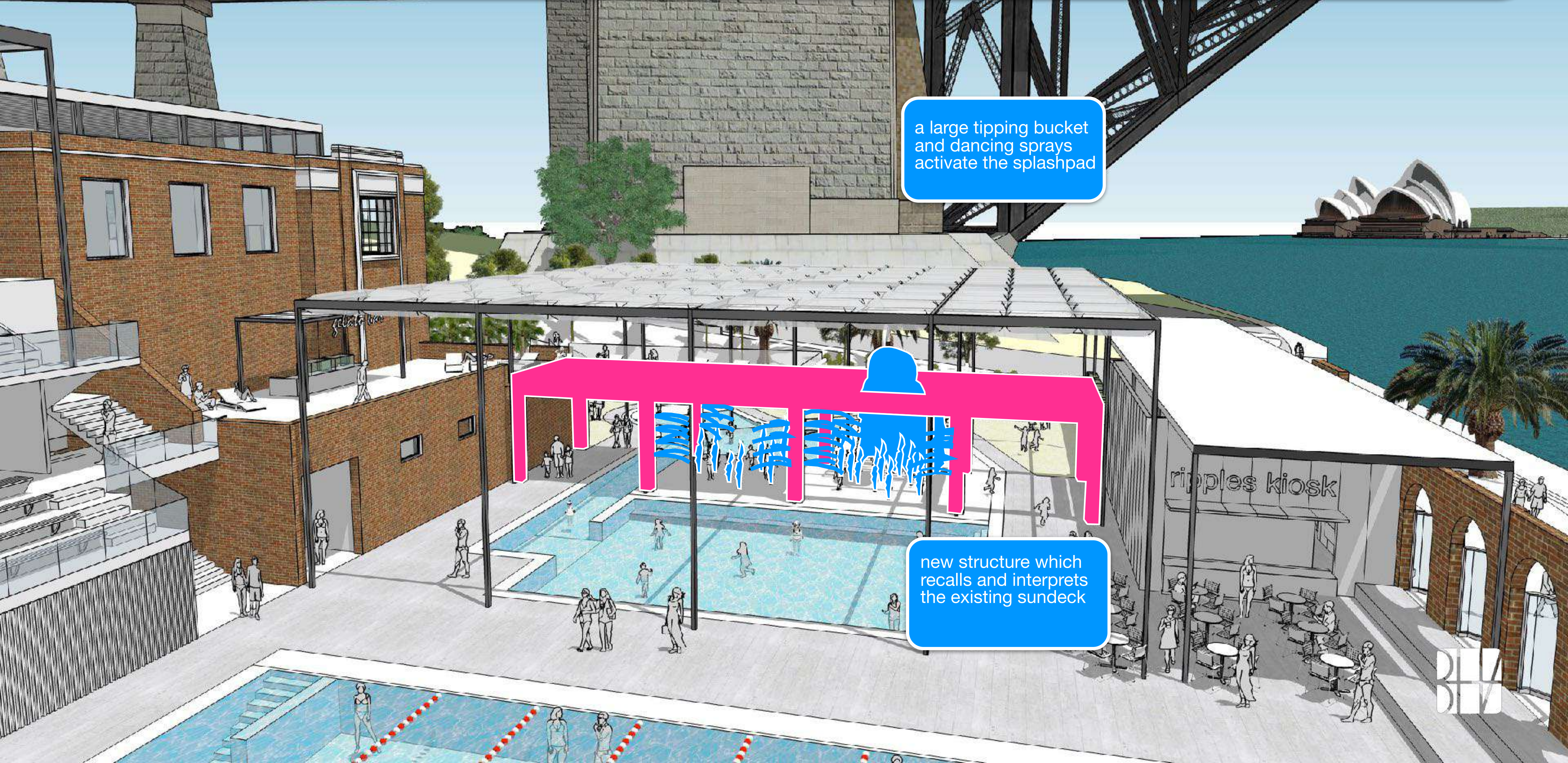
new kiosk and ripples

new leisure pool, LTS pool and splashpad





# leisure pool

