



WARRINGAH
COUNCIL

ATTACHMENT BOOKLET

ORDINARY COUNCIL MEETING

TUESDAY 23 SEPTEMBER 2014



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Application of Investment Funds	Description	Value (\$)
Restricted Funds:		
Externally Restricted	Section 94 Old Plan	21,682,519
	Section 94A Plan Contributions	5,423,817
	Domestic Waste & Unexpended Grants	5,657,314
Internally Restricted Reserves	Held to ensure sufficient funds are available to meet future commitments or specific objectives. Employee Leave Entitlements, Bonds & Guarantees, Compulsory Open Space Land Acquisitions, & Insurance.	9,159,541
Unrestricted Funds	Funds Allocated to meet Current Budgeted Expenditure	49,912,035
Total		91,835,226

There has been an increase in the investments held of \$10,752,384, which is in line with budgeted movements at this time of year.

Reconciliation of Cash Book

Description	Value (\$)
Council's Cash Book balance	3,168,519
Kimbriki Bank balance	962,380

Investments Funds Report - As at 31-Aug-14

Maturity date	Face Value	Current Yield	Borrower	Standard & Poor's Rating	Current Value
Mortgage Backed Securities Investment Group					
Weighted Avg Life *	Face Value				
22-Aug-22	1,605,385	3.0750	Emerald Series 2006-1 Class A	AAA	1,170,578
	1,605,385				1,170,578
Term Investment Group					
3 Sep 2014	2,000,000	3.9300	ING Bank Australia Limited	A2	2,000,000
10 Sep 2014	2,000,000	3.9000	St George Bank Limited	A1+	2,000,000
10 Sep 2014	1,000,000	3.7500	Bendigo & Adelaide Bank Ltd	A2	1,000,000
17 Sep 2014	1,000,000	3.8300	National Australia Bank Ltd	A1+	1,000,000
7 Oct 2014	2,000,000	3.7500	Rural Bank Ltd	A2	2,000,000
8 Oct 2014	1,000,000	3.7300	National Australia Bank Ltd	A1+	1,000,000
8 Oct 2014	1,000,000	3.7600	National Australia Bank Ltd	A1+	1,000,000
16 Oct 2014	1,000,000	3.7500	Members Equity Bank Ltd	A2	1,000,000
21 Oct 2014	2,000,000	3.6500	National Australia Bank Ltd	A1+	2,000,000
29 Oct 2014	1,000,000	3.6500	Bank of Queensland Ltd	A2	1,000,000
5 Nov 2014	1,000,000	3.7500	National Australia Bank Ltd	A1+	1,000,000
5 Nov 2014	1,000,000	3.7500	Westpac Banking Corporation Ltd	A1+	1,000,000
12 Nov 2014	2,000,000	3.7600	National Australia Bank Ltd	A1+	2,000,000
25 Nov 2014	2,000,000	5.7000	National Australia Bank Ltd	A1+	2,000,000
26 Nov 2014	1,000,000	3.8500	Bank of Queensland Ltd	A2	1,000,000
2 Dec 2014	2,000,000	3.8000	Bendigo & Adelaide Bank Ltd	A2	2,000,000
8 Dec 2014	500,000	3.6000	Suncorp-Metway Ltd	A1	500,000
10 Dec 2014	2,000,000	3.9000	Members Equity Bank Ltd	A2	2,000,000
16 Dec 2014	2,000,000	3.7700	National Australia Bank Ltd	A1+	2,000,000
16 Dec 2014	1,000,000	3.5500	Westpac Banking Corporation Ltd	A1+	1,000,000
6 Jan 2015	1,000,000	3.7500	Rural Bank Ltd	A2	1,000,000
9 Jan 2015	1,000,000	3.6900	National Australia Bank Ltd	A1+	1,000,000
12 Jan 2015	2,000,000	3.8500	Members Equity Bank Ltd	A2	2,000,000
20 Jan 2015	1,000,000	3.8500	Members Equity Bank Ltd	A2	1,000,000
22 Jan 2015	1,000,000	3.7200	National Australia Bank Ltd	A1+	1,000,000
22 Jan 2015	1,000,000	3.5000	National Australia Bank Ltd	A1+	1,000,000
5 Feb 2015	2,000,000	3.8000	Members Equity Bank Ltd	A2	2,000,000
9 Feb 2015	1,000,000	3.6500	Westpac Banking Corporation Ltd	A1+	1,000,000
19 Feb 2015	2,000,000	3.8000	Members Equity Bank Ltd	A2	2,000,000
23 Feb 2015	1,000,000	3.8500	Credit Union Australia Ltd	A2	1,000,000
3 Mar 2015	2,000,000	3.7500	National Australia Bank Ltd	A1+	2,000,000
10 Mar 2015	500,000	3.6600	St George Bank Limited	A1+	500,000
19 Mar 2015	1,000,000	3.6300	Commonwealth Bank of Australia Ltd	A1+	1,000,000
26 Mar 2015	1,000,000	3.6000	Commonwealth Bank of Australia Ltd	A1+	1,000,000
30 Mar 2015	1,000,000	3.5000	Westpac Banking Corporation Ltd	A1+	1,000,000
7 Apr 2015	1,000,000	3.6100	National Australia Bank Ltd	A1+	1,000,000
22 Apr 2015	1,000,000	3.6500	Bank of Queensland Ltd	A2	1,000,000
29 Apr 2015	1,000,000	3.5400	St George Bank Limited	A1+	1,000,000
5 May 2015	1,000,000	3.6300	National Australia Bank Ltd	A1+	1,000,000
22 May 2015	2,000,000	3.6300	Westpac Banking Corporation Ltd	A1+	2,000,000
3 Jun 2015	2,000,000	3.9000	Westpac Banking Corporation Ltd	A1+	2,000,000
12 Jun 2015	2,000,000	3.8500	Westpac Banking Corporation Ltd	A1+	2,000,000
25 Jun 2015	1,000,000	3.6300	National Australia Bank Ltd	A1+	1,000,000
2 Jul 2015	2,000,000	3.9000	Westpac Banking Corporation Ltd	A1+	2,000,000
9 Jul 2015	1,000,000	3.6400	National Australia Bank Ltd	A1+	1,000,000
9 Jul 2015	1,000,000	3.8500	Westpac Banking Corporation Ltd	A1+	1,000,000
27 Jul 2015	1,000,000	3.8500	Westpac Banking Corporation Ltd	A1+	1,000,000
10 Aug 2015	2,000,000	3.8500	Westpac Banking Corporation Ltd	A1+	2,000,000
12 Aug 2015	2,000,000	3.7500	Westpac Banking Corporation Ltd	A1+	2,000,000
25 Aug 2015	1,000,000	3.6500	National Australia Bank Ltd	A1+	1,000,000
8 Sep 2015	500,000	3.8900	National Australia Bank Ltd	A1+	500,000
7 Mar 2016	1,000,000	4.0500	National Australia Bank Ltd	A1+	1,000,000
8 Mar 2016	500,000	4.0700	National Australia Bank Ltd	A1+	500,000
	70,000,000				70,000,000
Term Investment Group & Cash Deposit Account					
Rollover Date	Face Value	Current Rate	Borrower	Rating	
Cash Account	7,344,188	2.7000	CBA (Business Saver)	A-1+	7,344,188
19-Jun-15	1,000,000	3.5000	CBA Term Deposit Kimbriki 35810609	AA-	1,000,000
14-Oct-14	7,698,203	3.5000	WBC Term Deposit Kimbriki 11-1208	AA-	7,698,203
04-Nov-14	2,405,495	3.4400	WBC Term Deposit Kimbriki 11-4185	AA-	2,405,495
01-Sep-14	2,216,762	2.4000	CBA Money Market Kimbriki 10162612	AA-	2,216,762
	20,664,648				20,664,648
	92,270,033			Closing Balance:	91,835,226

* Weighted Average Life is the anticipated date of repayment of Council's full principal in mortgage backed securities based upon the expected repayment of a critical balance of underlying mortgages. It is calculated by professional actuaries and its use is market convention for securities such as these. Council's investment policy recognises Weighted Average life dates as appropriate maturity dates for these securities

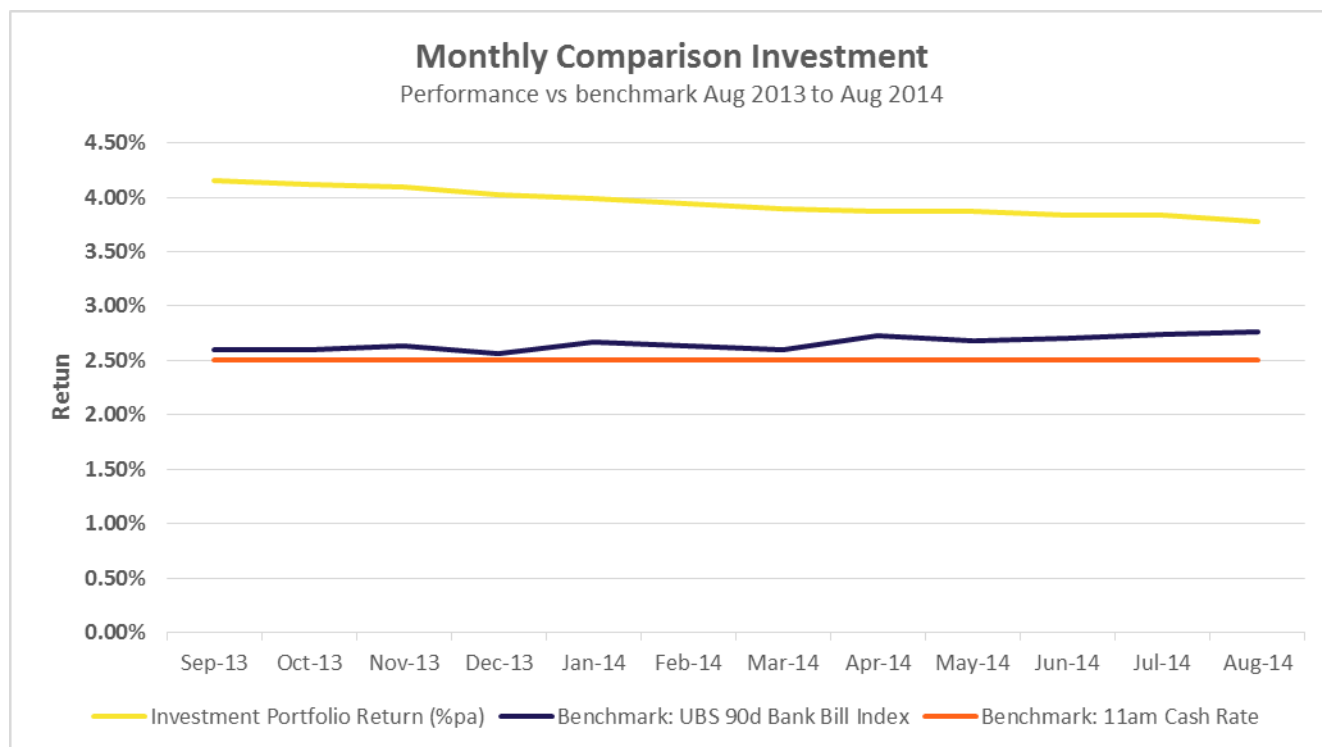
Portfolio Performance vs. 90 day Bank Bill Index over 12 month period.	✓	Council's investment performance did exceed benchmark.
Monthly Income vs. Budget	✗	Council's income from investments did not exceed monthly budget.
Investment Policy Compliance		
Legislative Requirements	✓	Fully compliant
Portfolio Credit Rating Limit	✓	Fully compliant
Institutional Exposure Limits	✓	Fully compliant
Term to Maturity Limits	✓	Fully compliant

Investment Performance vs. Benchmark

	Investment Portfolio Return (%pa)*	Benchmark: UBS 90d Bank Bill Index	Benchmark: 11am Cash Rate **
1 Month	3.78%	2.76%	2.50%
3 Months	3.82%	2.74%	2.50%
6 Months	3.85%	2.70%	2.50%
FYTD	3.81%	2.75%	2.50%
12 Months	3.95%	2.66%	2.50%

* Excludes cash holdings (i.e. bank account, loan offset T/Ds, and Cash Fund)

** This benchmark relates to Cash Fund holdings

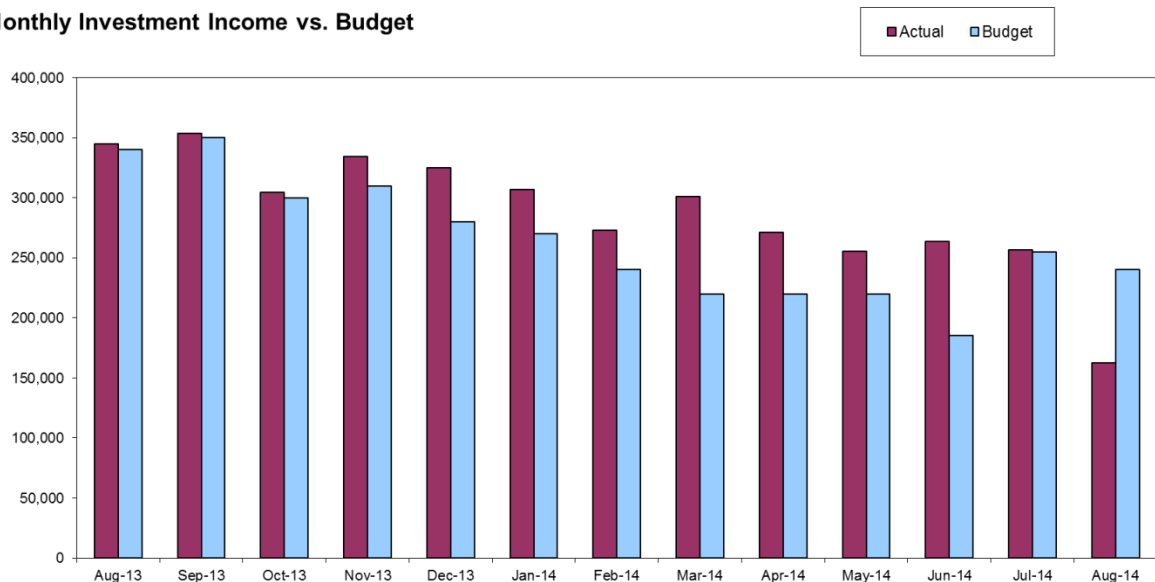


Monthly Investment Income* vs. Budget

	\$ Aug 14	\$ Year to Date
Investment Income	257,394	514,036
Adjustment for Fair Value	(94,672)	(94,672)
Total Investment Income	162,722	419,361
Budgeted Income	240,000	495,000

*Includes all cash and investment holdings

Monthly Investment Income vs. Budget



In August we have reflected a fair value decrease of \$94,672 in accordance with AASB 139 Financial Instruments: Recognition and Measurement. It is Council's intention to hold these investments to maturity and as such no loss of principal will occur in these circumstances. These investments could have been classified as Held-to-maturity investments upon initial recognition under AASB 139 in which case no fair value adjustment would be required through profit or loss. When these investments reach maturity any fair value adjustment which has been taken up will be written back to the Profit and Loss Account.

Economic Notes

General Market News

Term deposit margins are trending lower as banks move closer to the full implementation of the latest APRA liquidity standards. Funding from non-retail customers will become less desirable under the new liquidity coverage ratio (LCR) calculations that come into effect on January 1 2015.

While this may not affect Warringah Council immediately, all banks are driving to lower their funding costs on term deposits where they are issued to non-retail clients. A retail deposit will now only include a deposit from a natural person. Council should be aware of this situation and monitor the rates they are receiving. Any significant reduction of interest margins will have an impact on the net interest margin received on the investment portfolio.

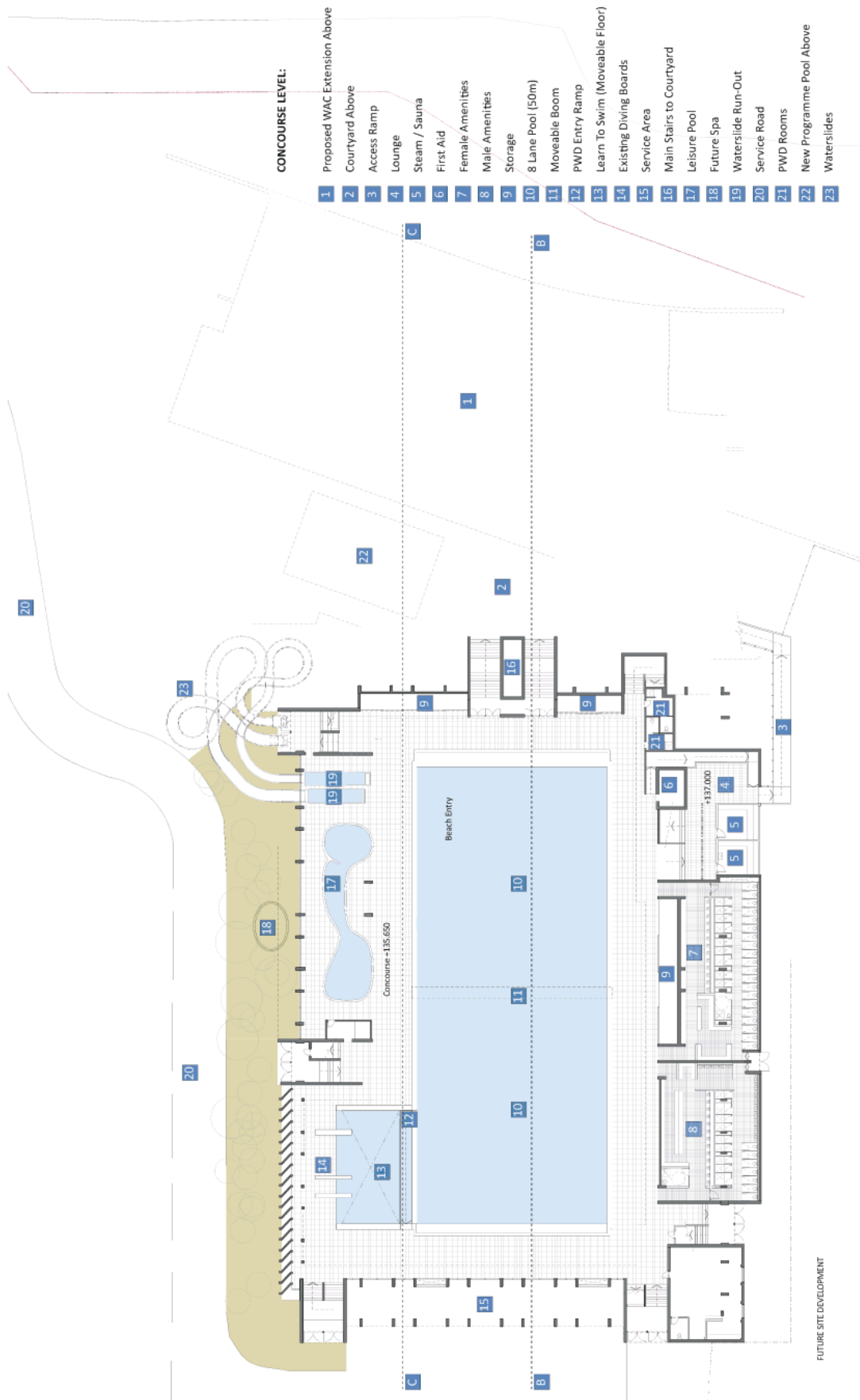
Mitigating strategies can be put in place to preserve net interest income.

Many of the smaller regional ADIs who do not have to comply with the Basel III LCR framework may be in a position to win back some deposit business as the larger banks wind back the rates on offer to wholesale investors. The smaller regional ADIs, while regulated by the same APRA standards, have a simplified approach to liquidity management applied by APRA. Rather than running complex scenario analysis and run off models they are simply given a minimum liquidity holding (MLH) percentage that they must maintain in assets that qualify as specified liquid assets. This effectively means that regulation is not driving the interest rates they can offer wholesale customers on term deposits.

Economic Summary

Economic growth still looks set to improve through the second half of 2014 in the US, but growth in China and Europe look like needing assistance from easier policy settings which will probably be forthcoming. In Australia, the headwind to growth from the Federal Budget announced in May together with signs that annual inflation should edge lower from its relatively elevated reading in Q2 imply that the RBA is very firmly on monetary policy hold. Low interest rates should help to foster greater household spending, but the precise timing of the improvement is tricky. It may be some time before the RBA feels confident enough to start reversing very easy monetary policy. We still expect the next rate move, when it comes, to be a hike, but it looks at this stage that the move could be more than a year away late in 2015.