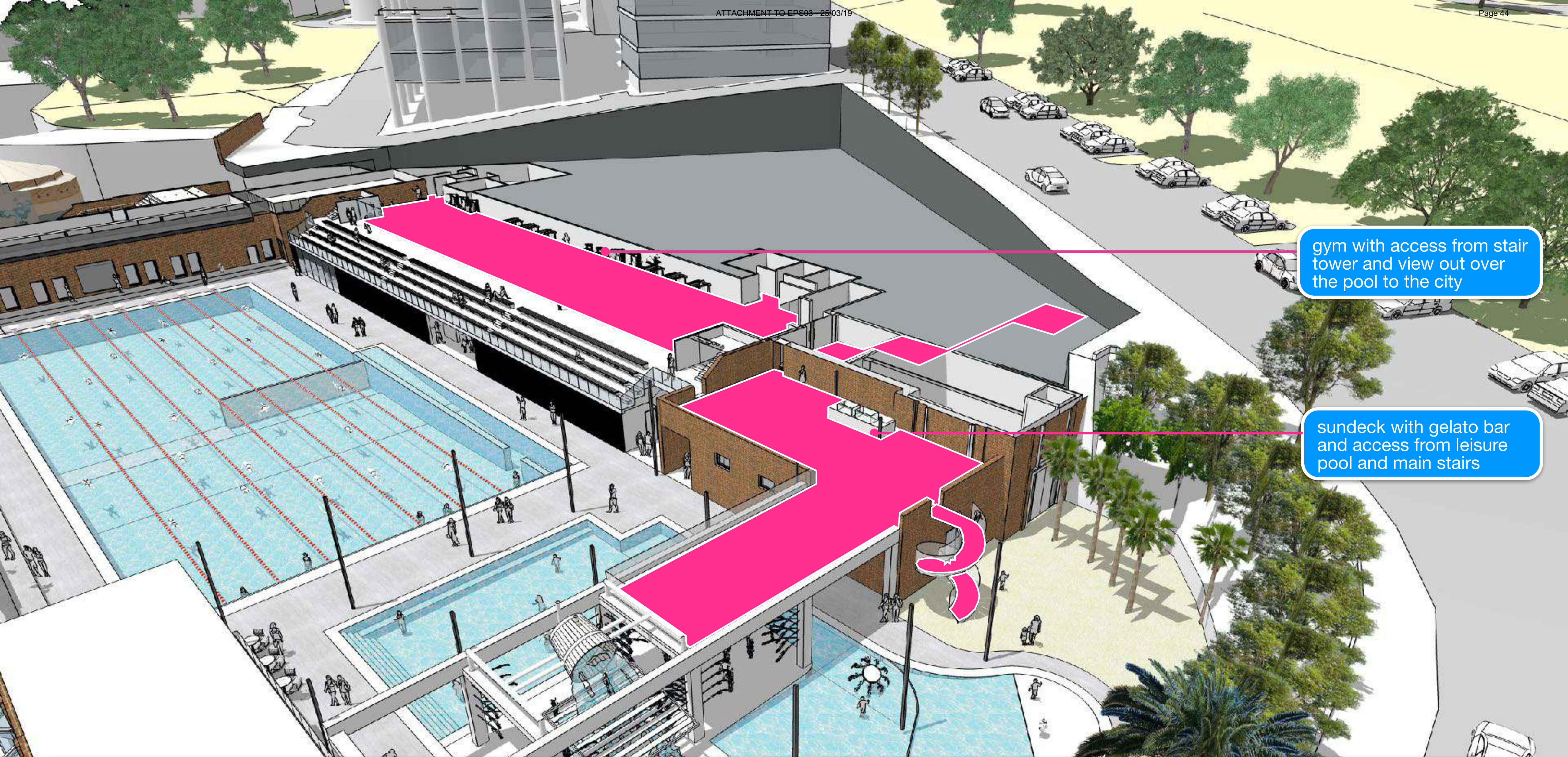


a large tipping bucket and dancing sprays activate the splashpad

new structure which recalls and interprets the existing sundeck





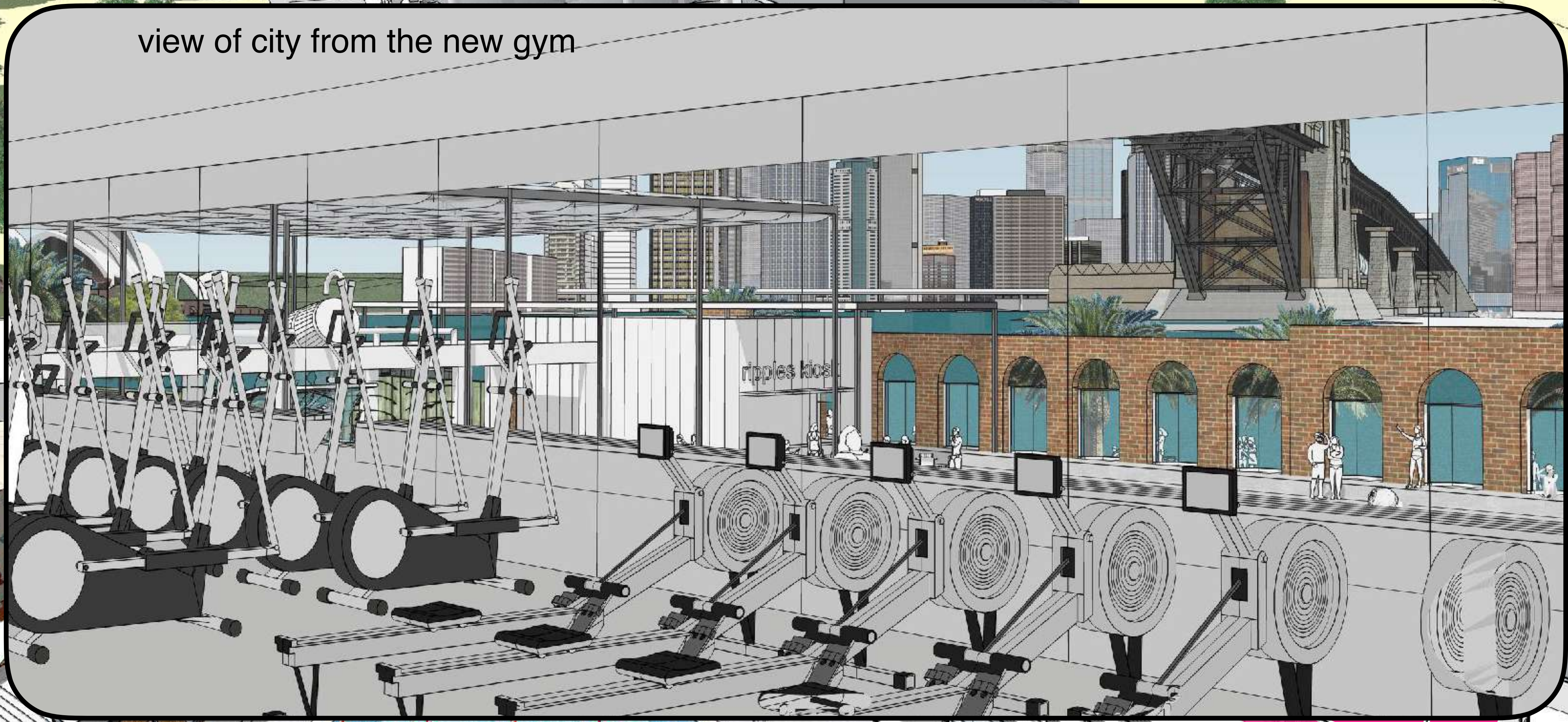


gym with access from stair tower and view out over the pool to the city