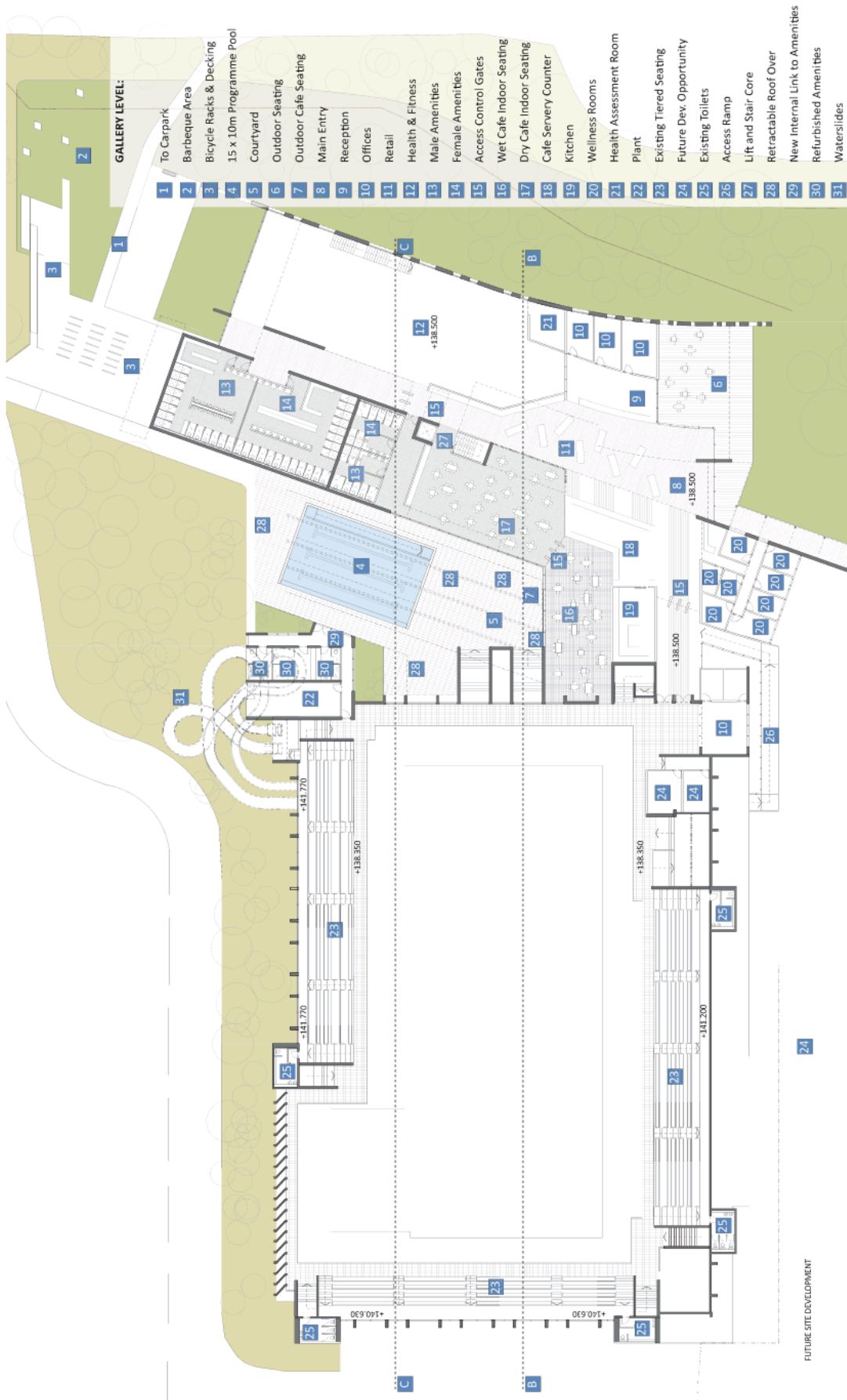
Looking ahead, economic growth still looks set to improve through the second half of 2014 in the US, but growth in China and Europe look like needing assistance from easier policy settings which will probably be forthcoming. In Australia, the headwind to growth from the Federal Budget announced in May together with signs that annual inflation should edge lower from its relatively elevated reading in Q2 imply that the RBA is very firmly on monetary policy hold. Low interest rates should help to foster greater household spending, but the precise timing of the improvement is tricky. It may be some time before the RBA feels confident enough to start reversing very easy monetary policy. We still expect the next rate move, when it comes, to be a hike, but it looks at this stage that the move could be more than a year away late in 2015.



OPTION 4 | CONCOURSE LEVEL PLAN @ RL 135.650M

WARRINGAH AQUATIC CENTRE
 Schematic Design Study, November 2013







Warringah Aquatic Centre

Site Development Strategy

STRATEGIC LEISURE GROUP

and

LIQUID BLU

SGL CONSULTING

February 2014

Warringah Council

Warringah Aquatic Centre

Site Development Strategy

Prepared by:

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SGL Consulting

February 2014

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EXECUTIVE SUMMARY

The Warringah Aquatic Centre (WAC) was opened in 1979. The centre has largely remained unchanged since it was first opened. The WAC is restricted in its usage capability in an environment where contemporary aquatic and leisure facilities are being designed to cater for a variety of multi-use activities that are attractive to several segments of the community.

Importantly, the WAC has experienced significant growth to its annual operating deficits. Accessibility into and around the WAC is considered to not meet contemporary facility standards for people with a disability and/ or older adults.

On this basis, Warringah Council (Council) undertook a Site Development Strategy in order to provide Council with a recommended direction for the future use of the WAC that fully captures stakeholder and community needs and values and balances this with financial sustainability.

The study incorporated:

- Comprehensive community consultation program;
- Industry benchmarking and trends identification;
- Catchment and market analysis;
- Master planning design;
- Management analysis;
- Indicative capital cost development;
- Detail operational forecasting (prepared in partnership by the Strategic Leisure Group and SGL Consulting); and
- Development of a series of funding models.

The preliminary findings of the study found:

- The Warringah and broader Pittwater Council areas provide a strong growing catchment for the WAC to attract visitation.
- The WAC is not providing a contemporary facility and programming mix in an environment where leisure facilities are becoming community destinations that encourage a wide range of uses, longer visitations and cost saving/ revenue generation opportunities.
- Casual swimming activities currently equate for about half of all WAC visitations, yet only contribute around 15% of total income.
- There is strong community demand and support for the redevelopment of the WAC.
- Several major aquatic facility developments have recently been undertaken or are planned to commence in metropolitan New South Wales in the order of between \$17-25 million.

The findings of the detailed consultation program were assessed in order to identify facility element priorities that best met community demand expectations. Potential facility elements were assessed against the following criteria in order to determine whether they should be captured within any future facility mix at the WAC:

- Meet community demand;
- Meet contemporary aquatic and leisure facility standards;
- Attractor to the community;
- Result in increased and longer visitations; and
- Positively impact on the financial performance of the WAC.

Facility mixes and designs were then developed in order to inform the potential capital development cost, operational forecasts and funding impacts associated with each option. Further, a detailed analysis of a deferral or do-nothing scenario was undertaken in order to understand the implications should Council delay its decision on the future of the WAC, or alternatively chose not to redevelop the WAC at all.

OPTION 1 - DEFERRAL / DO NOTHING

The possibility for Council to either defer its decision making around any future redevelopment of the WAC or to do nothing is not considered a viable option for consideration given the quantum of growing operating deficits required to have the WAC operating.

The annual operating deficit of the WAC under a do nothing option is estimated to increase from over \$1.7 million in 2012/13 to over \$3.0 million by 2033/34 equating to a combined deficit of over \$38 million over the next fifteen years.

The majority of the current facility mix is past its useful life and will likely require replacement or decommissioning in the short to medium term. Further, the do nothing option does not improve people accessibility or address community expectations for quality leisure facilities.

REDEVELOPMENT OPTIONS

The modelling undertaken for this study demonstrates the potential full internal cost of the redevelopment options should Council be required to fully debt service the works. The modelling does not consider the impacts of any funding from IPART, Local Government Infrastructure Scheme or other internal/ external capital funding provisions. Should any of the above funding models be provided, the projected financial outcomes will improve the business case further to those outlined within this study.

Council advised as assumptions for modelling purposes should a staged development option be adopted, Stage 1 will open in 2019/20 and Stage 2 in 2024/25. The term of the debt is 10 years for each stage of development. Therefore a 15 year analysis has been undertaken in order to understand the potential performance of the WAC over the life of its capital debt, including for Stage 2 developments anticipated to open 5 years after Stage 1.

Indicative capital costs are comprehensive, including FF&E allowances, escalation, project management, design fees and contingency.

The forecast results were assessed against the do-nothing costs to Council over the same durations.

OPTION 2 - RETAIN INDOOR LAYOUT/ ADDRESS COMMUNITY DEMAND

The earliest option involved incorporating all facility elements identified as substantially meeting strong community demand, whilst retaining the existing indoor 50m pool layout.

Whilst this redevelopment option met the above criteria, the high capital cost, estimated at over \$50 million in a staged development, was considered currently unaffordable given current funding constraints. Further, this option provided the worst financial return of all redevelopment options.

OPTION 3 - REDEVELOP 50M POOL

Option 3 meets confirmed community demand and redesigns the existing indoor pool layout, including reducing the existing 50m pool to 33m with a moveable bulkhead, in order to reduce the total capital development cost. Further, this option improves the financial sustainability of the WAC through the introduction of facility elements that encourage increased visitation and generate higher returns on investment.

Option 3 forecasts included:

- Indicative capital cost: \$22,780,394;
- Highest visitation: 9,824,559;
- Highest P&L saving to Council: \$31,236,716;
- Highest Cashflow saving to Council: \$13,188,927;
- Estimated to be cashflow positive in comparison to the do-nothing scenario by 2027/28.

OPTION 3A - REDEVELOP 50M POOL STAGED DEVELOPMENT

Option 3a is a staged development of Option 3 over two stages. Council advised it is exploring funding opportunities to redevelop the WAC in a staged approach via an (IPART) Special Rate Variation. Council advised its target for a Stage 1 development under an IPART funding scheme is a total development cost of \$10 million.

Option 3a forecasts included:

- Indicative capital cost of \$24,767,000
 - Stage 1 \$12,150,000
 - Stage 2 \$12,617,000;

- Visitation: 8,487,111;
- P&L saving to Council: \$26,703,479;
- Cashflow saving to Council: \$5,836,935;
- Estimated to be cashflow positive in comparison to the do-nothing scenario by 2029/30.

An Option 3b was prepared in order to understand the impact should Council not proceed with the second stage development. Option 3b forecasts included:

- Visitation: 5,488,328;
- P&L saving to Council: \$20,613,364;
- Cashflow saving to Council: \$9,209,570;
- Earliest estimated to be cashflow positive in comparison to the do-nothing scenario by 2025/26.

OPTION 4 – RETAIN 50M POOL

Option 4 meets confirmed community demand and retains the existing 50m indoor pool. An additional indoor warm water program pool is developed in the courtyard under this option. As per the above options, Option 4 improves the financial sustainability of the WAC through the introduction of facility elements that encourage increased visitation and generate higher returns on investment.

Option 4 forecasts included:

- Indicative capital cost: \$21,281,000;
- Visitation: 9,408,596;
- P&L saving to Council: \$27,046,316;
- Cashflow saving to Council: \$9,935,647;
- Estimated to be cashflow positive in comparison to the do-nothing scenario by 2028/29.

OPTION 4A – RETAIN 50M POOL STAGED DEVELOPMENT

Option 4a is a staged development of Option 4 over two stages.

Option 4a forecasts included:

- Indicative capital cost of \$23,223,000
 - Stage 1 \$10,606,000
 - Stage 2 \$12,617,000;
- Visitation: 8,071,149;
- P&L saving to Council: \$22,411,523;
- Cashflow saving to Council: \$2,509,979;

- Estimated to be cashflow positive in comparison to the do-nothing scenario by 2029/30.

An Option 4b was prepared in order to understand the impact should Council not proceed with the second stage development. Option 4b forecasts included:

- Visitation: 5,072,365;
- P&L saving to Council: \$16,321,419;
- Cashflow saving to Council: \$5,882,624;
- Earliest estimated to be cashflow positive in comparison to the do-nothing scenario by 2028/29.

RECOMMENDATION

The full, **non-staged** redevelopment of the WAC under Options 3 or 4 are considered to offer Council vastly improved financial and community outcomes compared to the other options.

On this basis, it is recommended Council proceed with securing necessary funding and commence undertaking the detailed design and approval process to redevelop the WAC in one stage in accordance with either Option 3 or 4, with Council to determine:

- a. Option 3 as the preferred option in consideration of the maximised visitation and commercial outcomes it provides; or
- b. Option 4 based on Council's potential desire to retain the existing 50m pool.

Note: The recommendation above does not factor in other potential broader funding and resourcing priorities of Council.

1. STUDY FRAMEWORK

1.1. BACKGROUND

The Warringah Aquatic Centre (WAC) was opened in 1979. The centre has largely remained unchanged since it was first opened and is considered an ageing facility, somewhat “tired” in appearance, with increasing maintenance costs and in need of improved access.

The current WAC facility mix is restricted in its usage capability in an environment where contemporary aquatic and leisure facilities are being designed to cater for a variety of multi-use activities that are attractive to several segments of the community. Further, since 2003/04 the WAC has experienced significant growth to its annual operating deficits.

The design of the WAC does not adequately cater for movement for people with disabilities and/or older adults.

On this basis, Warringah Council (Council) undertook a Site Development Strategy in order to:

“Provide Council with a recommended direction for the future use of the Warringah Aquatic Centre site that fully captures stakeholder and community needs and values and balances this with financial sustainability”.

In order to ensure community demand is addressed an extensive community consultation program was undertaken to support the study, including:

- Telephone survey;
- Stakeholder advisory group meetings;
- School forums;
- Community forums;
- “Meet us at the Pool” exhibition;
- Club, community and school surveys;
- Targeted direct consultation;
- Online forum via the “Your Say Warringah” website.

In particular, the Stakeholder Advisory Group was consulted throughout the study, including to assess each individual redevelopment option.

1.2. DEVELOPMENT OPTIONS

Since inception of this study, the Strategic Leisure Group, its consortium of project partners and Council has progressed a range of potential development options aimed at:

- Meeting community demand;
- Meeting contemporary aquatic and leisure facility standards;
- Becoming an attractor to the community;
- Resulting in increased and longer visitations; and
- Positively impacting on the financial performance of the WAC.

The evolution of the options and the shifting design parameters were the result of informed decision making available to Council once the quantum of capital cost were understood for each earlier option.

The options are summarised below:

1. Deferral (Do Nothing);
2. Retain indoor layout/ address community demand;
3. Redevelop 50m pool:
 - a. Staged development,
 - b. No second stage;
4. Retain 50m pool:
 - a. Staged development,
 - b. No second stage.



Outlined below is a summary of the facility similarities and differences between the options:

Table 1 Option Facility Summary

OPTION 1	OPTION 2	OPTION 3	OPTION 4
DEFERRAL/ DO -NOTHING	RETAIN INDOOR LAYOUT/ ADDRESS COMMUNITY DEMAND	REDEVELOP 50M POOL	RETAIN 50M POOL
<ul style="list-style-type: none"> ▪ Unchanged ▪ Inadequate accessibility 	<ul style="list-style-type: none"> ▪ Retain 50m indoor pool ▪ 25m – 6 lane program pool ▪ Flowrider/ slides ▪ Undercover car park ▪ 3 x multi-purpose indoor courts ▪ Indoor Leisure Water ▪ Warm water program pool (former dive pool) ▪ Sauna and Steam Room/ Spa ▪ Health and Fitness Centre ▪ Bike retail ▪ Café ▪ Retail/ Lounge ▪ Wellness Centre 	<ul style="list-style-type: none"> ▪ 33m - 8 lane pool ▪ 17m x 22.5m leisure/ program pool ▪ Indoor Leisure Water ▪ Warm water program pool (former dive pool) ▪ Adventure Water Slides ▪ Sauna and Steam Room ▪ Health and Fitness Centre ▪ Bike retail ▪ Café ▪ Retail/ Lounge ▪ Wellness Centre 	<p>As per Option 3 with the following exceptions:</p> <ul style="list-style-type: none"> ▪ 50m indoor pool retained in place of 33m & 17m indoor pools ▪ LTS/ program pool (Courtyard)

2. DEFERRAL / DO NOTHING (OPTION 1)

One option for Council is to do nothing and retain the WAC unchanged. Under this scenario, Council would be required to continue to invest the increasing operating subsidy required to support its operation.

This do nothing option will simply result in Council deferring the need to address the future of the WAC as much of the current facility mix is past its useful life and will likely require replacement or decommissioning in the short to medium term. Further, the do nothing option does not improve accessibility into and around the WAC for persons with a disability and older adults.

An analysis of this option indicates the recent trend towards increased operating deficits will continue. This analysis assumes:

- Income increases vary between 2.85% to 3.10% p.a.;
- Wages increases at 3.25% p.a.; and
- All remaining expenditure increases vary between 2.40% to 2.70% p.a.

Council has advised as assumptions for modelling purposes should a staged development option be adopted, Stage 1 will open in 2019/20 and Stage 2 in 2024/25. On this basis a fifteen year do nothing analysis has been prepared in order to compare the do nothing option against the first full ten years operation of a fully redeveloped WAC (i.e. stage 1 and 2 combined).

The graph below demonstrates the annual operating deficit of the WAC under a do nothing option will increase from **-\$1,751,998** in 2012/13 to **-\$3,059,229** in 2033/34. The combined total of the operating deficits over a do nothing option between 2019/20 to 2033/34 (15 years) is estimated at **-\$38,167,729**.

The total operating deficit in the interim of the opening of any WAC redevelopment up to and including 2018/19 is estimated at **-\$11,498,206**.

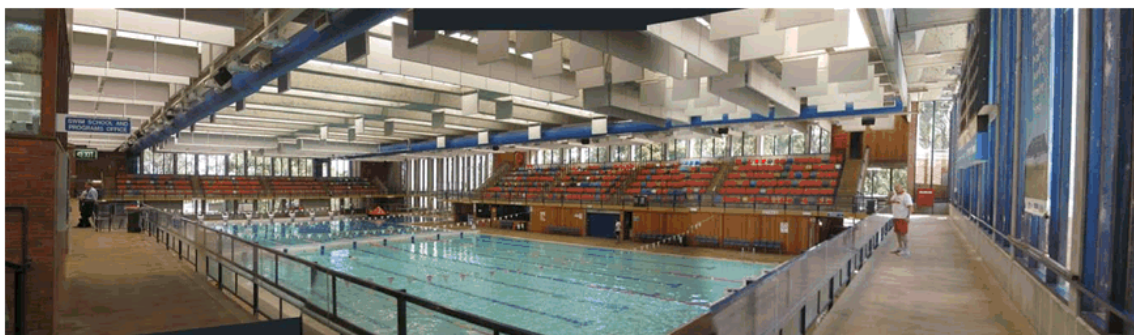
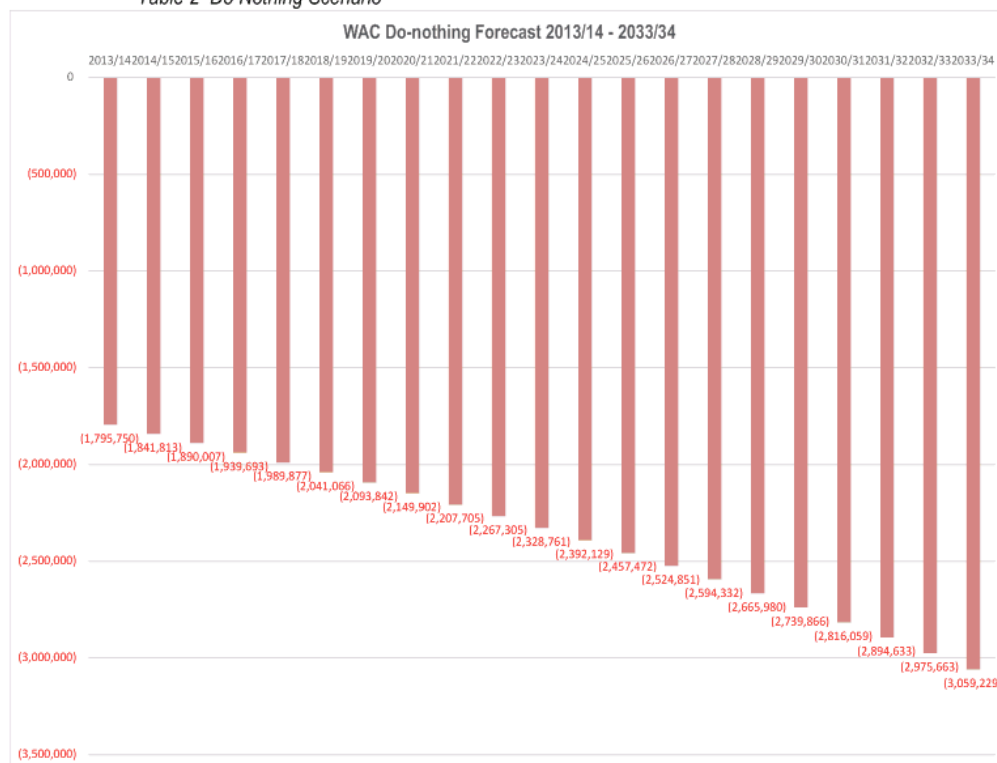
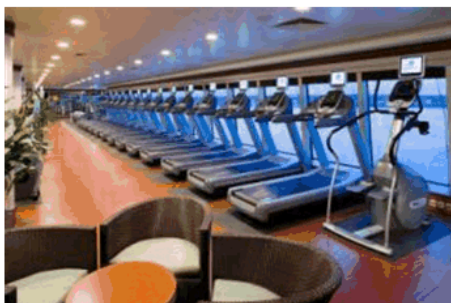
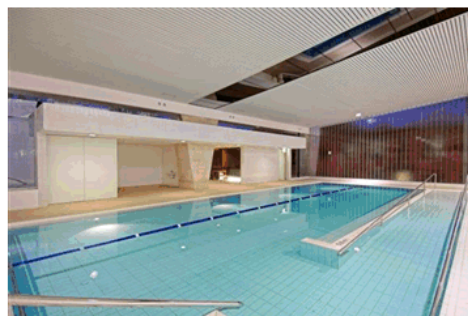


Table 2 Do Nothing Scenario



2.1. PERFORMANCE AGAINST TRENDS AND BENCHMARKS

Under a do nothing option, the WAC will continue to offer a facility mix considered not to meet contemporary standards or to meet community demand. The extensive community consultation undertaken to inform this study confirmed there is strong community demand for the retention and upgrade of the WAC.



Further, the design and development of contemporary aquatic and leisure facilities has undertaken several major changes over the past 15 – 20 years. The primary focus is now on expanding the facility mix to introduce multiple attractors to the community, including a combination of wet and dry options.

The financial sustainability of aquatic and leisure facilities is challenged by increasing service expectations in an environment where State and Federal government funding opportunities are reducing. The composition of facilities is concentrating on those elements that encourage 'year-round' access, longer stays and higher returns.

In recent decades, many centres have been confronted by aging facilities, increasing annual maintenance costs and falling attendances. In part some of these trends can also be attributed to the pool design supporting shorter seasonal access and greater commitment to club and lap swimming activities. This results in reduced opportunities for flexibility and an inability to conduct a diverse range of contemporary aquatic programs able to be conducted from many of these aging venues. Further, there is a noticeable trend in Australian aquatic facility design and operation towards the integration of a wider range of expanded leisure facility services, such as café, merchandising/ retail, health and fitness centres, wellness, multi-purpose program spaces and meeting rooms, increased emphasis on 'leisure water' and, in many cases, multi-purpose indoor sports courts.

In particular, kiosks are expanding into cafés and becoming features of aquatic and leisure facility design with modern décor and menu choices encouraging greater secondary spending and attracting external patronage. Further, self-service style menu options, supported by effective design, are becoming more popular to service the casual user of these facilities. This results in reduced operating costs from minimising the reliance on 'front-of-house' labour.

The combination of facilities into one integrated venue provides synergies in use and the potential for cross marketing between activities, whilst also providing a major focus as a leisure destination for the community. This can result in increased throughput and activity at the venue and improved financial performance.

The WAC is not considered to meet many of the contemporary standards outlined above.

Outlined below is a comparative summary of other major aquatic leisure centres in metropolitan NSW. For confidentiality reasons, the names of the benchmarked facilities are not provided.



The benchmark data below should be used as indicative only. Each facility has a unique set of circumstances, including varying:

- Catchment;
- Demographic;
- Competitor market; and
- Treatment of corporate overheads.

Table 3 Sample of Usage and Business Comparisons of Four NSW Metropolitan Centre's

FACILITY	WAC	FACILITY A	FACILITY B	FACILITY C	FACILITY D
Primary Facility Mix	<ul style="list-style-type: none"> Indoor 50m pool Indoor dive pool Outdoor 25m pool Outdoor toddlers pool Small kiosk 	<ul style="list-style-type: none"> Indoor 25m pool Indoor leisure pool Indoor toddlers pool Spa/sauna Outdoor 50m pool Outdoor toddler and wading pool Gym 300m² Group Fitness x 2 rooms 	<ul style="list-style-type: none"> Indoor 25m pool Indoor leisure pool Indoor toddlers pool Spa/sauna Gym 200m² Group Fitness x 2 rooms 2 indoor courts 	<ul style="list-style-type: none"> 25m pool x 8 lanes Leisure pool (250m²) Indoor toddlers and LTS pools Spa/sauna Gym 700m² Group Fitness x 3 rooms 4 indoor courts 	<ul style="list-style-type: none"> Indoor 25m pool Indoor wave pool Indoor toddlers pool Spa/sauna Gym 800m² Group Fitness x 3 rooms 2 Indoor courts
Capital Investment	No major capital investment since opening in late 1970's	Major redevelopment plan (\$16.78M) now at funding stage will incorporate: <ul style="list-style-type: none"> Expanded gym 2 new group fitness rooms Wellness centre New front of house areas Café and retail area New waterslides and water play areas Upgraded amenities Expanded car park 	Major redevelopment proposed (\$35M), incorporating: <ul style="list-style-type: none"> New pools Expanded health and fitness Wellness facilities New café and lounge area Possible relocation of indoor courts 	<ul style="list-style-type: none"> Redeveloped 4 years ago at a capital cost of \$18M 	\$22M redevelopment undertaken 5 years ago
Catchment Population	110,000	140,000	67,000	78,000	300,000
Net Operating Profit/ Loss (Ex depreciation)	-\$1,751,998	-\$579,279	\$17,000	\$360,000	\$550,000

Annual Visitations	330,000	493,457	378,000	512,000	635,000
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The above table demonstrates:

- The centres with the highest return are those with a mix of indoor facilities, including leisure water and a range of wet and dry elements;
- All centres have either recently invested or plan to invest a higher level of capital to that of the recommended Stage 1 developments outlined further below in this report. Further, in many cases the centres have invested more than the recommended WAC full Stage 1 and 2 developments;
- The WAC is surrounded by a good sized population catchment (110,000 residing within 5km radius);
- The WAC requires a substantially higher level of operating subsidisation to that of the benchmarked facilities. This is likely a result of the aging, non-contemporary facility mix in comparison to the other facilities; and
- The WAC's visitation is below that of the benchmarked facilities. As above, this is likely a result of its facility mix.

A further analysis of a Victorian based aquatic and leisure centre was undertaken in order to understand how a metropolitan facility with a facility mix similar to the recommended WAC redevelopment is performing (note: this centre does not include bike retail). A summary of its performance is outlined below:

- Facilities include 50m x 10-lane pool, LTS and Warm Water Pools, Water Play and Waterslides, Spas and Sauna, Wellness and large Health and Fitness facilities;
- Redeveloped at a new site at a cost of \$32M in 2010;
- 835,000 annual visitations; and
- \$750,000 net operating profit.



3. RETAIN INDOOR LAYOUT/ ADDRESS COMMUNITY DEMAND (OPTION 2)

The earliest version of this Site Development Strategy was developed based on Council's advice to retain the existing indoor 50m pool layout. This version of the study found:

- The Warringah and broader Pittwater Council areas indicate that there is a large and growing market opportunity for the WAC now and into the future (noting that Pittwater Council does not currently have or plan to develop a public aquatic facility).
- A previous review of the WAC conducted by SGL Group in 2008/ 09 recommended a range of improvements based on two redevelopment options:
 - a. Option 1: (Health, Fitness and Wellness, Indoor Sports) was estimated to cost between \$28.5M - \$31.1M; and
 - b. Option 2: (Indoor Sports, but excluding Health, Fitness and Wellness) was estimated to cost between \$22.0M - \$24.2M.
- Annual visitation rates for the period 2003/04 to 2010/11 indicate fluctuating centre visits but a general declining trend.
- The net change in annual operating performance has seen the WAC go from an operating surplus of \$56,155 in 2003 /04 to an operating deficit of \$1,558,181 in 2010/11 (Note: Council changed its accounts system over this period which may contribute to some of the change in operational performance).
- An analysis of program/ swimming activities, investigating those making the most positive contribution to the financial performance of the WAC, found that while casual swimming accounts for about half of all pool visits, it generates only 15.1% of total income – the lowest of all usage types.
- Leisure facilities are becoming community destinations and meeting points for a range of physical activity and socialising needs. New or upgraded aquatic facilities typically focus on those elements that encourage a wide range of uses, multiple use, longer visitations and cost saving/ revenue generation opportunities.

Based on a Stage 1 opening in 2019/20 and Stage 2 in 2024/25 the total development cost¹ was estimated at \$51,517,000. This is based on a Stage 1 cost of \$23,611,000 and Stage 2 \$27,906,000. The indicative cost estimate is inclusive of project management and design fees and escalation.

¹ Prepared by Altus, Page, Kirkland

The Stage 1 facility mix was designed to capture those elements required to address confirmed community demand and incorporated:

- Retention of 50m indoor pool (in accordance with Council first principle)
- 25m indoor pool
- Indoor learn-to-swim pool
- Indoor leisure water
- Adventure water
- Mountain bike retail facility
- Wellness centre
- Health and fitness centre
- Café/ retail
- Change rooms
- Supporting plant and service infrastructure.

The Stage 2 facility mix incorporated:

- 3 x multi-purpose indoor courts capable of hosting a range of sporting and community activities.

The estimated medium operating performance (excluding depreciation and debt servicing) of the recommended Stage 1 WAC redevelopment (Stage 1 excludes the indoor courts) over the next ten years was estimated at:

- Operating deficit from retention of main pool -\$23,103,965;
- Operating surplus from new facility elements \$8,805,530; and
- Combined Operating Performance -\$14,298,435.

In considering the findings and recommendation of the Site Development Strategy, Council's Project Control Group concluded:

- The proposed development is currently unaffordable given current funding constraints;
- The first principle to retain the existing 50m indoor pool be reconsidered;
- Alternate designs and stages that can be developed within Council's fiscal capability be investigated; and
- Potential partnership opportunities of the WAC to be explored.

Based on Council's conclusions outlined above, the Strategic Leisure Group, in partnership with Liquid Blu (Architectural Services), SGL Consulting and the Altus Page Kirkland (Quantity Surveyors), were engaged to create a design, costing and operating solution that is considered affordable to Council.

3.1. DESIGN

Table 4 WAC Option 2 – Concourse Level

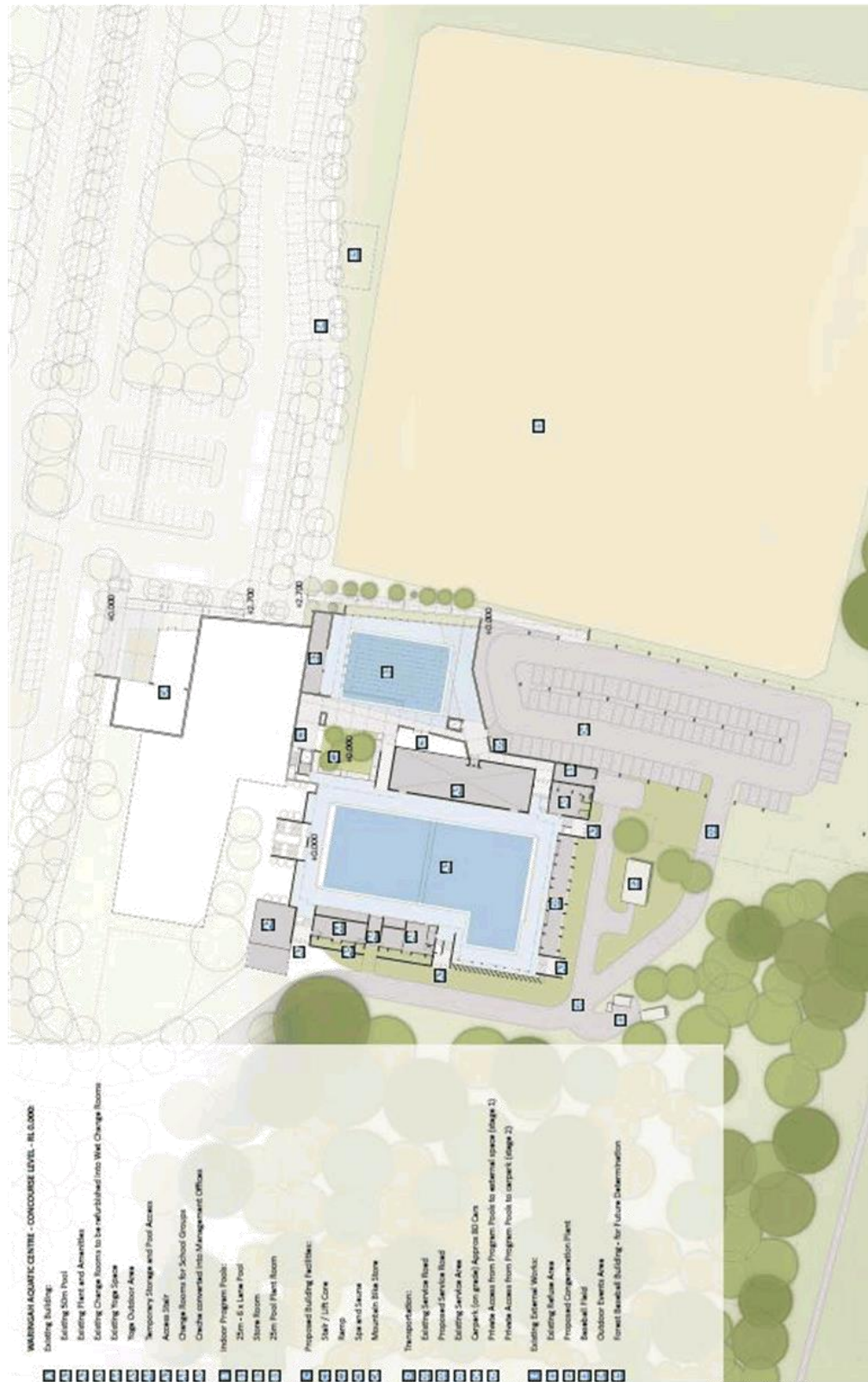


Table 5 WAC Option 2 – Gallery Level



4. REDEVELOP 50M POOL (OPTION 3)

Option 3 meets confirmed community demand and redesigns the existing indoor pool layout, including reducing the existing 50m pool to 33m with a moveable bulkhead, in order to reduce the total capital development cost. Further, this option improves the financial sustainability of the WAC through the introduction of facility elements that encourage increased visitation and generate higher returns on investment.

Note: Option 3 was refined through the design of Options 3a & 3b below. As a result of this design process, a number of cost reduction solutions were identified to reduce the overall capital development cost and have been included as part of the Options 3a and 3b designs.

4.1. DESIGN PARAMETERS

Council's brief to the design team included the following design parameters:

- Redesign the indoor pool layout, including the existing 50m pool to reduce capital development costs and improve operational efficiencies;
- Improve accessibility into and around the WAC;
- Improve the financial sustainability of the WAC operations;
- Address confirmed community demand.

4.2. FACILITY MIX

The following facility mix informed the Master Plan design of Option 3:

Aquatic Facilities

- 33m – 8 lane pool with moveable bulkhead;
- 17m x 22.5m leisure/ program pool with beach entry
- Warm water program pool with moveable floor and ramp entry (former dive pool)
- Indoor Leisure Water 150m²
- Adventure Water – Slides x 2
- Sauna and Steam Room.

Dry Facilities

- Health and Fitness Centre – 1000m²
- Bike retail 350m²
- Café
- Reception/ Entry
- Retail/ Lounge

- Wellness Centre – 8 consulting rooms and lounge
- Crèche
- Increase facility & activity space accessibility
- Change Rooms
- Management Offices
- Vehicle/ cycle/ pedestrian access
- BBQ/ Socialising Area
- Services and Plant.

4.3. COST

Inclusive of project management, design, escalation and contingency, the total estimated cost to develop Option 3 is estimated at \$22,780,394². Escalation has been based on an assumed opening in 2019/20. The 8% allocation for Design Fees and Escalation is exclusive of preliminary design costs and approvals (estimated to be in the order of \$700,000). The estimated cost is exclusive of the costs associated with the required redevelopment of the concourse change rooms (Council has advised it will seek separate funding for these works).



² Indicative cost estimates prepared by Altus Page Kirkland.

4.4. DESIGN

Table 6 WAC Redevelopment – View from car park to new entrance (Option 3)



Table 7 WAC Redevelopment – View from library/ function area (Option 3 & 4)

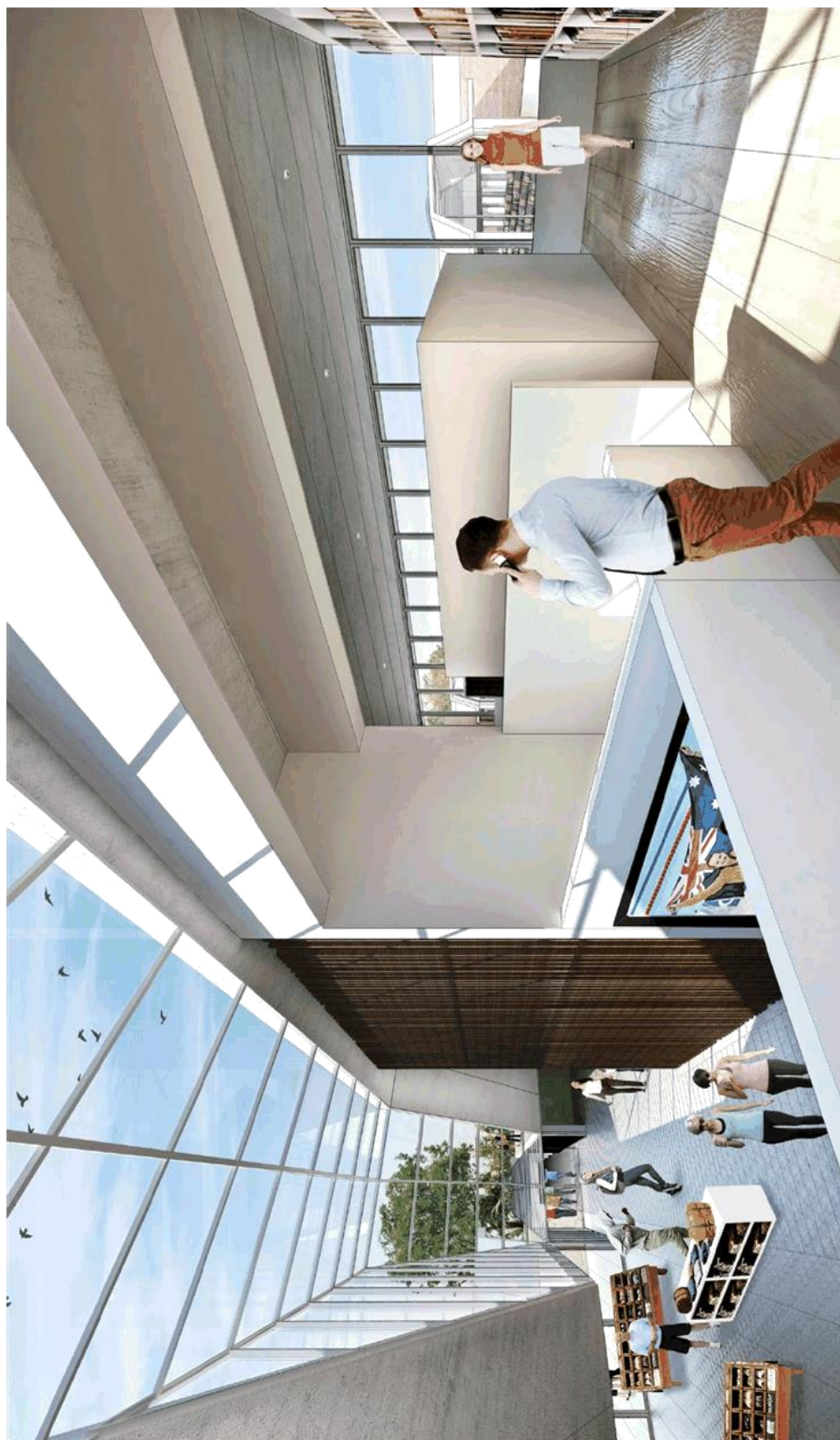


Table 8 WAC Redevelopment – View from café through to retail/ foyer and upper library/ function area (Option 3 & 4)