sundeck with gelato bar and access from leisure pool and main stairs



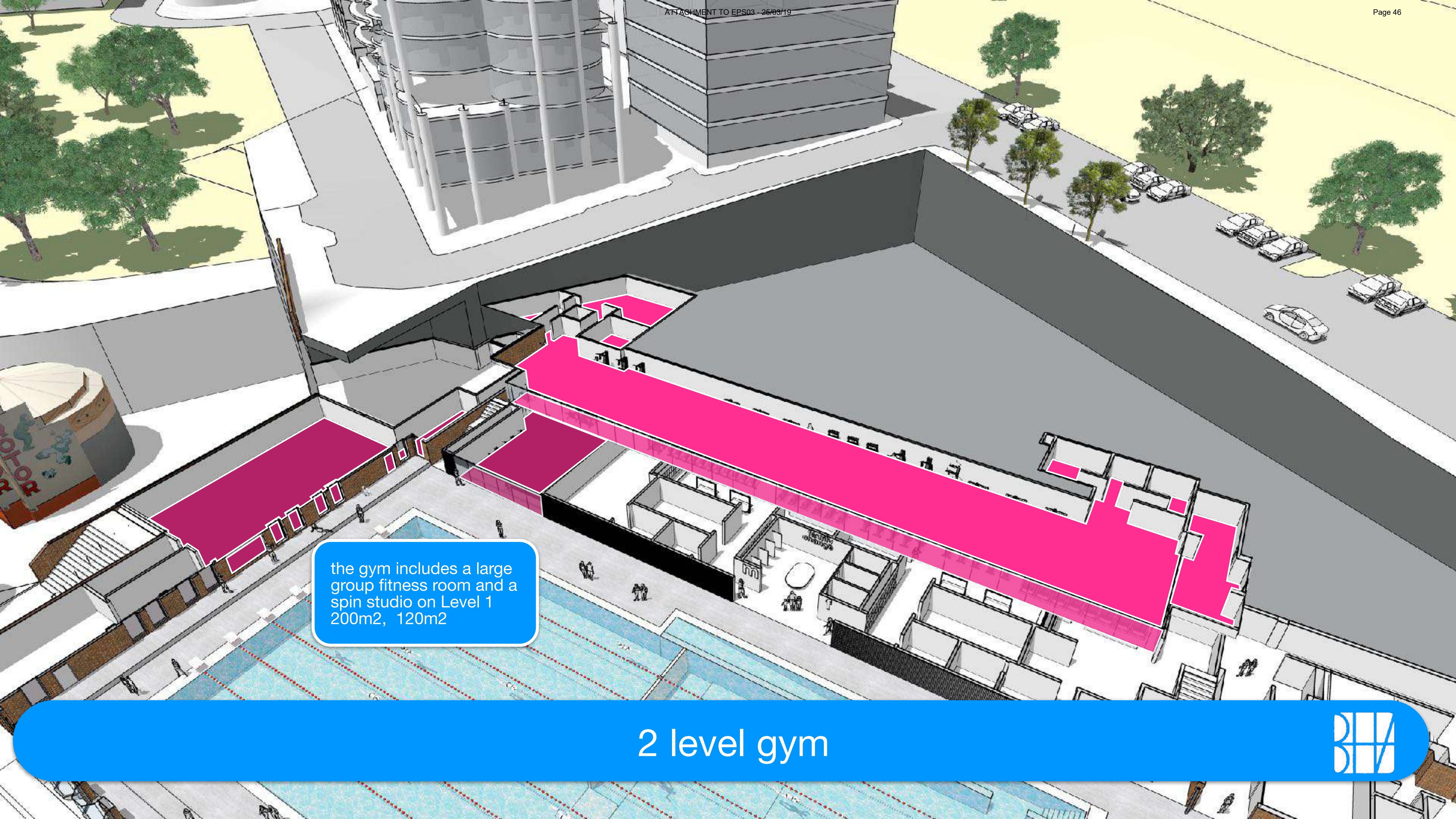
view of city from the new gym



new gym