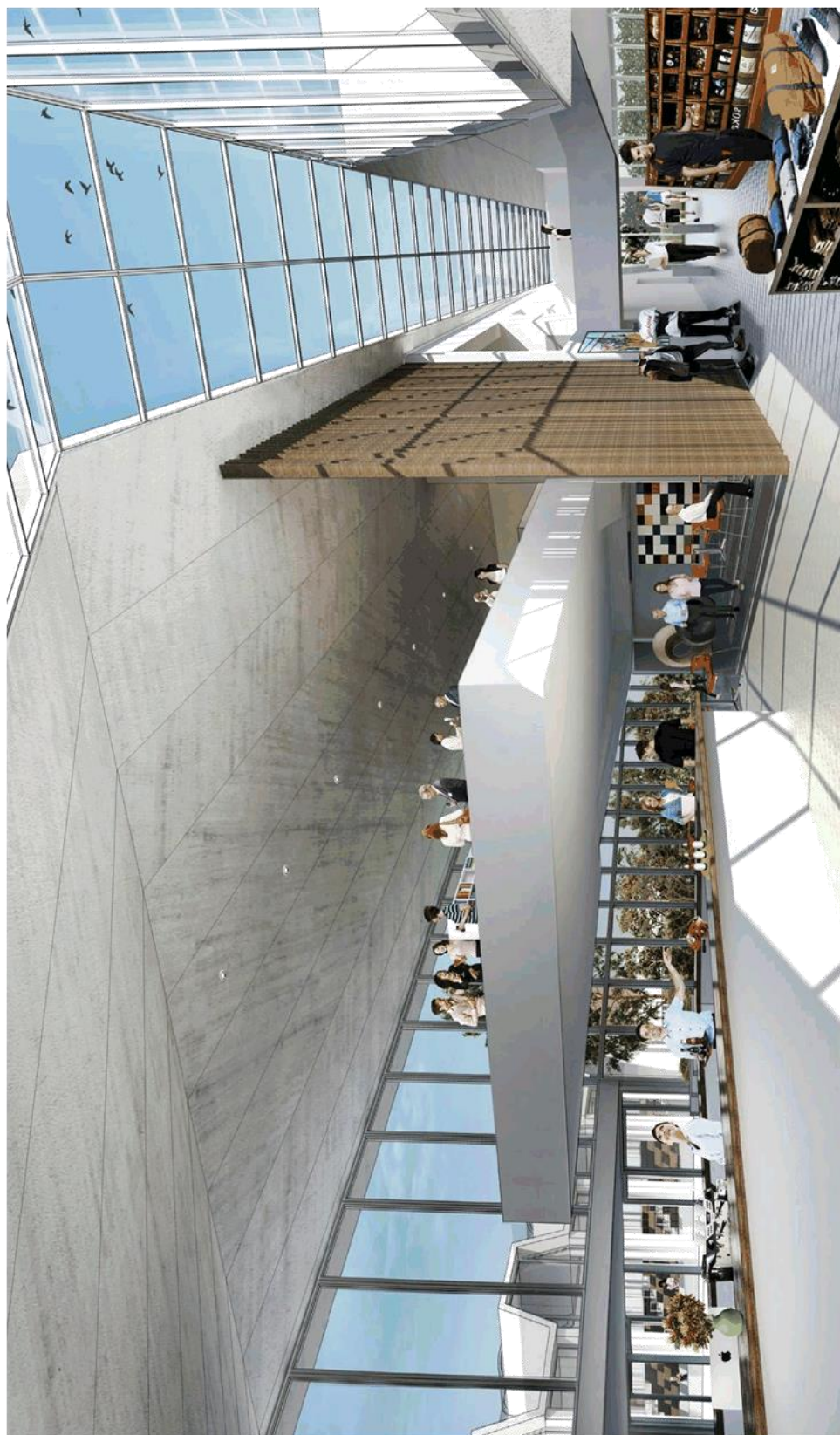
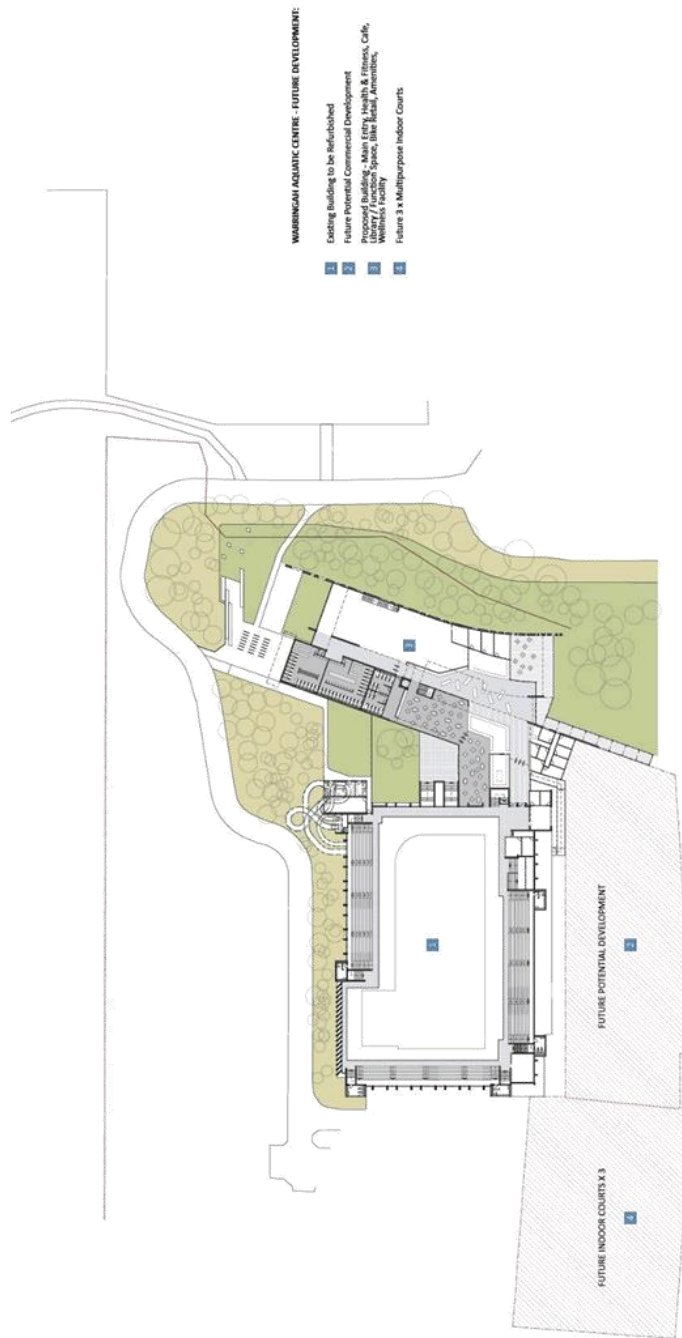
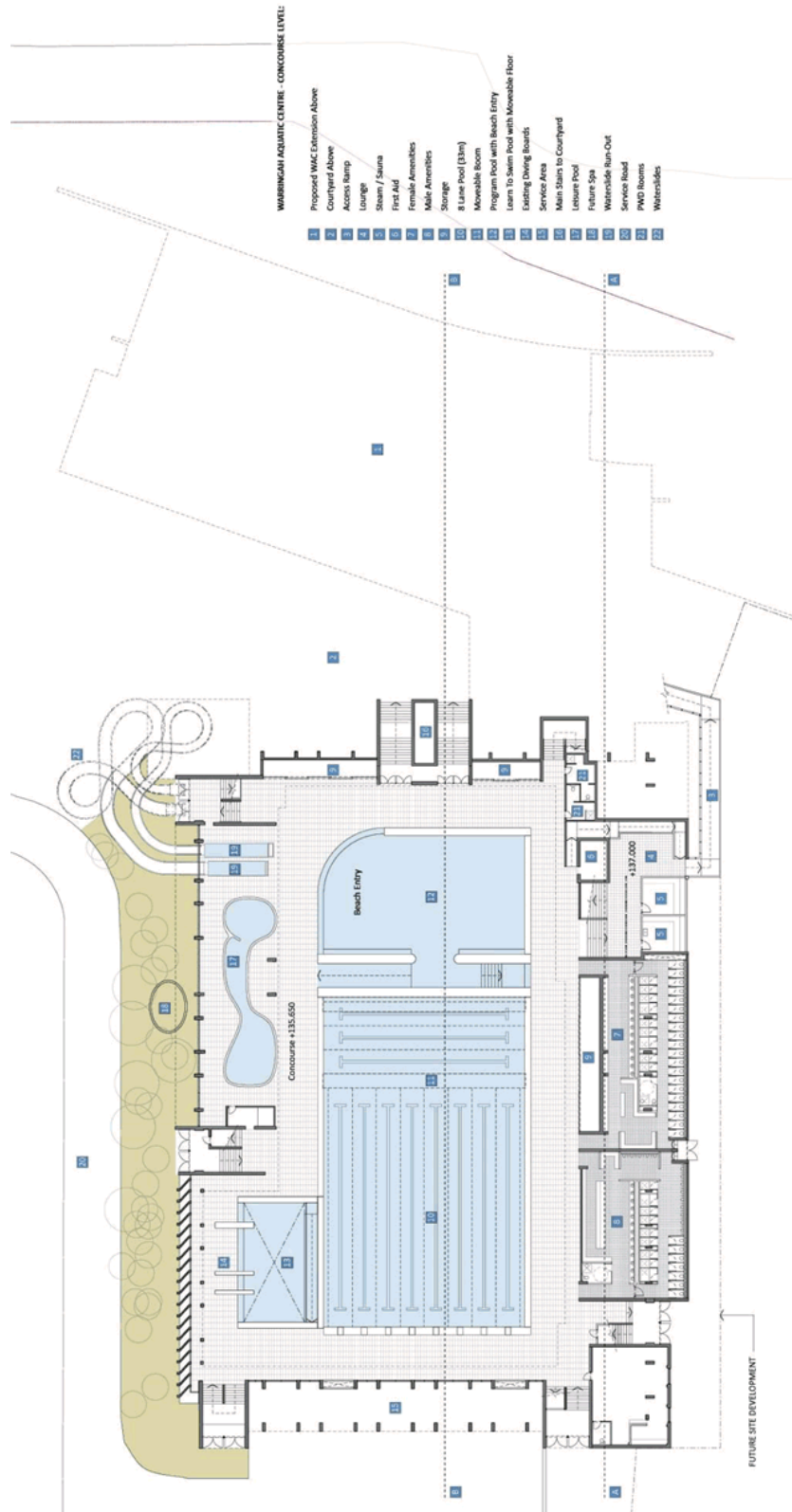
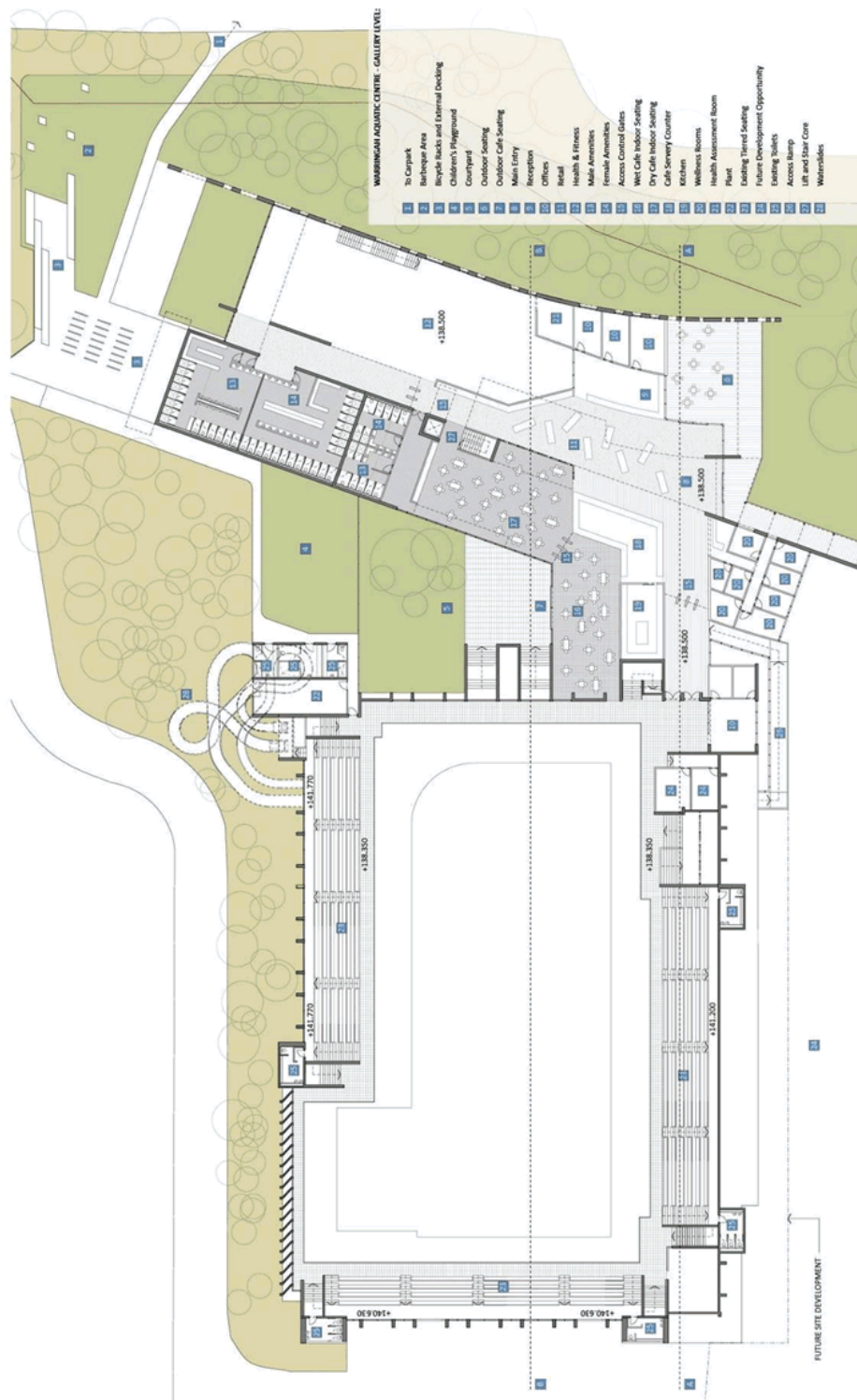


Table 9 WAC Redevelopment – View from library/ function area towards indoor aquatic facilities (Option 3)









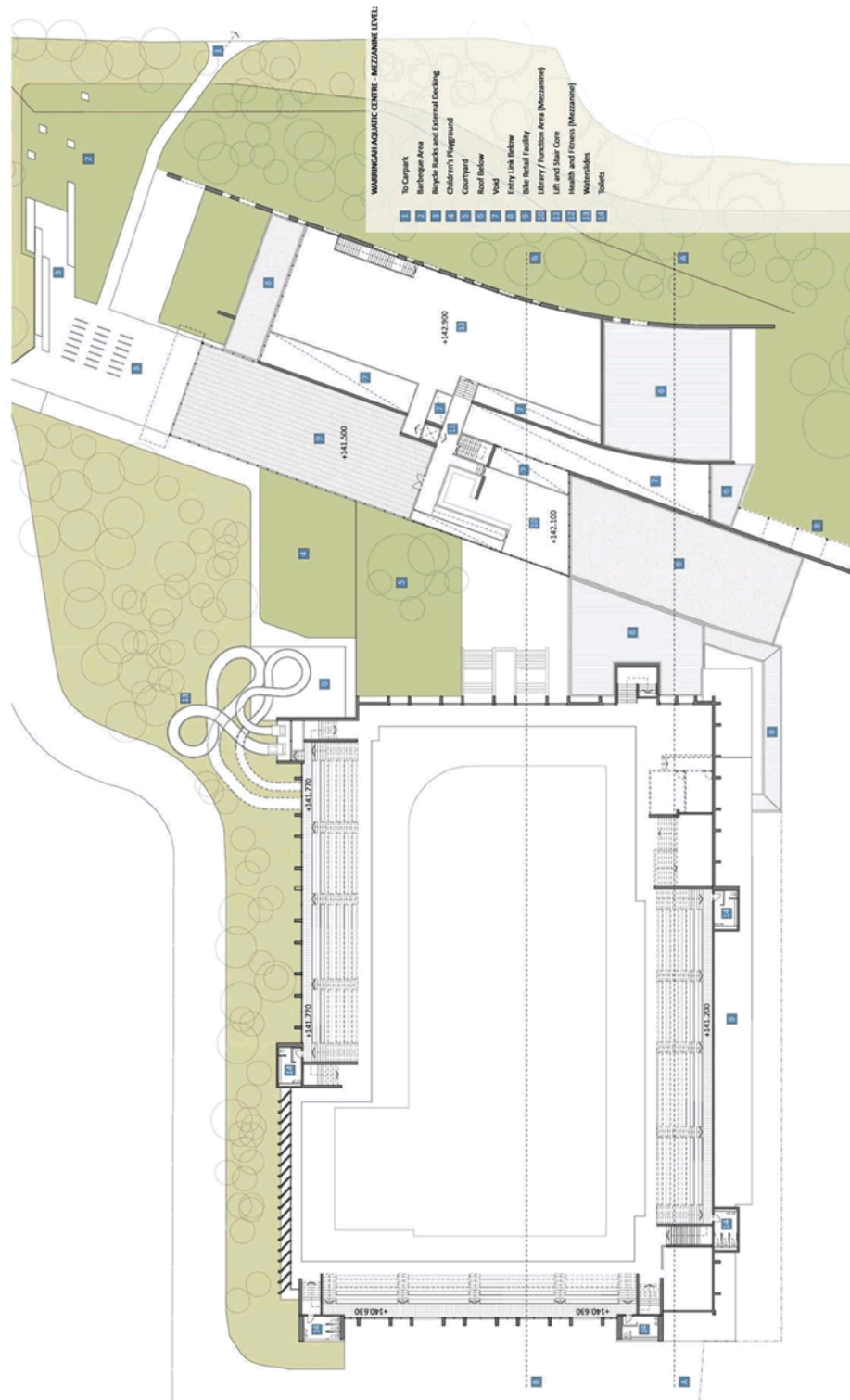
3 GALLERY LEVEL PLAN @ RL 138.350M

0m 4m 20m 40m 1:200 @ A1

WARRINGAH AQUATIC CENTRE
 Schematic Design Study, October 2013

Architect **Liquid Architecture** **STRATEGIC LEISURE GROUP**

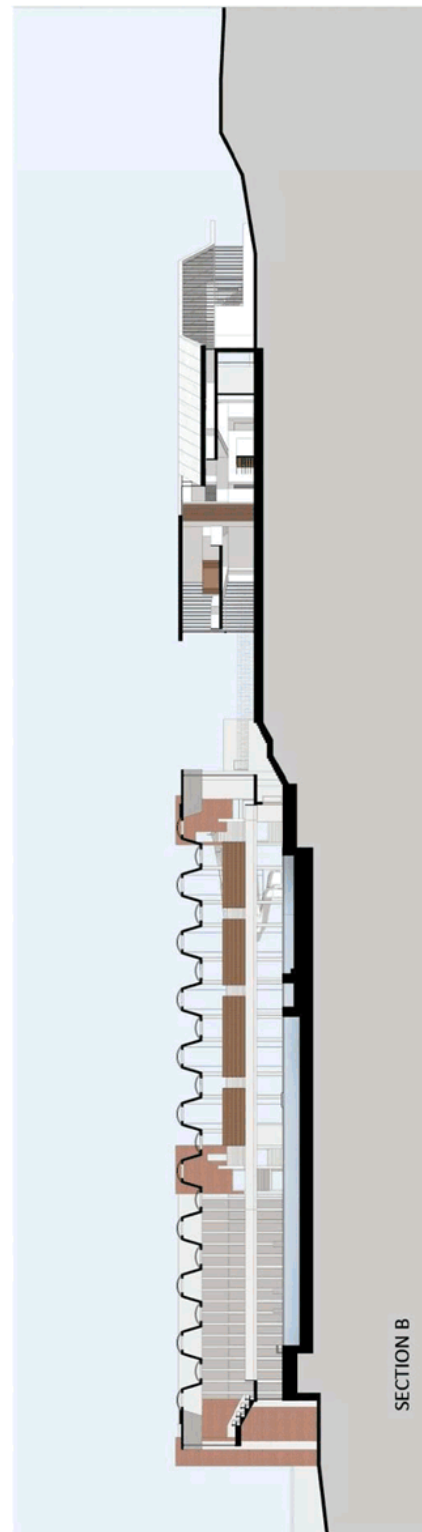
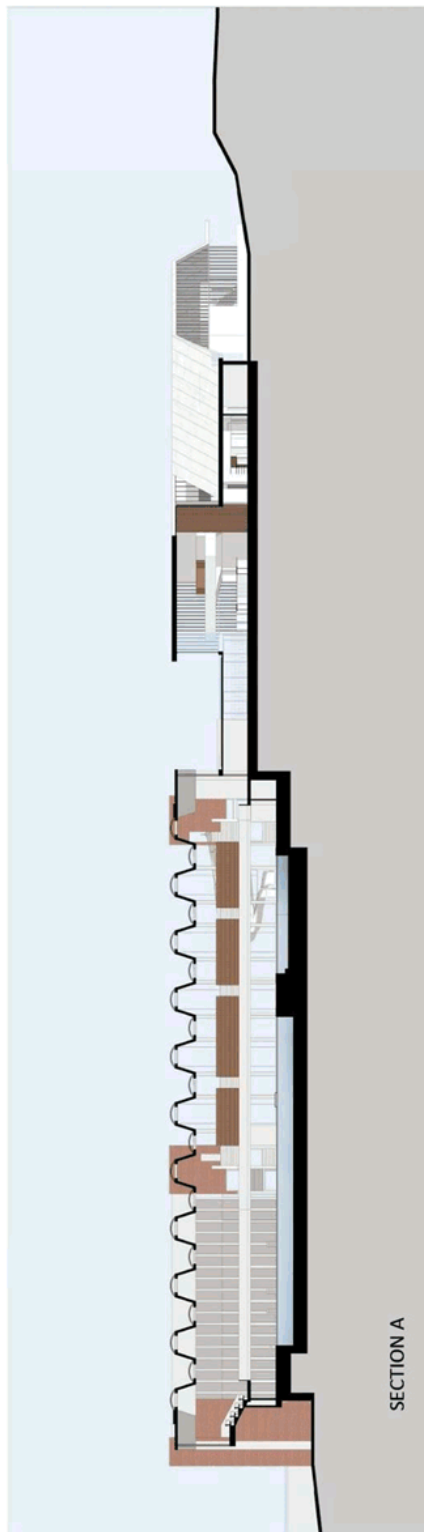
WARRINGAH COUNCIL



MEZZANINE LEVEL PLAN @ RL 142.900M



WARRINGAH AQUATIC CENTRE
 Schematic Design Study, October 2013



SECTIONS A & B

7

0 m 4 m 12 m 20 m 40 m 1:200 @ A1

WARRINGAH AQUATIC CENTRE
 Schematic Design Study, October 2013



4.5. OPERATING ANALYSIS

A 15 year operating analysis³ was undertaken for the development of Option 3. A detailed projections model was used to develop the forecasts, however this model provides projections over a 10 year period. The operating projections beyond Year 10 were forecast as follows:

- 3.5% p.a. increase to revenues;
- 3.0% p.a. increase to expenditure; and
- 3.0% p.a. increase to visitation.

In those circumstances where full revenue and expenditure data was not available to be used as base data, a flat rate increase of 2.85% p.a. was applied.

The projections are developed using contemporary performance input data from similar aquatic and leisure facilities throughout Australia. Operating forecasts assumptions are outlined below:

- 10 year debt servicing arrangement at 6% p.a. interest;
- Depreciation of 2.5% p.a.; and
- Non-operational corporate overheads at 55% of total base corporate overheads as the balance of costs are absorbed within the projections model.

Corporate Overheads have been separated based on HR Insurance; Property and Commercial Development; Marketing and Communications and IM & T being considered typical operating costs for facility similar to the WAC. The balance of Corporate Overhead charges are typically absorbed within a Council's general operating costs.

The comparative to the do nothing option has factored in a 50% reduction to the estimated deficit in 2018/19 based on estimated deficit savings to be derived as a result of the likely closure of the pool during some of this major construction period.

The operational forecasts assume the WAC operations will absorb the total of all finance costs. Should Council be able to secure third party funding or be able to provide alternate internal funding, the forecast operational results and the feasibility of the proposed redevelopment will improve. In particular, the operational modelling below does not factor in any potential funding from the following sources:

- Independent Pricing and Regulatory Tribunal (IPART) Special Rate Variation; and
- Local Infrastructure Renewal Scheme.

4.5.1. PROFIT AND LOSS IMPLICATIONS

The Option 3 profit and loss forecast for the first 15 years of operation is outlined below:

³ Operating projections developed in partnership between Strategic Leisure Group and SGL Consulting Pty Ltd.

Table 10 WAC Option 3 – Profit and Loss Forecast

Facility Component	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	TOTAL
Aquatic Area	\$413,777	\$554,334	\$81,418	\$18,920	\$75,154	\$6,335	\$23,920	\$14,655	\$56,436	\$111,904	\$137,796	\$165,180	\$194,159	\$224,903	\$267,440	\$316,044
Gym	\$149,424	\$271,312	\$280,303	\$310,546	\$340,371	\$374,446	\$396,677	\$419,148	\$438,722	\$466,803	\$506,639	\$531,382	\$559,070	\$579,740	\$605,432	\$6,208,013
Health & Fitness Programs	\$240,225	\$284,590	\$332,164	\$356,167	\$378,787	\$405,514	\$424,244	\$442,767	\$473,457	\$497,279	\$517,144	\$537,778	\$559,211	\$581,472	\$604,693	\$6,636,392
Cafe/Retail	\$164,930	\$185,523	\$207,203	\$216,730	\$234,096	\$254,341	\$238,603	\$243,988	\$255,156	\$262,811	\$290,745	\$298,927	\$318,287	\$338,901	\$360,850	\$3,832,098
External Functions/ Training/Bike - Cafe	\$72,194	\$78,872	\$86,929	\$91,471	\$97,370	\$103,651	\$110,338	\$117,452	\$125,027	\$133,091	\$141,673	\$150,813	\$160,540	\$170,885	\$181,917	\$1,821,233
Wellness Centre	\$71,390	\$71,580	\$85,187	\$97,900	\$100,690	\$103,960	\$106,511	\$109,547	\$112,668	\$115,860	\$119,182	\$122,679	\$126,073	\$129,666	\$133,361	\$1,615,584
Croche	\$80,303	\$97,052	\$105,268	\$109,510	\$113,912	\$118,480	\$122,034	\$125,665	\$130,723	\$134,645	\$138,462	\$142,529	\$146,468	\$150,663	\$154,967	\$1,879,680
Mountain Bike Retail	\$90,000	\$110,000	\$125,000	\$128,750	\$132,613	\$136,591	\$140,689	\$144,909	\$149,257	\$153,734	\$158,346	\$163,087	\$167,960	\$173,029	\$178,220	\$2,192,224
New Facility Projections	\$285,083	\$590,261	\$939,100	\$1,073,143	\$1,084,860	\$1,233,287	\$1,319,956	\$1,337,460	\$1,509,001	\$1,626,858	\$1,724,965	\$1,827,277	\$1,934,842	\$2,047,942	\$2,166,854	\$20,700,068
Undistributed Overheads	\$711,140	\$768,274	\$181,563	\$167,010	\$156,696	\$202,566	\$211,432	\$222,156	\$228,862	\$235,728	\$242,446	\$249,566	\$256,463	\$263,772	\$271,286	\$3,296,762
Debt Interest	\$756,870	\$768,870	\$768,870	\$768,870	\$768,870	\$768,870	\$768,870	\$768,870	\$768,870	\$768,870	\$768,870	\$768,870	\$768,870	\$768,870	\$768,870	\$7,568,700
Depreciation	\$669,510	\$669,510	\$669,510	\$669,510	\$669,510	\$669,510	\$669,510	\$669,510	\$669,510	\$669,510	\$669,510	\$669,510	\$669,510	\$669,510	\$669,510	\$6,695,100
Non-operational Corporate Overheads	\$447,048	\$459,790	\$472,884	\$486,372	\$500,233	\$514,480	\$529,153	\$544,224	\$559,745	\$575,687	\$592,105	\$608,960	\$626,358	\$644,186	\$662,545	\$6,223,659
Forecast Performance	\$1,659,487	\$1,372,184	\$1,047,737	\$926,518	\$838,419	\$810,149	\$747,009	\$755,300	\$805,985	\$810,948	\$820,924	\$839,432	\$848,534	\$870,474	\$863,510	\$6,931,013
Do Nothing Projection	\$2,093,842	\$2,149,902	\$2,207,705	\$2,267,265	\$2,328,751	\$2,392,129	\$2,457,472	\$2,524,651	\$2,594,332	\$2,665,980	\$2,739,865	\$2,816,099	\$2,894,633	\$2,975,663	\$3,059,229	\$3,137,729
Profit and Loss Savings	\$434,355	\$777,718	\$1,159,968	\$1,340,887	\$1,390,341	\$1,581,980	\$1,710,462	\$1,769,351	\$1,968,347	\$2,156,033	\$3,060,790	\$3,215,690	\$3,377,166	\$3,546,137	\$3,722,739	\$31,236,716
Visitation	\$50,256	\$50,825	\$113,985	\$198,993	\$248,701	\$337,521	\$441,685	\$565,967	\$695,143	\$839,674	\$989,602	\$1,159,074	\$1,343,105	\$1,536,137	\$1,739,111	\$14,944,569

Table 11 WAC Option 3 – Profit and Loss Forecast Summary

Facility Component	TOTAL
Aquatic Area	\$316,044
Gym	\$6,208,013
Health & Fitness Programs	\$6,635,392
Café/ Retail	\$3,832,099
External/ Functions/ Training/ Bike - Café	\$1,821,233
Wellness Centre	\$1,615,584
Creche	-\$1,879,680
Mountain Bike Retail	\$2,152,224
New Facility Projections	\$20,700,908
Undistributed Overheads	\$3,296,762
Debt Interest	\$7,568,700
Depreciation	\$8,542,650
Non-operational Corporate Overheads	\$8,223,809
Forecast Performance	-\$6,931,013
Do Nothing Projection	-\$38,167,729
Profit and Loss Savings	\$31,236,716
Visitation	9,824,559

A summary of the key findings for WAC under Option 3 over 15 years are outlined below:

- Before undistributed overheads, debt interest, depreciation and non-operational corporate overheads, the WAC is forecast to generate over \$20 million in operating surpluses;
- The total forecast performance of the WAC is estimated to save Council approximately \$31 million compared to the do-nothing scenario;
- Almost 10 million visitations are projected;
- Whilst the crèche is a high costing component, this service is considered essential to attracting the forecast visitation across the other facility elements; and
- The dry facility elements generate the majority of operational returns.

P&L operating surpluses will be achieved from 2029/30 and are estimated to grow to \$663,510 by 2033/34.



4.5.2. CASHFLOW IMPLICATIONS

The Option 3 cashflow forecast for the first 15 years of operation is outlined below:

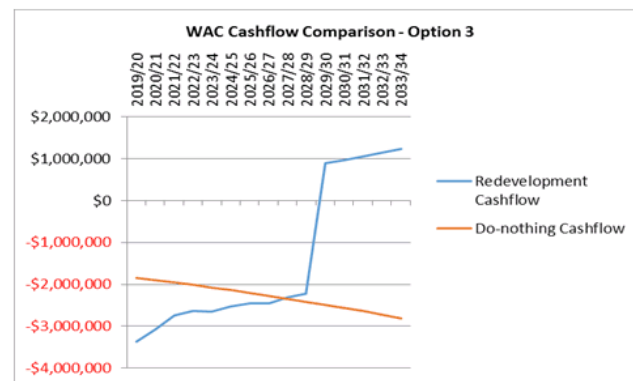
Table 12 WAC Option 3 – Cashflow Summary

15 YEAR CASH OPERATING PERFORMANCE	MID RANGE
Capital Cost (Debt Principle)	\$22,780,394
Debt Interest	\$7,568,700
Net borrowing cost over 10 years	\$30,349,094
Plus projected operating surplus (Excluding debt interest and depreciation)	\$9,180,337
Net Deficit to Council	\$21,168,757
"Do Nothing" Scenario	\$34,357,684
Cashflow Saving to Council	\$13,188,927

The cashflow analysis above estimates a \$13 million saving to Council over 15 years under Option 3.

A comparison of the cashflow implications for Option 3 compared to the do-nothing scenario is outlined below:

Table 13 WAC Option 3 – Cashflow Comparison



This graph above demonstrates that Council will be in an improved cashflow position from 2027/28 compared to the do-nothing scenario, spiking in 2029/30 once the debt associated with Option 3 is paid off.

The WAC will be **cashflow positive** from 2029/30 estimated to grow to \$1,233,020 by 2033/34.

5. REDEVELOP 50M POOL STAGED DEVELOPMENT (OPTION 3A)

Option 3a is a staged development of Option 3 over two stages. Council is exploring funding opportunities to redevelop the WAC in a staged approach via an (IPART) Special Rate Variation. Council's target for a Stage 1 development under an IPART funding scheme is a total development cost of \$10 million. Exclusive of escalation, the design process able to create a redevelop option that met Council's IPART funding target of \$10 million.

In line with the WAC being the region's primary public aquatic facility, Stage 1 elements concentrate on the introduction of the recommended new/ upgraded aquatic elements as outlined below.

STAGE 1

Aquatic Facilities

- 33m – 8 lane pool with moveable bulkhead;
- 17m x 22.5m leisure/ program pool with beach entry
- Warm water program pool with moveable floor and ramp entry (former dive pool)
- Indoor Leisure Water 150m²
- Adventure Water – Slides x 2.

Dry Facilities

- Café
- Reception/ Entry
- Retail/ Lounge
- Crèche
- Increase facility & activity space accessibility
- Change Rooms
- Management Offices
- Vehicle/ cycle/ pedestrian access
- BBQ/ Socialising Area
- Services and Plant.

STAGE 2

Aquatic Facilities

- Sauna and Steam Room.

Dry Facilities

- Health and Fitness Centre – 1000m²
- Bike retail 350m²
- Wellness Centre – 8 consulting rooms and lounge.

5.1. COST

Inclusive of project management, design, escalation and contingency, the total estimated cost to develop Option 3a is estimated at \$24,767,000⁴. The stage development is summarised below:

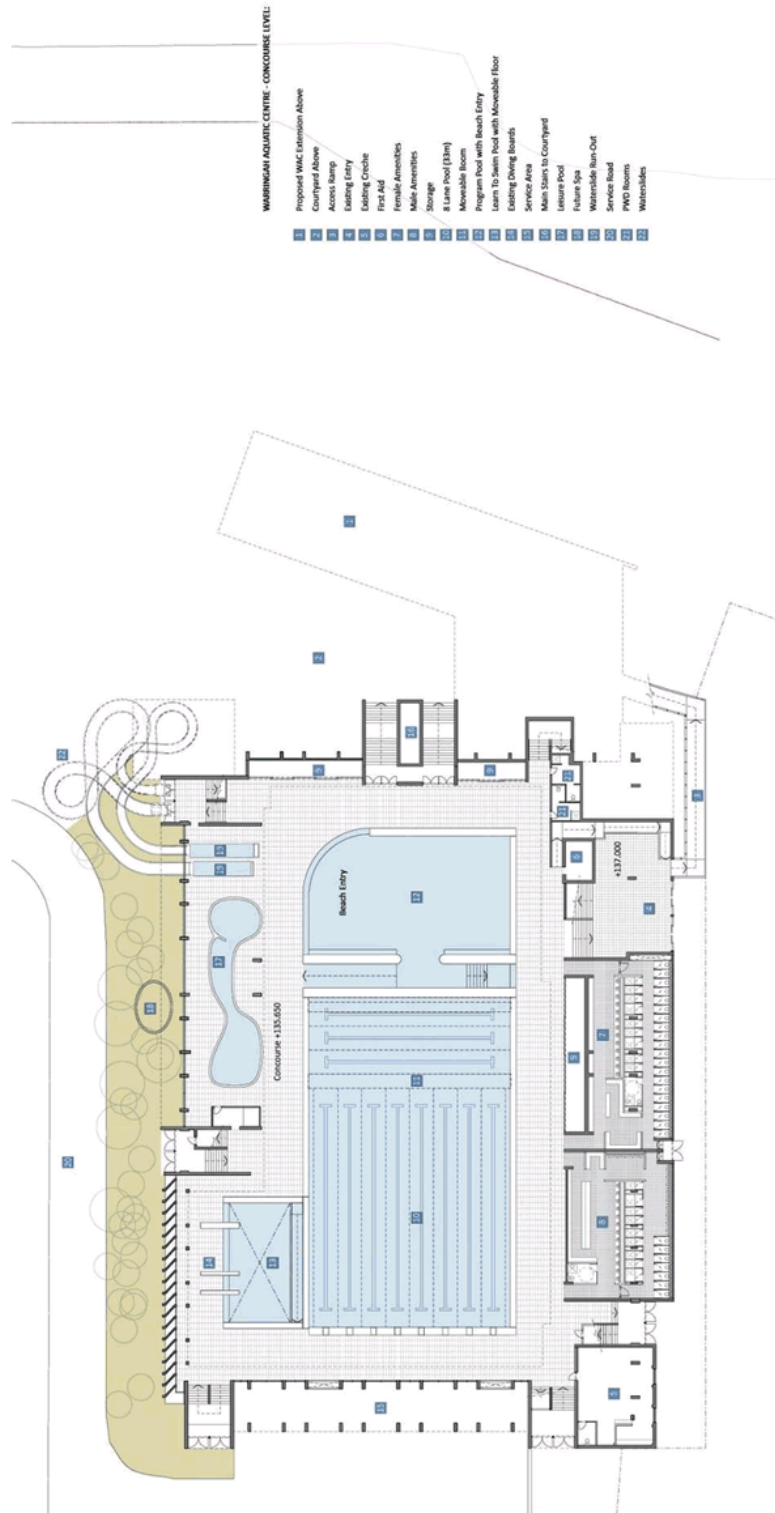
- Stage 1 - \$12,150,000 (\$9,976,000 exclusive of escalation);
- Stage 2 - \$12,617,000.

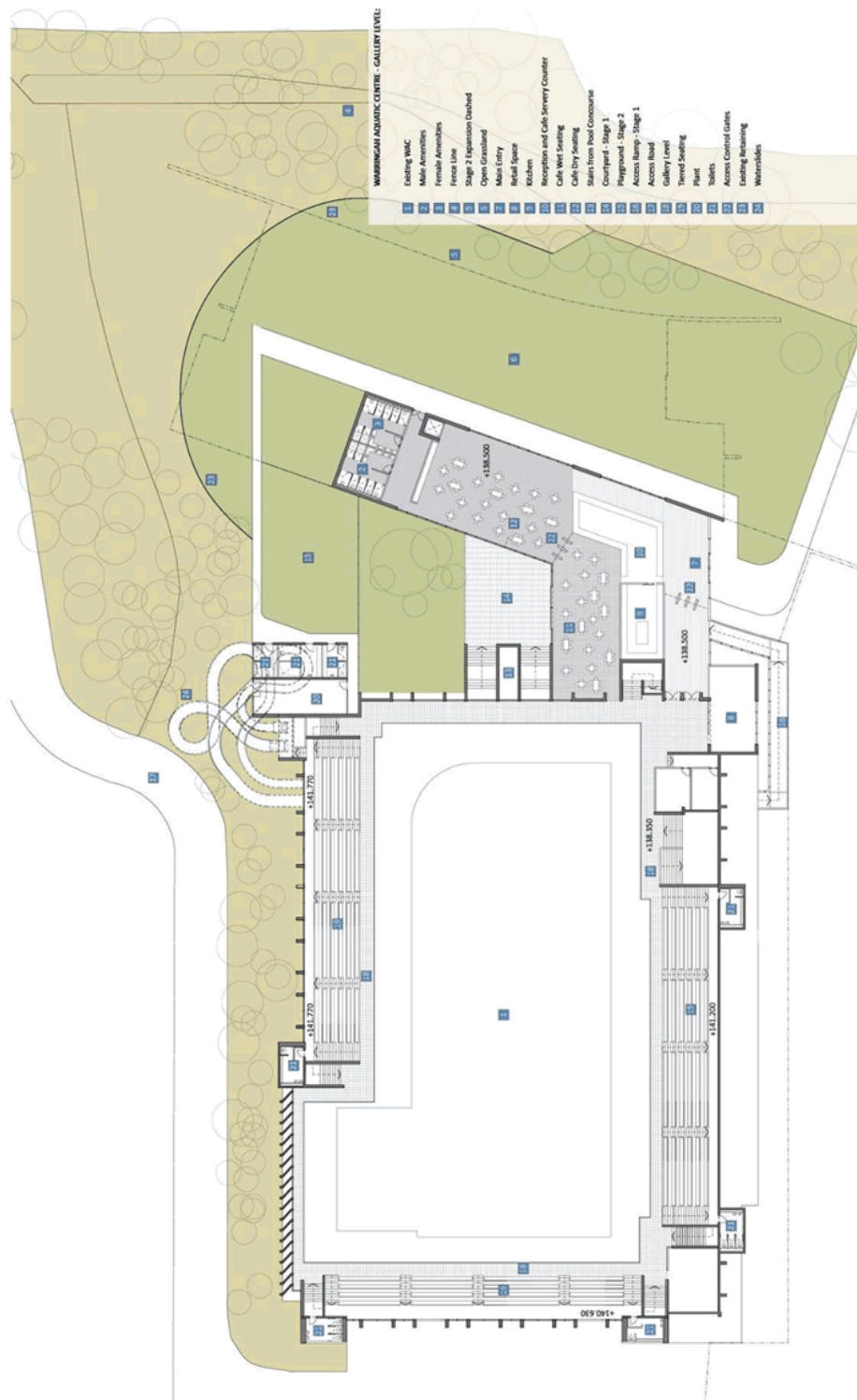
Escalation has been based on an assumed opening of Stage 1 in 2019/20 and Stage 2 2024/25. The 8% allocation for Design Fees and Escalation is exclusive of preliminary design costs and approvals (estimated to be in the order of \$700,000). The estimated cost is exclusive of the costs associated with the required redevelopment of the concourse change rooms (Council has advised it will seek separate funding for these works).



⁴ Indicative cost estimates prepared by Altus Page Kirkland, 4 December 2013.

5.2. DESIGN





6

STAGE 1 - GALLERY LEVEL PLAN @ RL 138.350M



WARRINGAH AQUATIC CENTRE
 Schematic Design Study, October 2013



5.3. OPERATING ANALYSIS

Using the assumptions from Option 3 above, a 15 year operating analysis⁵ was undertaken for the development of Option 3a. Stage 1 is estimated to open in 2019/20 with Stage 2 projected to open in 2024/25.

5.3.1. PROFIT AND LOSS IMPLICATIONS

The Option 3a profit and loss forecast for the first 15 years of operation is outlined below:



⁵ Operating projections developed in partnership between Strategic Leisure Group and SGL Consulting Pty Ltd.

Table 14 WAC Option 3a – Profit and Loss Forecast

Facility Component	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	TOTAL
Aquatic Area	\$413,777	-\$254,334	-\$81,418	-\$16,920	-\$75,154	-\$6,353	\$23,930	-\$14,655	\$65,081	\$111,904	\$137,736	\$165,130	\$194,159	\$224,803	\$267,440	\$316,044
Gym	\$0	\$0	\$0	\$0	\$0	\$282,112	\$337,176	\$419,148	\$498,722	\$486,803	\$506,639	\$531,382	\$555,070	\$579,740	\$605,430	\$4,744,222
Health & Fitness Programs	\$0	\$0	\$0	\$0	\$0	\$203,860	\$390,607	\$442,767	\$473,457	\$497,279	\$517,144	\$537,776	\$559,211	\$581,472	\$604,953	\$4,858,169
Cafe/ Retail	\$114,248	\$123,595	\$134,549	\$141,620	\$147,396	\$226,613	\$237,363	\$249,496	\$259,222	\$267,419	\$284,739	\$303,180	\$322,815	\$343,722	\$365,984	\$3,552,343
External/ Function/ Training Bldg- Cafe	\$356,434	\$38,711	\$42,175	\$44,856	\$47,701	\$98,323	\$107,527	\$117,836	\$126,026	\$133,618	\$142,127	\$151,294	\$161,052	\$171,439	\$182,497	\$1,600,081
Wellness Centre	\$0	\$0	\$0	\$0	\$0	\$72,462	\$95,534	\$109,547	\$122,689	\$135,890	\$149,183	\$162,579	\$176,073	\$189,668	\$203,362	\$1,131,985
Croche	-\$69,303	-\$97,062	-\$105,268	-\$109,510	-\$113,912	-\$118,480	-\$122,034	-\$125,665	-\$130,723	-\$134,945	-\$138,402	-\$142,529	-\$146,488	-\$150,663	-\$154,957	-\$1,819,683
Mountain Bike Retail	\$0	\$0	\$0	\$0	\$0	\$88,346	\$123,806	\$144,909	\$149,756	\$153,734	\$158,346	\$163,096	\$167,989	\$173,029	\$178,220	\$1,510,731
New Facility Projections	-\$353,396	-\$188,720	-\$9,863	\$58,067	\$6,121	\$916,061	\$1,158,910	\$1,343,342	\$1,513,466	\$1,631,890	\$1,729,431	\$1,832,011	\$1,939,881	\$2,053,308	\$2,172,568	\$15,803,894
Underhauled Overheads	\$135,201	\$136,257	\$143,434	\$147,738	\$155,366	\$202,960	\$211,432	\$222,196	\$228,862	\$235,728	\$242,446	\$249,356	\$256,403	\$263,772	\$271,289	\$3,105,105
Debt Interest	\$403,679	\$403,679	\$403,679	\$403,679	\$403,679	\$822,873	\$822,873	\$822,873	\$822,873	\$822,873	\$822,873	\$822,873	\$822,873	\$822,873	\$822,873	\$8,228,720
Depreciation	\$303,750	\$303,750	\$303,750	\$303,750	\$303,750	\$619,175	\$619,175	\$619,175	\$619,175	\$619,175	\$619,175	\$619,175	\$619,175	\$619,175	\$619,175	\$7,719,900
Non-operational Corporate Overheads	\$447,049	\$459,793	\$472,864	\$485,372	\$498,322	\$514,460	\$529,153	\$544,234	\$559,745	\$575,697	\$592,105	\$608,980	\$626,335	\$644,189	\$662,545	\$8,223,839
Forecast Performance	-\$1,643,077	-\$1,485,198	-\$1,333,721	-\$1,283,472	-\$1,158,908	-\$1,242,723	-\$1,023,723	-\$868,136	-\$717,168	-\$627,383	-\$543,489	-\$464,644	-\$387,714	-\$306,961	-\$200,364	-\$3,140,429
Do Nothing Projection	-\$2,093,342	-\$2,149,902	-\$2,207,709	-\$2,267,305	-\$2,328,761	-\$2,392,729	-\$2,457,472	-\$2,524,851	-\$2,594,332	-\$2,665,397	-\$2,739,886	-\$2,816,099	-\$2,894,633	-\$2,975,683	-\$3,059,229	-\$38,167,729
Profit and Loss Savings	\$450,785	\$654,706	\$873,884	\$983,834	\$971,853	\$1,150,006	\$1,433,749	\$1,659,716	\$1,877,143	\$2,044,377	\$2,251,365	\$2,493,365	\$2,751,365	\$3,062,645	\$3,499,593	\$28,703,479
Visitation	311,216	328,505	345,795	349,887	354,008	609,884	627,582	646,688	655,884	660,435	679,386	698,800	718,934	739,583	760,785	8,487,111

Table 15 WAC Option 3a – Profit and Loss Forecast Summary

Facility Component	TOTAL
Aquatic Area	\$316,044
Gym	\$4,744,222
Health & Fitness Programs	\$4,858,169
Café/ Retail	\$3,522,343
External/ Functions/ Training/ Bike - Café	\$1,600,081
Wellness Centre	\$1,131,985
Creche	-\$1,879,680
Mountain Bike Retail	\$1,510,731
New Facility Projections	\$15,803,894
Undistributed Overheads	\$3,105,105
Debt Interest	\$8,228,730
Depreciation	\$7,710,500
Non-operational Corporate Overheads	\$8,223,809
Forecast Performance	-\$11,464,249
Do Nothing Projection	-\$38,167,729
Profit and Loss Savings	\$26,703,479
Visitation	8,487,111

A summary of the key findings for WAC under Option 4 over 15 years are outlined below:

- Before undistributed overheads, debt interest, depreciation and non-operational corporate overheads, the WAC is forecast to generate approximately \$16 million in operating surpluses;
- The total forecast performance of the WAC is estimated to save Council approximately \$27 million compared to the do-nothing scenario;
- Approximately 8 million visitations are projected;
- Whilst the crèche is a high costing component, this service is considered essential to attracting the forecast visitation across the other facility elements;
- The dry facility elements generate the majority of operational returns; and
- There is a spike in operational returns following the introduction of the dry facility elements.