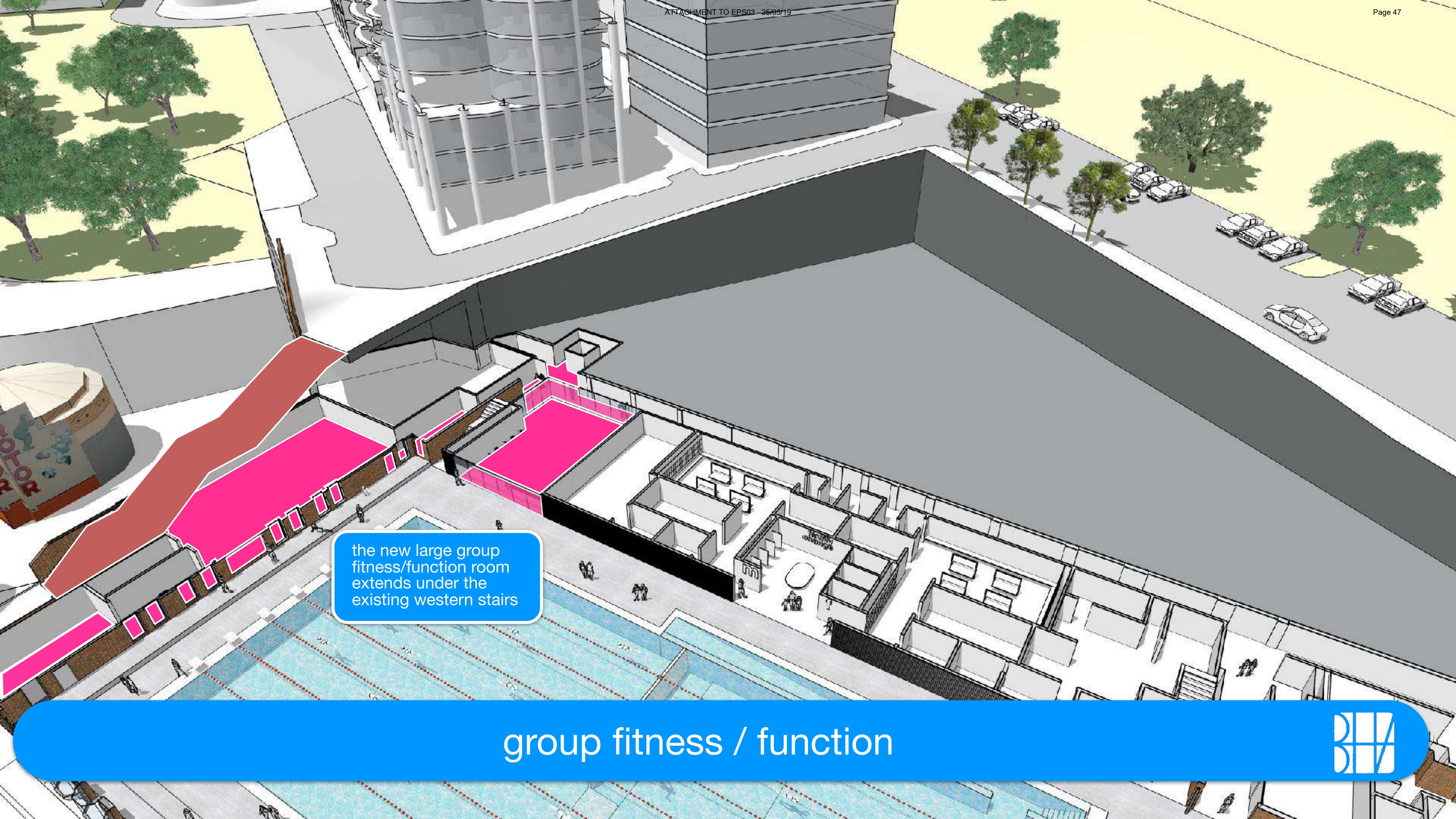


the gym includes a large group fitness room and a spin studio on Level 1  
200m<sup>2</sup>, 120m<sup>2</sup>