P&L operating surpluses will be achieved from 2031/32 and are estimated to increase significantly from 2034/35 once the redevelopment debt is fully serviced.

5.3.2. CASHFLOW IMPLICATIONS

The Option 3a cashflow forecast for the first 15 years of operation is outlined below:

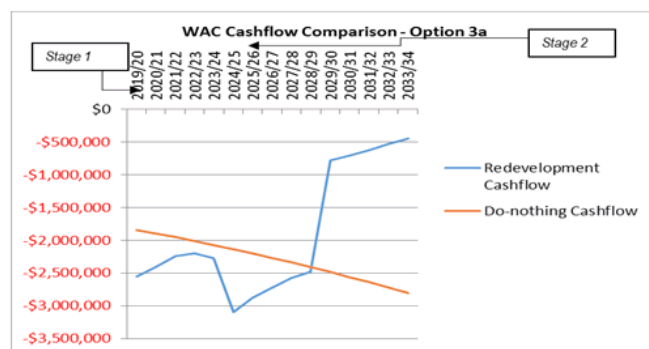
Table 16 WAC Option 3a – Cashflow Summary

15 YEAR CASH OPERATING PERFORMANCE	MID RANGE
Capital Cost (Debt Principle)	\$24,767,000
Debt Interest	\$8,228,730
Net borrowing cost over 10 years	\$32,995,730
Plus projected operating surplus (excluding debt interest and depreciation)	\$4,474,981
Net Deficit to Council	\$28,520,749
"Do Nothing" Scenario	\$34,357,684
Cashflow Saving to Council	\$5,836,935

The cashflow analysis above estimates a \$6 million saving to Council over 15 years under Option 3a.

A comparison of the cashflow implications for Option 3a compared to the do-nothing scenario is outlined below:

Table 17 WAC Option 3a – Cashflow Comparison



This graph above demonstrates that Council will be in an improved cashflow position from 2029/30 once the debt associated with Stage 1 is paid off.

The WAC will be **cashflow positive** from 2034/35 following the redevelopment debt being fully serviced.

5.3.3. OPTION 3B – NO SECOND STAGE

Outlined below is a summary of the analysis should Council not progress the development of Stage 2 as part of Option 3 as planned to open in 2024/25.



Table 18 WAC Option 3b –Profit and Loss Forecast

Facility Component	2016/17	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	TOTAL
Aquatic Area																
Cable Retail	\$413,171	\$254,134	\$314,418	\$418,920	\$475,154	\$56,115	\$23,930	\$14,665	\$65,436	\$111,904	\$137,726	\$165,130	\$194,159	\$224,903	\$251,440	\$16,044
External Functions Training - Club	\$114,248	\$123,995	\$134,598	\$141,602	\$147,396	\$153,271	\$157,712	\$162,897	\$169,247	\$174,599	\$180,008	\$185,498	\$190,948	\$196,452	\$201,902	\$2,536,081
Chester	\$36,634	\$38,711	\$42,175	\$44,865	\$47,791	\$50,873	\$54,154	\$57,647	\$61,365	\$65,323	\$69,536	\$74,021	\$78,795	\$83,877	\$89,267	\$683,862
New Facility Projections	\$380,303	\$397,840	\$436,768	\$468,390	\$500,341	\$541,163	\$588,936	\$643,391	\$705,927	\$776,952	\$856,262	\$944,279	\$1,041,943	\$1,149,206	\$1,267,616	\$1,279,860
Underpinning Overheads	\$353,380	\$368,720	\$406,200	\$438,067	\$475,912	\$519,034	\$567,562	\$626,635	\$696,610	\$777,181	\$868,050	\$970,000	\$1,083,943	\$1,209,989	\$1,349,222	\$1,498,827
Debt Interest	\$135,201	\$136,257	\$143,434	\$147,738	\$155,366	\$163,679	\$172,731	\$183,615	\$195,351	\$208,975	\$224,605	\$242,260	\$262,051	\$283,009	\$304,222	\$2,004,442
Depreciation	\$403,679	\$403,679	\$403,679	\$403,679	\$403,679	\$403,679	\$403,679	\$403,679	\$403,679	\$403,679	\$403,679	\$403,679	\$403,679	\$403,679	\$403,679	\$4,036,790
Non-capitalised Corporate Overheads	\$47,049	\$49,750	\$52,894	\$56,490	\$60,624	\$65,403	\$70,845	\$76,981	\$83,845	\$91,479	\$99,925	\$109,240	\$119,495	\$130,750	\$143,055	\$1,194,750
Forecast Performance	\$1,643,077	\$1,685,606	\$1,833,721	\$1,983,472	\$2,138,472	\$2,299,871	\$2,468,871	\$2,645,871	\$2,832,100	\$3,028,600	\$3,235,277	\$3,452,100	\$3,679,100	\$3,916,300	\$4,163,600	\$17,554,364
Do Nothing Projection	\$2,003,842	\$2,149,002	\$2,301,705	\$2,461,335	\$2,628,132	\$2,799,873	\$2,976,645	\$3,158,458	\$3,345,322	\$3,537,245	\$3,734,228	\$3,936,270	\$4,143,382	\$4,355,565	\$4,572,817	\$38,477,729
Profit and Loss Savings	\$400,765	\$461,396	\$468,004	\$477,863	\$492,660	\$508,738	\$525,972	\$544,284	\$563,709	\$584,270	\$606,017	\$628,960	\$653,155	\$678,616	\$705,387	\$20,615,364
Valuation	\$11,216	\$28,508	\$45,195	\$61,881	\$78,568	\$95,255	\$111,942	\$128,629	\$145,316	\$162,003	\$178,690	\$195,377	\$212,064	\$228,751	\$245,438	\$5,488,228

Table 19 WAC Option 3b – Profit and Loss Forecast

Facility Component	TOTAL
Aquatic Area	\$316,044
Café/ Retail	\$2,536,681
External/ Functions/ Training - Café	\$893,882
Creche	-\$1,879,680
New Facility Projections	\$1,866,927
Undistributed Overheads	\$2,604,442
Debt Interest	\$4,036,790
Depreciation	\$4,556,250
Non-operational Corporate Overheads	\$8,223,809
Forecast Performance	-\$17,554,364
Do Nothing Projection	-\$38,167,729
Profit and Loss Savings	\$20,613,364
Visitation	5,488,328

A summary of the key findings for WAC under Option 3b, Stage 1 over 15 years are outlined below:

- Before undistributed overheads, debt interest, depreciation and non-operational corporate overheads, the WAC is forecast to generate an operating surplus of approximately \$2 million;
- The total forecast performance of the WAC is estimated to save Council approximately \$20 million compared to the do-nothing scenario;
- Approximately 5 million visitations are projected;
- Whilst the crèche is a high costing component, this service is considered essential to attracting the forecast visitation across the other facility elements.



The Option 3b, cashflow forecast for the first 15 years of operation is outlined below:

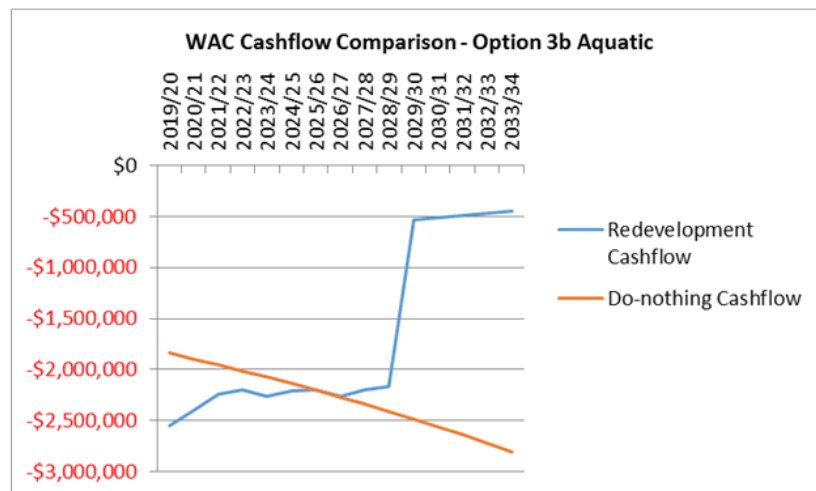
Table 20 WAC Option 3b - Cashflow Summary

15 YEAR CASH OPERATING PERFORMANCE	MID RANGE
Capital Cost (Debt Principle)	\$12,150,000
Debt Interest	\$4,036,790
Net borrowing cost over 10 years	\$16,186,790
Plus projected operating deficit (excluding debt interest and depreciation)	\$8,961,324
Net Deficit to Council	\$25,148,114
"Do Nothing" Scenario	\$34,357,684
Cashflow Saving to Council	\$9,209,570

The cashflow analysis above estimates approximately a \$9 million saving to Council over 15 years under an Option 3b development.

A comparison of the cashflow implications for an Option 3b development compared to the do-nothing scenario is outlined below:

Table 21 WAC Option 3b –Cashflow Comparison



This graph above demonstrates that Council will be in an improved cashflow position from 2025/26 compared to the do-nothing scenario.

6. RETAIN 50M POOL (OPTION 4)

Option 4 is aimed at meeting confirmed community demand and retaining the existing 50m indoor pool. An additional indoor warm water program pool is developed in the courtyard under this Option 4. As per the above options, Option 4 improves the financial sustainability of the WAC through the introduction of facility elements that encourage increased visitation and generate higher returns on investment.

6.1. DESIGN PARAMETERS

Council's brief to the design team included the following design parameters:

- Retain existing indoor 50m pool;
- Improve accessibility into and around the WAC;
- Improve the financial sustainability of the WAC operations;
- Address confirmed community demand.

6.2. FACILITY MIX

The following facility mix informed the Master Plan design of Option 4:

STAGE 1

Aquatic Facilities

- 50m – 8 lane pool with moveable bulkhead;
- 15m x 10m LTS/ program pool (courtyard level)
- Warm water program pool with moveable floor and ramp entry (former dive pool)
- Indoor Leisure Water 150m²
- Adventure Water – Slides x 2
- Sauna and Steam Room.

Dry Facilities

- Café
- Reception/ Entry
- Retail/ Lounge
- Health and Fitness Centre – 1000m²
- Bike retail 350m²
- Wellness Centre – 8 consulting rooms and lounge.
- Crèche
- Increase facility & activity space accessibility

- Change Rooms
- Management Offices
- Vehicle/ cycle/ pedestrian access
- BBQ/ Socialising Area
- Services and Plant.

6.3. COST

Inclusive of project management, design, escalation and contingency, the total estimated cost to develop Option 4 is estimated at \$21,281,000⁶.

Escalation has been based on an assumed opening in 2019/20. The 8% allocation for Design Fees and Escalation is exclusive of preliminary design costs and approvals (estimated to be in the order of \$700,000). The estimated cost is exclusive of the costs associated with the required redevelopment of the concourse change rooms (Council has advised it will seek separate funding for these works).



⁶ Indicative cost estimates prepared by Altus Page Kirkland, 4 December 2013.

6.4. DESIGN

Table 22 WAC Redevelopment – View from north towards indoor program pool and adventure slides (Option 4)



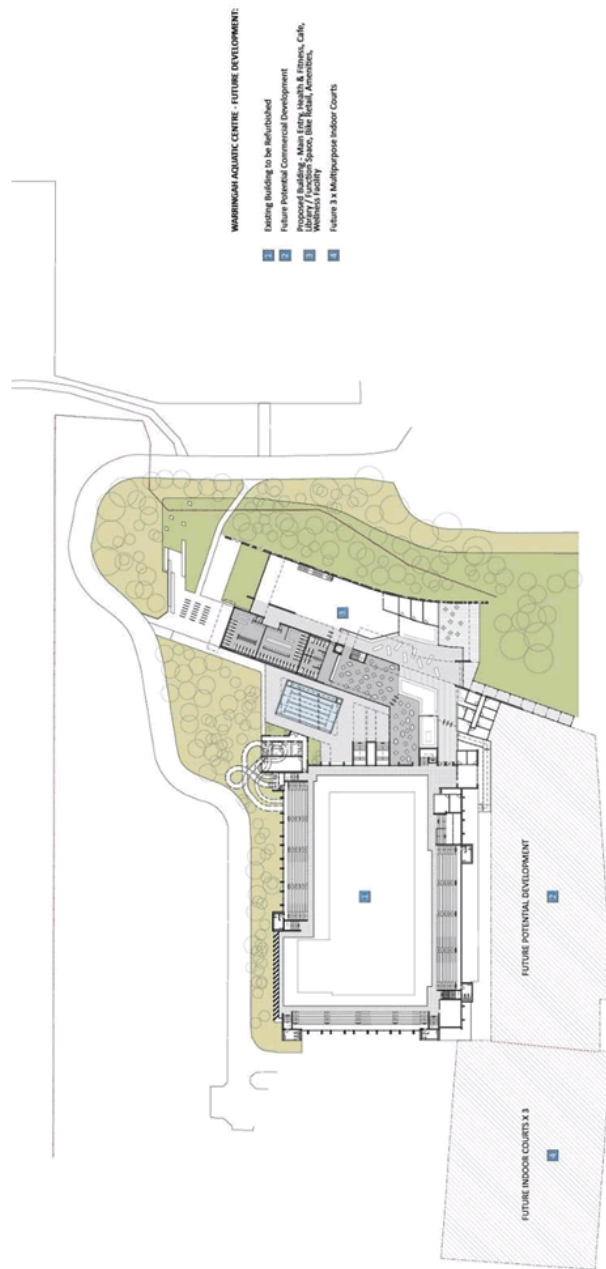
Table 23 WAC Redevelopment – View from indoor program pool towards café (Option 4)



Table 24 WAC Redevelopment – View from library/ function area overlooking indoor program pool (Option 4)



51

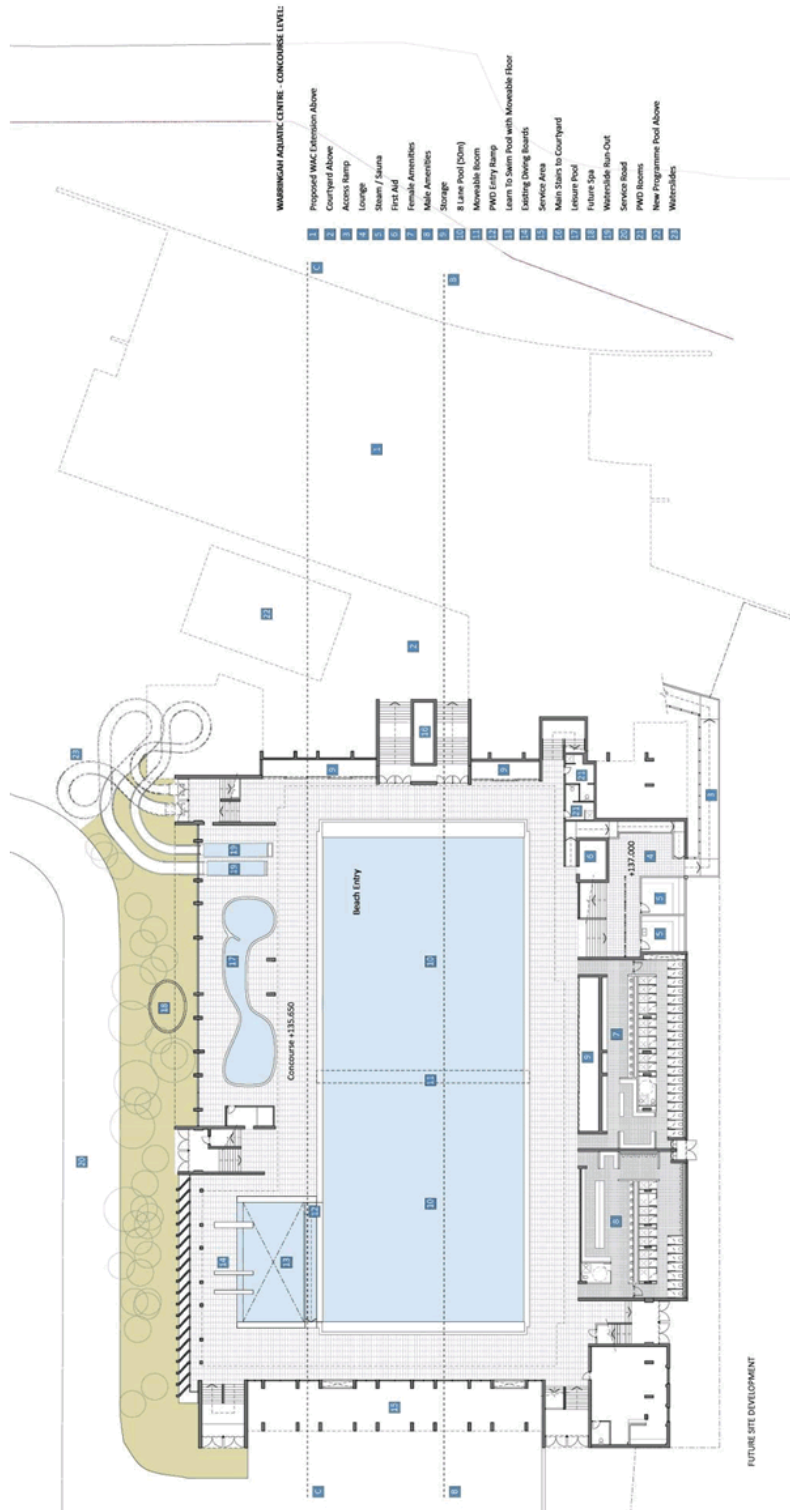


OPTION 5 | FUTURE DEVELOPMENT PLAN

WARRINGAH AQUATIC CENTRE
Schematic Design Study, November 2013



1



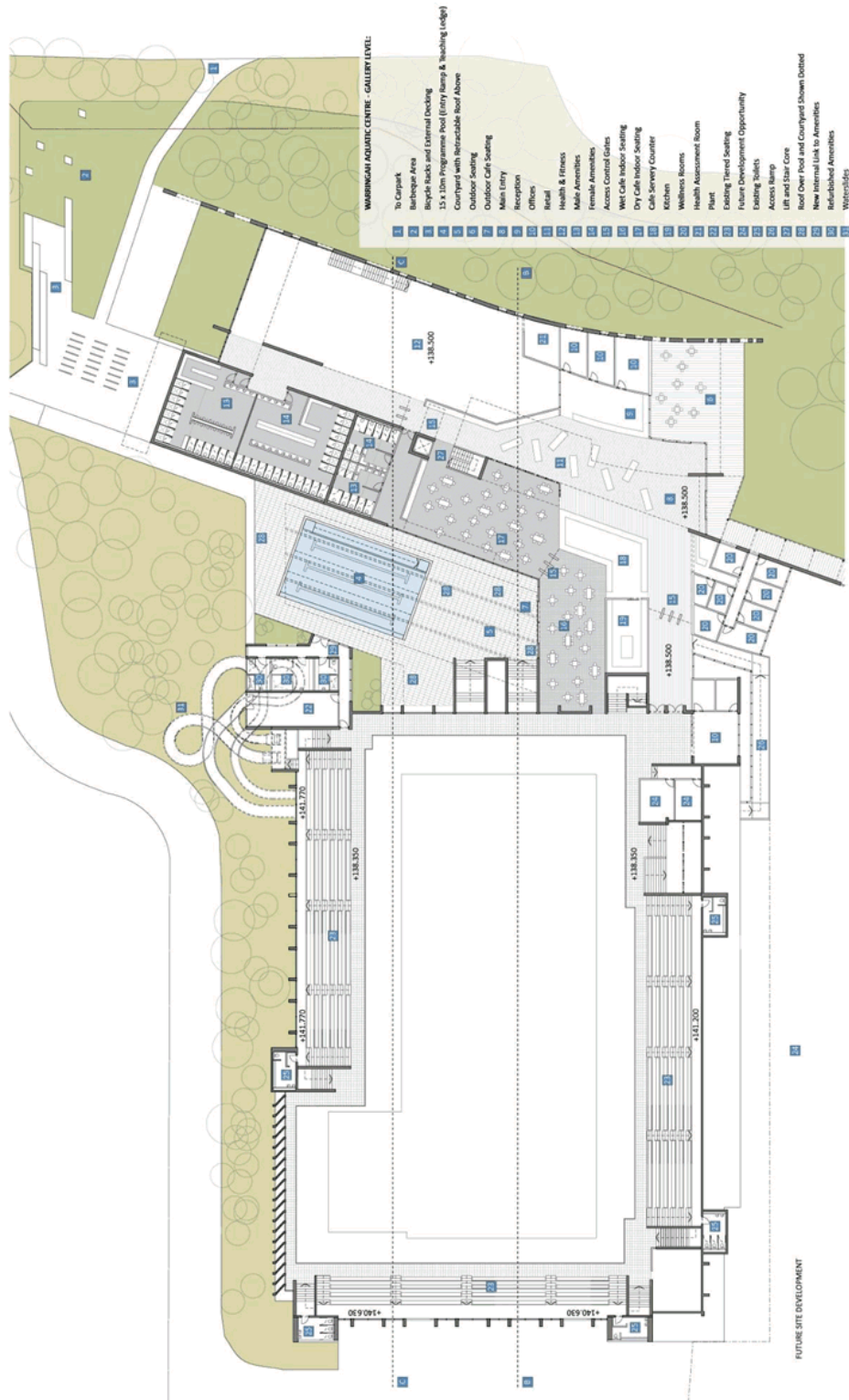
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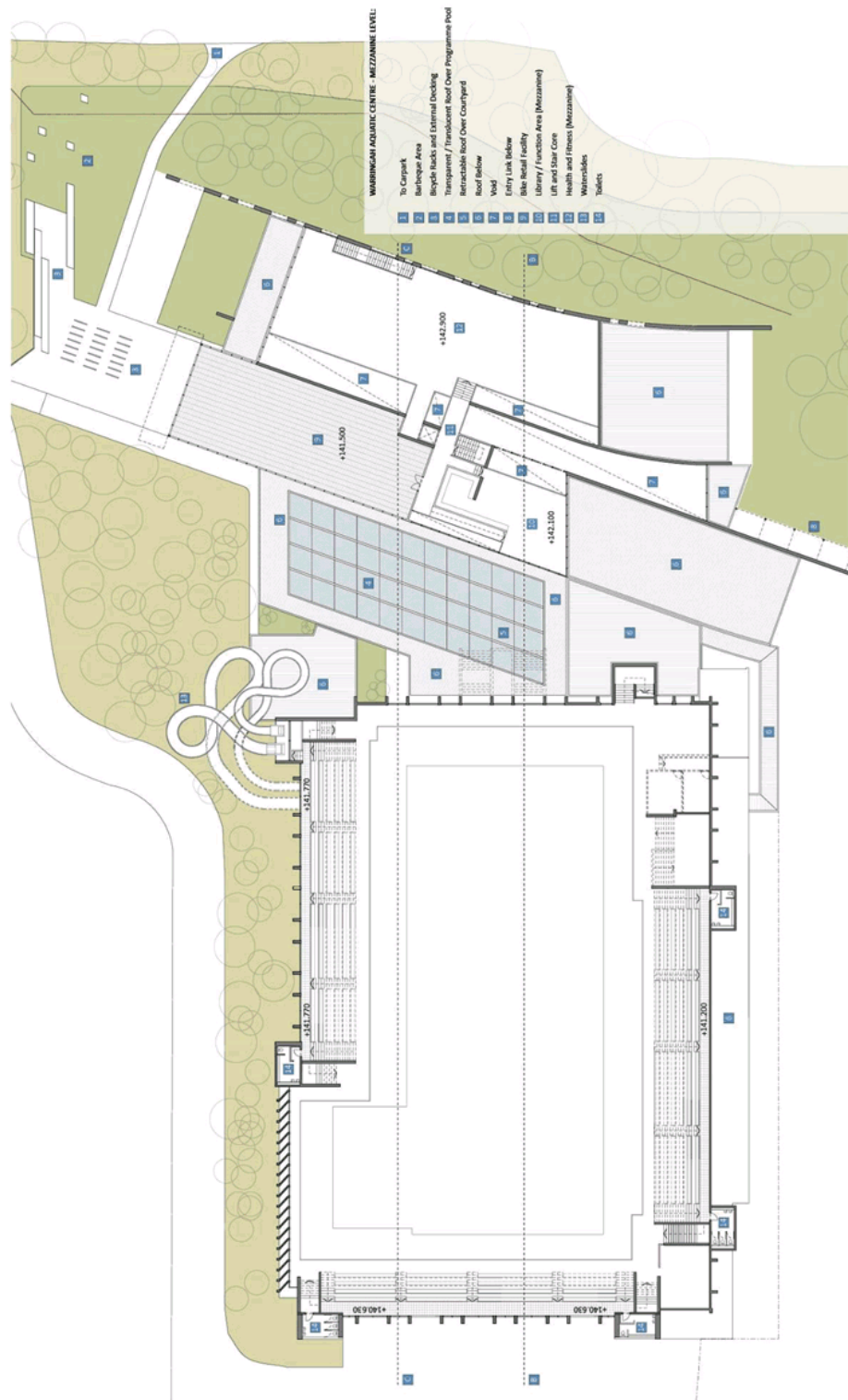
OPTION 5 | CONCOURSE LEVEL PLAN @ RL 135.650M

WARRINGAH AQUATIC CENTRE
 Schematic Design Study, November 2013

LIQUID
 STRATEGIC
 LEISURE
 GROUP

WARRINGAH COUNCIL





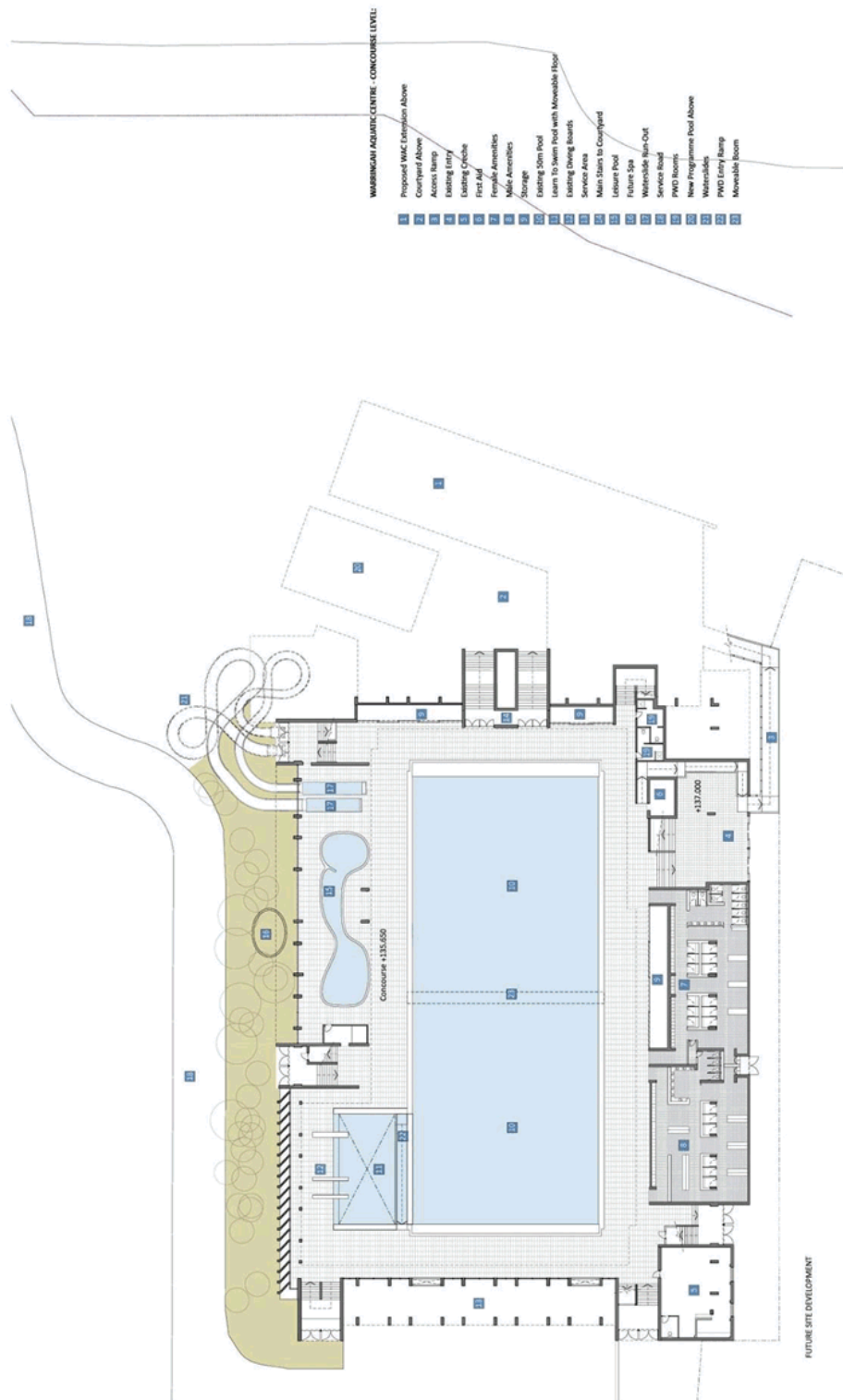
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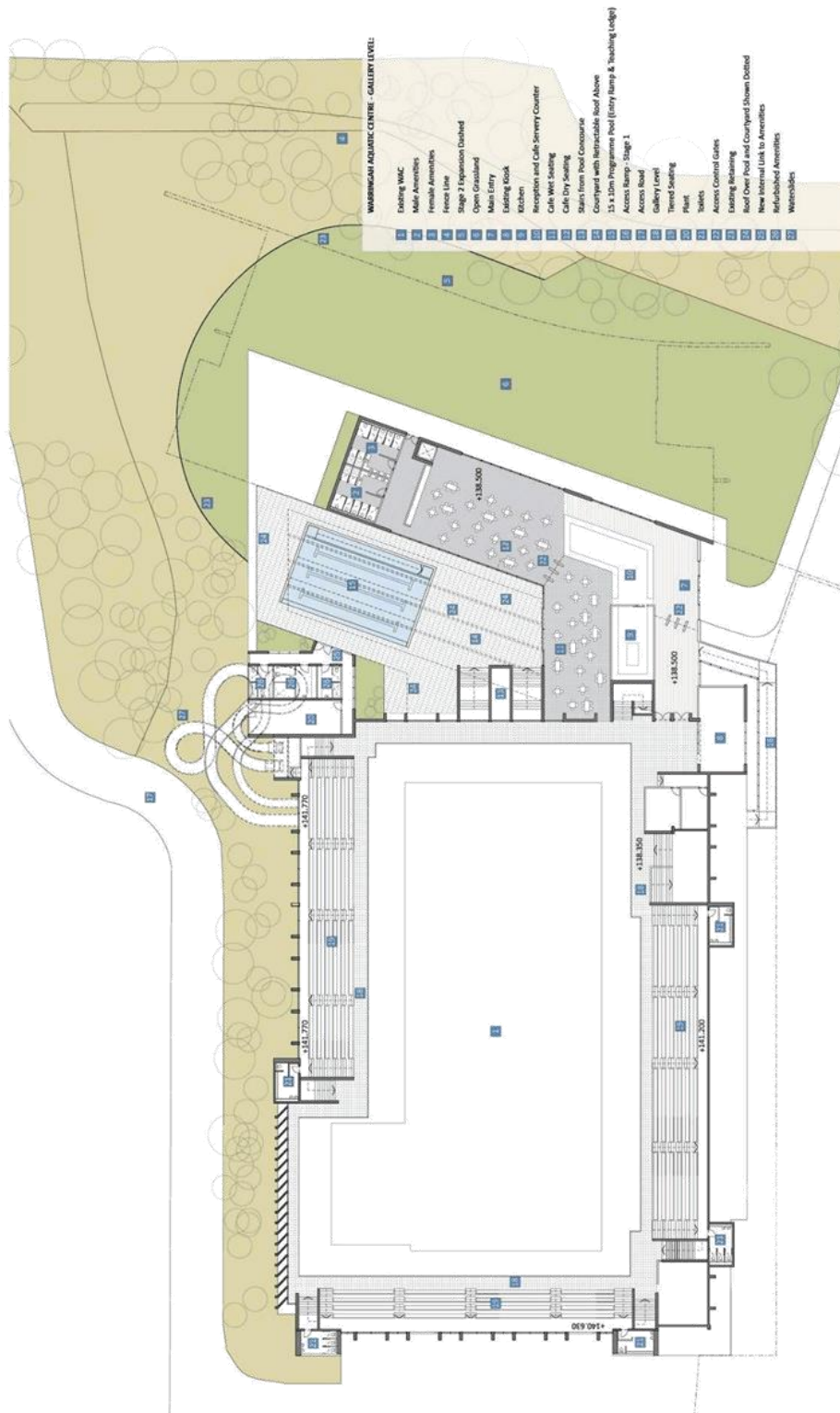
OPTION 5 | MEZZANINE LEVEL PLAN @ RL 142.900M

WARRINGAH AQUATIC CENTRE
Schematic Design Study, November 2013



WARRINGAH
COUNCIL





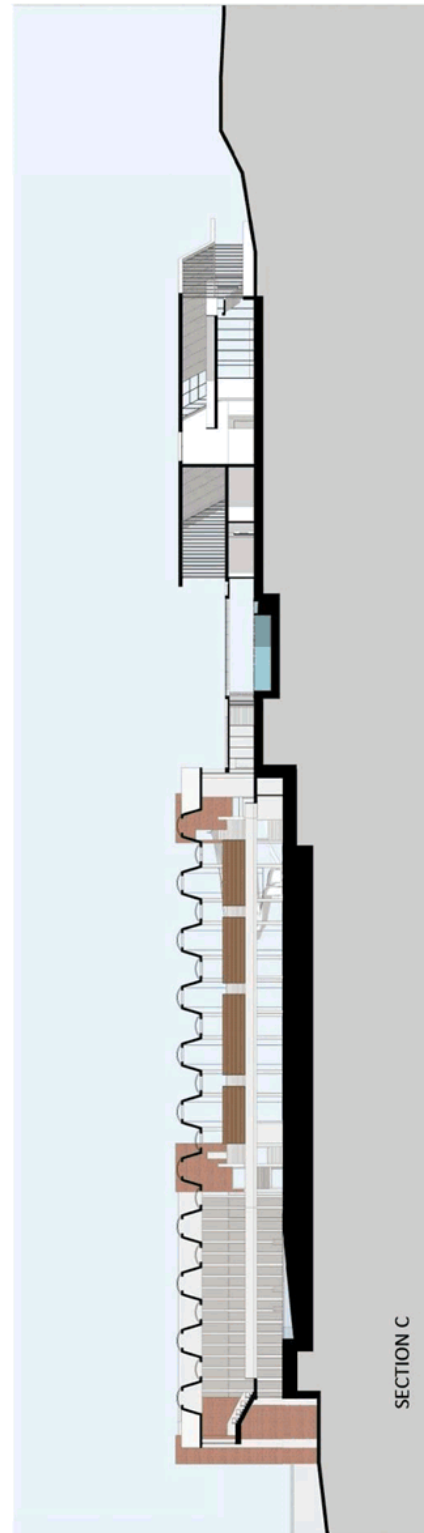
6

OPTION 5 | STAGE 1 - GALLERY LEVEL PLAN @ RL 138.350M



WARRINGAH AQUATIC CENTRE
Schematic Design Study, November 2013





SECTIONS A & B

7

0 m 4 m 12 m 20 m 40 m 1:200 @ A1

WARRINGAH AQUATIC CENTRE
Schematic Design Study, November 2013



6.5. OPERATING ANALYSIS

Using the assumptions from Option 3 above, a 15 year operating analysis⁷ was undertaken for the development of Option 4. It is assumed that the redevelopment under Option 4 will be open in 2019/20.

6.5.1. PROFIT AND LOSS IMPLICATIONS

The Option 4 profit and loss forecast for the first 15 years of operation is outlined below:

⁷ Operating projections developed in partnership between Strategic Leisure Group and SGL Consulting Pty Ltd.

Table 25 Option 4 – Profit and Loss Forecast

Facility Component	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	TOTAL
Aquatic Area	\$606,334	\$842,936	\$397,763	\$317,633	\$426,037	\$374,913	\$292,196	\$341,282	\$276,599	\$242,804	\$229,636	\$216,254	\$199,749	\$183,011	\$164,976	\$4,867,427
Gym	\$149,264	\$271,312	\$280,303	\$310,546	\$340,371	\$374,446	\$396,677	\$419,148	\$438,722	\$466,803	\$508,639	\$531,382	\$555,070	\$579,140	\$605,430	\$6,208,013
Health & Fitness Programs	\$240,226	\$284,690	\$332,164	\$366,167	\$378,787	\$405,514	\$424,244	\$442,767	\$473,457	\$497,279	\$517,144	\$537,778	\$559,211	\$581,472	\$604,593	\$6,636,392
Cafe Retail	\$164,901	\$185,523	\$207,203	\$216,738	\$234,096	\$234,341	\$230,603	\$243,988	\$255,156	\$262,811	\$267,141	\$284,446	\$302,872	\$322,462	\$343,383	\$3,754,225
External Functions/ Training Bikes - Cafe	\$72,194	\$78,872	\$85,029	\$91,471	\$97,370	\$103,651	\$110,336	\$117,453	\$125,027	\$133,091	\$141,675	\$150,813	\$160,540	\$170,865	\$181,917	\$1,821,233
Wellness Centre	\$71,360	\$71,580	\$65,187	\$87,900	\$103,660	\$103,660	\$106,511	\$109,547	\$122,669	\$133,680	\$141,182	\$122,579	\$126,073	\$129,666	\$133,361	\$1,616,584
Cinema	\$88,303	\$97,062	\$105,268	\$109,510	\$113,912	\$118,400	\$122,034	\$125,666	\$130,723	\$134,646	\$138,452	\$142,429	\$146,488	\$150,663	\$154,967	\$1,879,689
Mountain Bike Retail	\$90,000	\$110,000	\$125,000	\$128,750	\$132,613	\$136,591	\$140,689	\$144,909	\$149,257	\$153,734	\$158,346	\$163,097	\$167,990	\$173,029	\$178,220	\$2,152,224
New Facility Projections	\$22,506	\$301,600	\$422,755	\$740,433	\$794,977	\$821,709	\$1,003,829	\$1,010,833	\$1,166,060	\$1,272,150	\$1,344,061	\$1,432,414	\$1,525,519	\$1,623,620	\$1,726,972	\$15,450,063
Undistributed Overheads	\$171,140	\$176,274	\$181,563	\$187,010	\$196,666	\$202,566	\$211,432	\$222,196	\$228,862	\$236,726	\$242,446	\$249,356	\$256,463	\$263,772	\$271,289	\$3,296,762
Depreciation	\$707,053	\$707,053	\$707,053	\$707,053	\$707,053	\$707,053	\$707,053	\$707,053	\$707,053	\$707,053	\$707,053	\$707,053	\$707,053	\$707,053	\$707,053	\$7,070,530
Non-operational Corporate Overheads	\$532,028	\$532,028	\$532,028	\$532,028	\$532,028	\$532,028	\$532,028	\$532,028	\$532,028	\$532,028	\$532,028	\$532,028	\$532,028	\$532,028	\$532,028	\$5,320,280
Forecast Performance	\$1,834,742	\$1,573,483	\$1,270,780	\$1,172,026	\$1,201,000	\$1,034,425	\$975,834	\$894,675	\$861,078	\$778,353	\$722,515	\$642,053	\$568,980	\$504,186	\$462,545	\$8,223,809
Do Nothing Projection	\$2,693,442	\$2,149,902	\$1,207,705	\$2,267,302	\$2,238,781	\$2,302,129	\$2,467,472	\$2,524,851	\$2,594,332	\$2,665,980	\$2,739,866	\$2,816,099	\$2,894,633	\$2,975,683	\$3,060,229	\$38,167,729
Profit and Loss Savings	\$298,100	\$576,419	\$936,925	\$1,065,279	\$1,127,761	\$1,352,705	\$1,481,638	\$1,530,177	\$1,733,254	\$1,897,627	\$2,071,391	\$2,258,112	\$2,450,528	\$2,649,300	\$3,320,342	\$27,046,316
Visitation	495,530	554,726	683,922	592,245	600,879	612,864	617,548	621,986	630,991	636,606	643,689	672,636	691,942	711,802	732,232	9,408,596

Table 26 WAC Option 4 – Profit and Loss Forecast Summary

Facility Component	TOTAL
Aquatic Area	-\$4,857,427
Gym	\$6,208,013
Health & Fitness Programs	\$6,635,392
Café/ Retail	\$3,754,725
External/ Functions/ Training/ Bike - Café	\$1,821,233
Wellness Centre	\$1,615,584
Creche	-\$1,879,680
Mountain Bike Retail	\$2,152,224
New Facility Projections	\$15,450,063
Undistributed Overheads	\$3,296,762
Debt Interest	\$7,070,530
Depreciation	\$7,980,375
Non-operational Corporate Overheads	\$8,223,809
Forecast Performance	-\$11,121,412
Do Nothing Projection	-\$38,167,729
Profit and Loss Savings	\$27,046,316
Visitation	9,408,596

A summary of the key findings for WAC under Option 4 over 15 years are outlined below:

- Before undistributed overheads, debt interest, depreciation and non-operational corporate overheads, the WAC is forecast to generate over \$15 million in operating surpluses;
- The total forecast performance of the WAC is estimated to save Council approximately \$27 million compared to the do-nothing scenario;
- Over 9 million visitations are projected;
- Whilst the crèche is a high costing component, this service is considered essential to attracting the forecast visitation across the other facility elements; and
- The dry facility elements generate the majority of operational returns.

P&L operating surpluses will be achieved from 2030/31 and are estimated to grow to \$261,113 by 2033/34.

6.5.2. CASHFLOW IMPLICATIONS

The Option 4 cashflow forecast for the first 15 years of operation is outlined below:

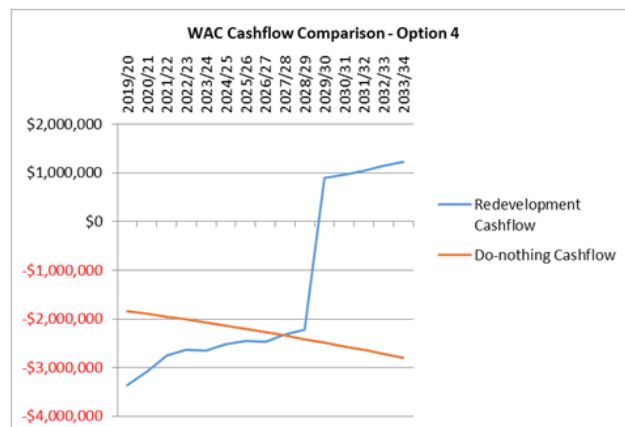
Table 27 WAC Option 4 – Cashflow Summary

15 YEAR CASH OPERATING PERFORMANCE	MID RANGE
Capital Cost (Debt Principle)	\$21,281,000
Debt Interest	\$7,070,530
Net borrowing cost over 10 years	\$28,351,530
Plus projected operating surplus (excluding debt interest and depreciation)	\$3,929,493
Net Deficit to Council	\$24,422,037
"Do Nothing" Scenario	\$34,357,684
Cashflow Saving to Council	\$9,935,647

The cashflow analysis above estimates a \$10 million saving to Council over 15 years under Option 4.