## 2 level gym







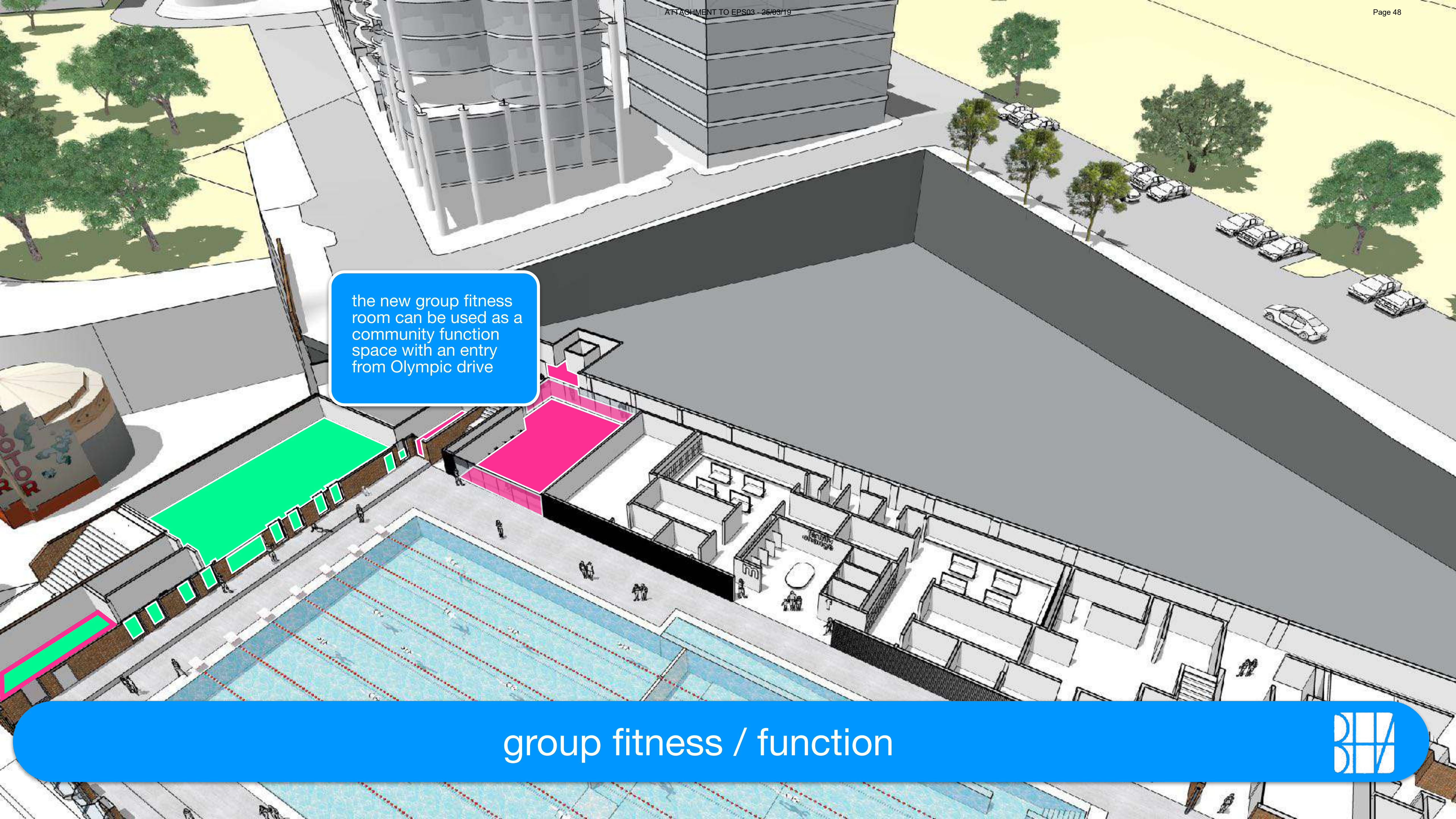
the new large group fitness/function room extends under the existing western stairs

group fitness / function





the new group fitness room can be used as a community function space with an entry from Olympic drive

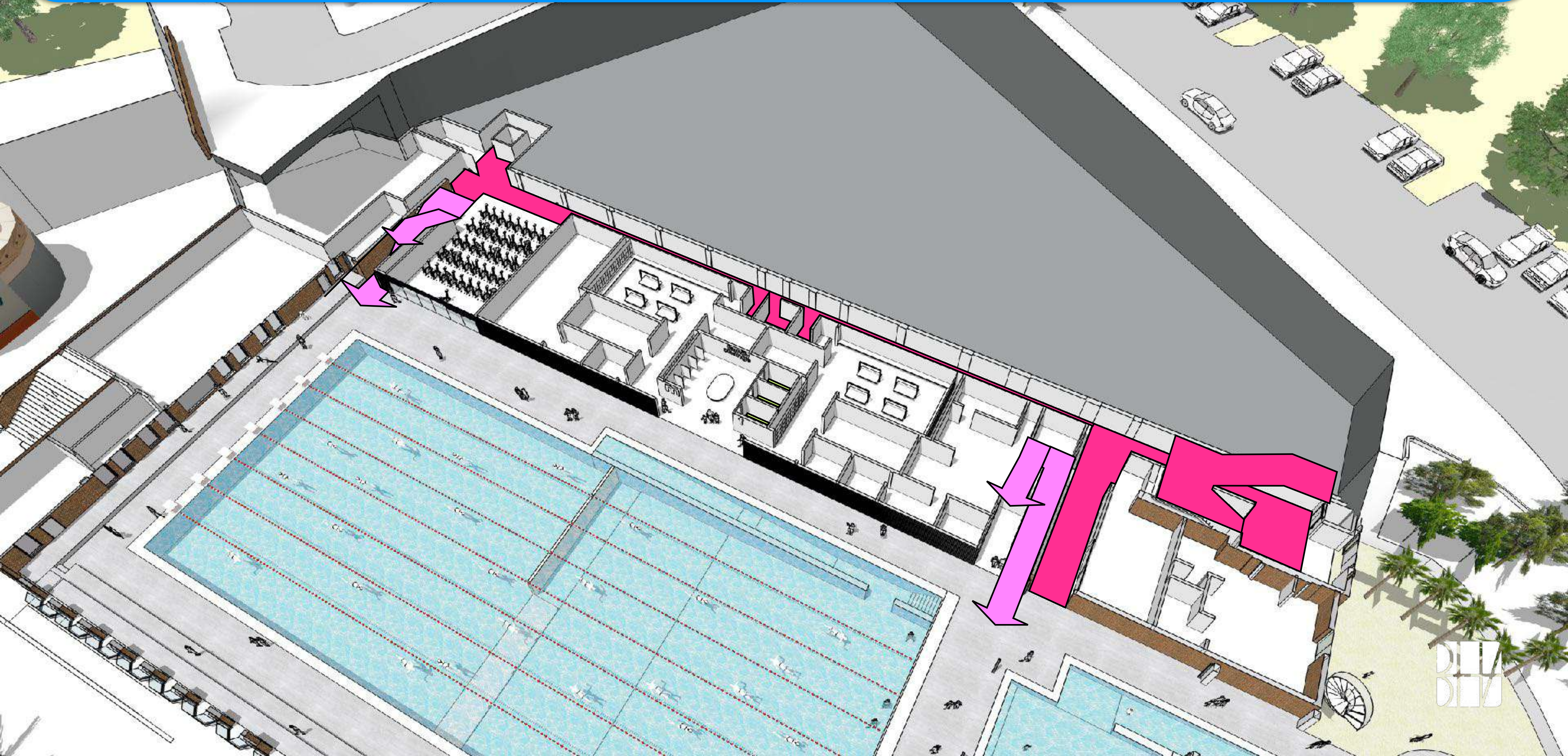


group fitness / function



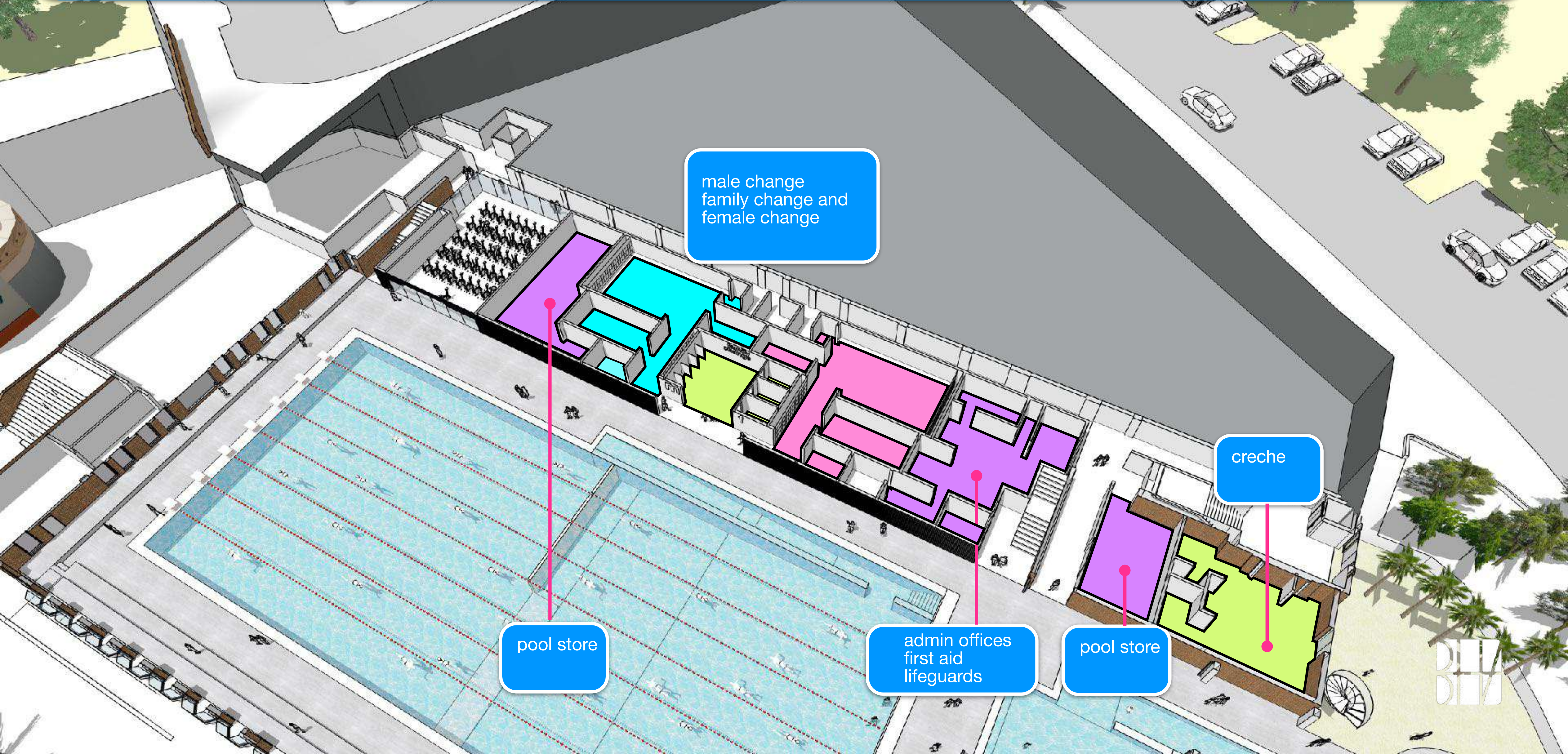


# Level 1 layout





# Level 1 layout



male change  
family change and  
female change

creche

pool store

admin offices  
first aid  
lifeguards

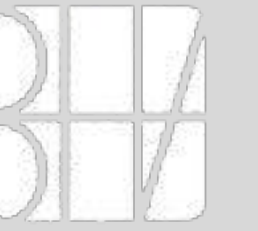
pool store













- investigate the need for a boom in the 50m pool
- explore options for the depth of the warm water pool for differing uses such as aquarobics
- examine alternative layouts for the family change to work more closely with the creche

some issues raised by the steering committee