A comparison of the cashflow implications for Option 4 compared to the do-nothing scenario is outlined below:

Table 28 WAC Option 4 – Cashflow Comparison



This graph above demonstrates that Council will be in an improved cashflow position from 2028/29 compared to the do-nothing scenario, spiking in 2029/30 once the debt associated with Option 4 is paid off.

The WAC will be **cashflow positive** from 2029/30 estimated to grow to \$793,138 by 2033/34.

7. RETAIN 50M POOL STAGED DEVELOPMENT (OPTION 4A)

Option 4a is a staged development of Option 4 over two stages. Council is exploring funding opportunities to redevelop the WAC in a staged approach via an (IPART) Special Rate Variation. Council's target for a Stage 1 development under an IPART funding scheme is a total development cost of \$10 million. Exclusive of escalation, the design process able to create a redevelop option that met Council's IPART funding target of \$10 million.

In line with the WAC being the region's primary public aquatic facility, Stage 1 elements concentrate on the introduction of the recommended new/ upgraded aquatic elements as outlined below.

STAGE 1

Aquatic Facilities

- 50m – 8 lane pool with moveable bulkhead;
- 15m x 10m LTS/ program pool (courtyard level)
- Warm water program pool with moveable floor and ramp entry (former dive pool)
- Indoor Leisure Water 150m²
- Adventure Water – Slides x 2.

Dry Facilities

- Café
- Reception/ Entry
- Retail/ Lounge
- Crèche
- Increase facility & activity space accessibility
- Change Rooms
- Management Offices
- Vehicle/ cycle/ pedestrian access
- BBQ/ Socialising Area
- Services and Plant.

STAGE 2

Aquatic Facilities

- Sauna and Steam Room.

Dry Facilities

- Health and Fitness Centre – 1000m²
- Bike retail 350m²
- Wellness Centre – 8 consulting rooms and lounge.

7.1. COST

Inclusive of project management, design, escalation and contingency, the total estimated cost to develop Option 4a is estimated at \$23,223,000⁸. The stage development is summarised below:

- Stage 1 - \$10,606,000 (\$9,976,000 exclusive of escalation);
- Stage 2 - \$12,617,000.

Escalation has been based on an assumed opening of Stage 1 in 2019/20 and Stage 2 2024/25. The 8% allocation for Design Fees and Escalation is exclusive of preliminary design costs and approvals (estimated to be in the order of \$700,000). The estimated cost is exclusive of the costs associated with the required redevelopment of the concourse change rooms (Council has advised it will seek separate funding for these works).

7.2. OPERATING ANALYSIS

Using the assumptions from Option 3 above, a 15 year operating analysis⁹ was undertaken for the development of the staged development for Option 4. Stage 1 is estimated to open in 2019/20 with Stage 2 projected to open in 2024/25.

7.2.1. PROFIT AND LOSS IMPLICATIONS

The Option 4a profit and loss forecast for the first 15 years of operation is outlined below:



⁸ Indicative cost estimates prepared by Altus Page Kirkland, 4 December 2013.

⁹ Operating projections developed in partnership between Strategic Leisure Group and SGL Consulting Pty Ltd.

Table 29 WAC Option 4a – Profit and Loss Forecast

Facility Component	2016/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	TOTAL
Aquatic Area																
Gym	\$678,334	-\$845,936	-\$397,763	-\$351,630	-\$425,037	-\$317,813	-\$322,186	-\$341,262	-\$276,989	-\$242,804	-\$223,956	-\$215,254	-\$199,749	-\$183,011	-\$164,975	-\$4,857,427
Health & Fitness Programs	\$0	\$0	\$0	\$0	\$0	\$282,112	\$337,176	\$419,148	\$468,722	\$486,803	\$506,639	\$531,382	\$555,070	\$578,740	\$605,430	\$4,744,222
Cable Retail	\$91,546	\$113,059	\$122,681	\$128,113	\$134,307	\$283,860	\$320,607	\$442,767	\$473,457	\$497,279	\$517,144	\$537,776	\$559,211	\$581,472	\$604,965	\$4,858,169
External/ Functional Training Bldg - Cafe	\$36,534	\$38,711	\$42,175	\$44,866	\$47,791	\$88,373	\$107,637	\$117,826	\$126,005	\$246,459	\$270,942	\$288,483	\$307,181	\$327,000	\$348,266	\$3,311,878
Wellness Centre	\$0	\$0	\$0	\$0	\$0	\$72,403	\$89,534	\$109,547	\$112,668	\$118,880	\$119,163	\$122,579	\$128,073	\$131,439	\$132,467	\$1,600,081
Chester	-\$89,333	-\$97,062	-\$105,268	-\$109,510	-\$113,972	-\$118,460	-\$122,034	-\$125,668	-\$131,723	-\$134,645	-\$138,462	-\$142,429	-\$146,468	-\$150,663	-\$154,967	-\$1,819,683
Moulton Bldg Retail	\$0	\$0	\$0	\$0	\$0	\$88,346	\$123,806	\$144,909	\$149,256	\$153,734	\$158,346	\$163,080	\$167,968	\$173,029	\$178,220	\$1,510,731
New Facility Projections																
Unsubsidised Overheads	-\$638,257	-\$483,256	-\$338,175	-\$297,132	-\$356,762	-\$593,624	-\$830,919	-\$1,004,540	-\$1,158,453	-\$1,264,222	-\$1,348,313	-\$1,436,941	-\$1,530,339	-\$1,628,752	-\$1,732,437	-\$10,419,958
Debt Interest	\$352,300	\$352,300	\$352,380	\$352,380	\$352,390	\$352,396	\$352,432	\$352,466	\$352,496	\$352,528	\$352,562	\$352,596	\$352,633	\$352,672	\$352,710	\$3,106,105
Depreciation	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$2,161,250
Non-operational Corporate Overheads	\$447,048	\$449,780	\$472,804	\$486,272	\$502,233	\$514,493	\$529,153	\$548,224	\$569,745	\$576,697	\$580,575	\$580,575	\$580,575	\$580,575	\$580,575	\$4,713,500
Forecast Performance																
Do Nothing Projection	-\$1,838,037	-\$1,704,833	-\$1,572,033	-\$1,538,171	-\$1,629,897	-\$1,475,502	-\$1,114,040	-\$862,303	-\$689,354	-\$489,350	-\$468,008	-\$421,164	-\$352,229	-\$278,976	-\$201,167	-\$15,756,205
Profit and Loss Savings																
Profit and Loss Savings	-\$2,083,442	-\$2,143,902	-\$2,287,705	-\$2,387,365	-\$2,492,725	-\$2,472,472	-\$2,524,831	-\$2,594,332	-\$2,694,332	-\$2,738,868	-\$2,738,868	-\$2,716,098	-\$2,684,533	-\$2,678,663	-\$2,699,229	-\$38,167,729
Visitation	\$256,400	\$302,406	\$318,322	\$322,138	\$325,986	\$344,927	\$363,425	\$382,707	\$402,812	\$412,029	\$425,858	\$439,894	\$454,204	\$468,688	\$483,109	\$3,871,149

Table 30 WAC Option 4a – Profit and Loss Forecast Summary

Facility Component	TOTAL
Aquatic Area	-\$4,857,427
Gym	\$4,744,222
Health & Fitness Programs	\$4,858,169
Café/ Retail	\$3,311,878
External/ Functions/ Training/ Bike - Café	\$1,600,081
Wellness Centre	\$1,131,985
Creche	-\$1,879,680
Mountain Bike Retail	\$1,510,731
New Facility Projections	\$10,419,958
Undistributed Overheads	\$3,105,105
Debt Interest	\$7,715,750
Depreciation	\$7,131,500
Non-operational Corporate Overheads	\$8,223,809
Forecast Performance	-\$15,756,205
Do Nothing Projection	-\$38,167,729
Profit and Loss Savings	\$22,411,523
Visitation	8,071,149

A summary of the key findings for WAC under Option 4a over 15 years are outlined below:

- Before undistributed overheads, debt interest, depreciation and non-operational corporate overheads, the WAC is forecast to generate over \$10 million in operating surpluses;
- The total forecast performance of the WAC is estimated to save Council approximately \$22 million compared to the do-nothing scenario;
- Approximately 8 million visitations are projected;
- Whilst the crèche is a high costing component, this service is considered essential to attracting the forecast visitation across the other facility elements;
- The dry facility elements generate the majority of operational returns; and
- There is a spike in operational returns following the introduction of the dry facility elements.



A P&L **operating surpluses** will be achieved from 2034/35 once the redevelopment debt is fully serviced.

7.2.2. CASHFLOW IMPLICATIONS

The Option 4a cashflow forecast for the first 15 years of operation is outlined below:

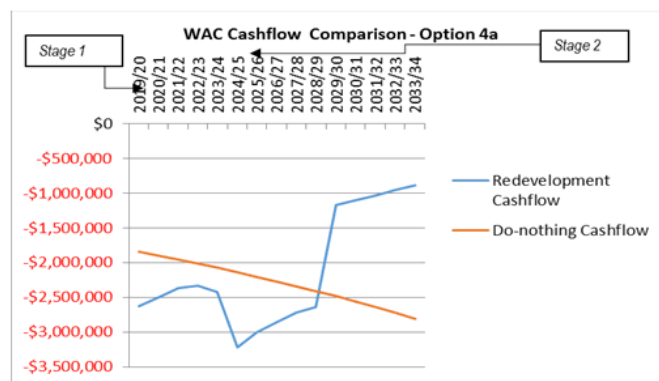
Table 31 WAC Option 4a – Cashflow Summary

15 YEAR CASH OPERATING PERFORMANCE	MID RANGE
Capital Cost (Debt Principle)	\$23,223,000
Debt Interest	\$7,715,750
Net borrowing cost over 10 years	\$30,938,750
Plus projected operating deficit (Excluding debt interest and depreciation)	\$908,955
Net Deficit to Council	\$31,847,705
"Do Nothing" Scenario	\$34,357,684
Cashflow Saving to Council	\$2,509,979

The cashflow analysis above estimates over a \$3 million saving to Council over 15 years under Option 4a.

A comparison of the cashflow implications for Option 4a compared to the do-nothing scenario is outlined below:

Table 32 WAC Option 4a – Cashflow Comparison



This graph above demonstrates that Council will be in an improved cashflow position from 2029/30 coinciding with the debt associated with Stage 1 is being paid off compared to the do-nothing scenario.

The WAC does not achieve **cashflow positive** status under this Option 4a.

7.2.3. OPTION 4B – NO SECOND STAGE

Outlined below is a summary of the analysis should Council not progress the development of Stage 2 under Option 4b as planned to open in 2024/25.



Table 33 WAC Option 4b – Profit and Loss Forecast

Facility Component	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	TOTAL
Aquatic Area																
Cafe/ Retail	\$976,334	-\$942,935	-\$397,763	-\$351,630	-\$425,037	-\$317,913	-\$292,198	-\$341,282	-\$276,959	-\$242,804	-\$229,585	-\$215,254	-\$198,748	-\$183,011	-\$164,975	-\$4,567,427
External Functions/ Training - Cafe	\$91,946	\$113,059	\$122,681	\$128,113	\$134,387	\$141,497	\$146,847	\$150,724	\$156,629	\$161,638	\$172,063	\$183,161	\$194,975	\$207,550	\$220,936	\$2,306,716
Croche	\$35,434	\$39,711	\$42,715	\$44,896	\$47,791	\$50,873	\$54,154	\$57,647	\$61,365	\$65,320	\$69,536	\$74,021	\$78,795	\$83,877	\$89,267	\$893,882
	-\$89,303	-\$97,902	-\$105,286	-\$109,510	-\$113,912	-\$118,489	-\$122,034	-\$125,695	-\$130,723	-\$134,645	-\$138,462	-\$142,429	-\$146,488	-\$150,663	-\$154,957	-\$1,579,880
New Facility Projections	-\$638,297	-\$489,256	-\$338,175	-\$287,132	-\$358,762	-\$244,023	-\$214,229	-\$258,609	-\$189,688	-\$150,488	-\$136,468	-\$100,500	-\$72,468	-\$42,247	-\$9,709	-\$3,517,099
Underwritten Overheads	\$135,201	\$139,257	\$143,434	\$147,738	\$155,966	\$160,027	\$167,031	\$175,535	\$182,801	\$186,225	\$191,532	\$196,941	\$202,615	\$208,380	\$214,318	\$2,634,442
Debt Interest	\$362,360	\$362,360	\$362,360	\$362,360	\$362,360	\$362,360	\$362,360	\$362,360	\$362,360	\$362,360	\$362,360	\$362,360	\$362,360	\$362,360	\$362,360	\$3,623,600
Depreciation	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$265,150	\$2,651,500
Non-operational Corporate Overheads	\$447,749	\$457,790	\$472,684	\$486,372	\$500,233	\$514,490	\$529,133	\$544,234	\$559,745	\$575,697	\$592,103	\$608,961	\$626,335	\$644,168	\$662,595	\$6,233,809
Forecast Performance	-\$1,838,037	-\$1,704,833	-\$1,572,033	-\$1,538,771	-\$1,629,681	-\$1,530,070	-\$1,507,943	-\$1,595,908	-\$1,547,763	-\$1,529,940	-\$1,175,255	-\$1,171,621	-\$1,166,358	-\$1,159,963	-\$1,151,722	-\$21,444,310
Do Nothing Projection	-\$2,083,142	-\$2,149,002	-\$2,207,769	-\$2,267,305	-\$2,328,761	-\$2,392,129	-\$2,457,272	-\$2,524,631	-\$2,594,332	-\$2,668,980	-\$2,739,866	-\$2,816,099	-\$2,894,633	-\$2,976,603	-\$3,060,229	-\$38,467,729
Profit and Loss Savings	\$255,005	\$445,069	\$635,671	\$728,534	\$688,869	\$590,629	\$528,945	\$466,589	\$406,402	\$341,662	\$281,400	\$214,415	\$178,074	\$145,701	\$107,507	\$16,321,419
Validation	256,490	302,406	318,422	324,139	325,968	333,590	335,683	338,333	340,402	341,662	351,400	361,415	371,715	382,309	393,205	5,072,365

Table 34 WAC Option 4b – Profit and Loss Forecast Summary

Facility Component	TOTAL
Aquatic Area	-\$4,857,427
Café/ Retail	\$2,326,216
External/ Functions/ Training - Café	\$893,882
Creche	-\$1,879,680
New Facility Projections	-\$3,517,009
Undistributed Overheads	\$2,604,442
Debt Interest	\$3,523,800
Depreciation	\$3,977,250
Non-operational Corporate Overheads	\$8,223,809
Forecast Performance	-\$21,846,310
Do Nothing Projection	-\$38,167,729
Profit and Loss Savings	\$16,321,419
Visitation	5,072,365

A summary of the key findings for WAC under Option 4b, Stage 1 over 15 years are outlined below:

- Before undistributed overheads, debt interest, depreciation and non-operational corporate overheads, the WAC is forecast to generate an operating deficit of over \$3 million;
- The total forecast performance of the WAC is estimated to save Council approximately \$16 million compared to the do-nothing scenario;
- Approximately 5 million visitations are projected;
- Whilst the crèche is a high costing component, this service is considered essential to attracting the forecast visitation across the other facility elements.



The Option 4b, Stage 1 cashflow forecast for the first 15 years of operation is outlined below:

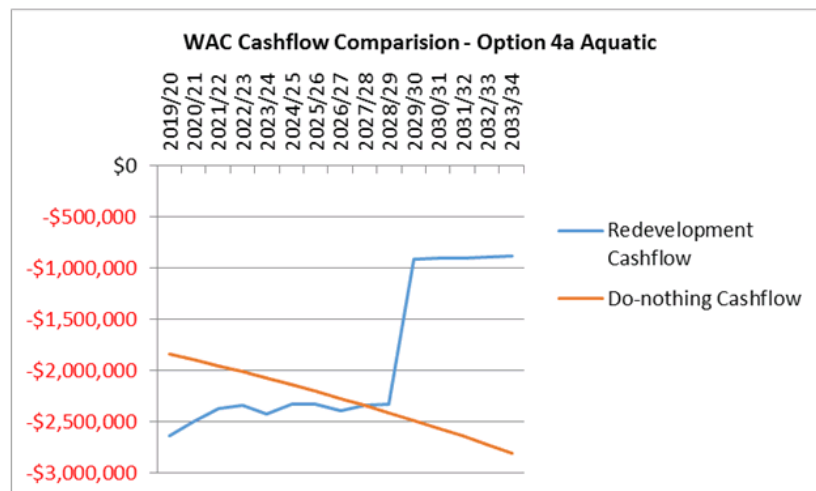
Table 35 WAC Option 4b - Cashflow Summary

15 YEAR CASH OPERATING PERFORMANCE	MID RANGE
Capital Cost (Debt Principle)	\$10,606,000
Debt Interest	\$3,523,800
Net borrowing cost over 10 years	\$14,129,800
Plus projected operating deficit (Excluding debt interest and depreciation)	\$14,345,260
Net Deficit to Council	\$28,475,060
"Do Nothing" Scenario	\$34,357,684
Cashflow Saving to Council	\$5,882,624

The cashflow analysis above estimates approximately a \$6 million saving to Council over 15 years under an Option 4b.

A comparison of the cashflow implications for an Option 4b development compared to the do-nothing scenario is outlined below:

Table 36 WAC Option 4b –Cashflow Comparison



This graph above demonstrates that Council will be in an improved cashflow position from 2028/29 compared to the do-nothing scenario.

8. COMBINED ANALYSIS

Outlined below is a combined summary of the WAC redevelopment options (Option 2 is not included as Council has advised it is currently unaffordable):

	Do-Nothing	Option 3 Redevelop 50m Pool	Option 3a	Option 3b (No second stage)	Option 4 Retain 50m Pool	Option 4a	Option 4b (No second stage)
N/A		<ul style="list-style-type: none"> 33m – 8 lane pool 17m x 22.5m leisure/ program pool (former dive pool) Warm water program pool (former dive pool) Indoor Leisure Water Adventure Water Slides, 2 Sauna and Steam Room Health and Fitness Centre Bike retail Café Retail/ Lounge Wellness Centre 	<ul style="list-style-type: none"> 33m – 8 lane pool 17m x 22.5m leisure/ program pool Warm water program pool (former dive pool) Indoor Leisure Water Adventure Water Slides, 2 Sauna and Steam Room Health and Fitness Centre Bike retail Café Retail/ Lounge Wellness Centre 	<ul style="list-style-type: none"> 50m – 8 lane pool Warm water program pool (former dive pool) LTS/ program pool (Court yard) Indoor Leisure Water Adventure Water Slides, 2 Sauna and Steam Room Health and Fitness Centre Bike retail Café Retail/ Lounge Wellness Centre 	<ul style="list-style-type: none"> 50m – 8 lane pool Warm water program pool (former dive pool) LTS/ program pool (Court yard) Indoor Leisure Water Adventure Water Slides, 2 Sauna and Steam Room Health and Fitness Centre Bike retail Café Retail/ Lounge Wellness Centre 	<ul style="list-style-type: none"> 50m – 8 lane pool Warm water program pool (former dive pool) LTS/ program pool (Court yard) Indoor Leisure Water Adventure Water Slides, 2 Sauna and Steam Room Health and Fitness Centre Bike retail Café Retail/ Lounge Wellness Centre 	<ul style="list-style-type: none"> 50m – 8 lane pool Warm water program pool (former dive pool) LTS/ program pool (Court yard) Indoor Leisure Water Adventure Water Slides, 2 Sauna and Steam Room Health and Fitness Centre Bike retail Café Retail/ Lounge Wellness Centre
Over 15 Years (2019/20 – 2033/34)							
Capital Cost	N/A	\$22,780,394	\$24,767,000	\$12,150,000	\$21,281,000	\$23,223,000	\$10,606,000
Annual P&L Surplus/Deficit (Post debt acquital, Year 11)	-\$2,739,866	\$320,924	No forecast available	-\$832,737	-\$22,515	No forecast available	-\$1,175,255
Profit/ Loss	-\$38,167,729	-\$6,931,013	-\$11,464,249	-\$17,554,364	-\$11,121,412	-\$15,756,205	-\$21,846,310
P&L Saving to Council	N/A	\$31,236,716	\$26,703,479	\$20,613,364	\$27,046,316	\$22,411,523	\$16,321,419
Annual Cashflow Surplus/Deficit (Post debt acquital, Year 11)	-\$2,485,863	\$890,434	No forecast available	-\$528,987	\$509,510	No forecast available	-\$910,105
Net Cashflow Deficit	-\$34,357,684	-\$21,168,757	-\$28,520,749	-\$25,148,144	-\$24,422,037	-\$31,847,705	-\$28,475,060
Cashflow Saving to Council	N/A	\$13,188,927	\$5,836,935	\$9,209,570	\$9,935,647	\$2,509,979	\$5,882,624
Cashflow Positive (Compared to Do-nothing)	N/A	2027/28	2029/30	2025/26	2028/29	2029/30	2028/29
Visitation	4,836,756 ¹⁰	9,824,559	8,487,111	5,488,328	9,408,596	8,071,149	5,072,365

¹⁰ The Do-nothing visitation projection assumes the average total WAC visitation over the past 5 years is maintained. However, given the WAC facility mix does not meet community demand and/ or contemporary standards the actual trends is likely to be declining visitation. It is also anticipated that the ageing, non-contemporary facility mix will likely result in further decreasing visitation over time should the facilities at the WAC not be redeveloped.

9. CONCLUSIONS AND RECOMMENDATION

9.1. CONCLUSIONS

An analysis of the key findings of the Site Development Strategy support the following conclusions:

PREAMBLE

The modelling undertaken for this study demonstrates the potential full internal cost of the redevelopment options should Council be required to fully debt service the works. The modelling does not consider the impacts of any funding from IPART, Local Government Infrastructure Scheme or other internal/ external capital funding provisions. Should any of the above funding models be provided, the projected financial outcomes will improve the business case further to those outlined within this study.

Whilst the range of options vary, Council's assumption for modelling purposes of 2019/20 Stage 1 and 2024/25 Stage 2 openings, has cost implications as follows:

- Minimum escalation costs of \$1,898,000 for Stage 1 and \$3,852,000 for Stage 2 due to the delayed redevelopment;
- Minimum loss of gross revenues in the order of \$4.5 million derived from the delayed development of Stage 2 facilities;
- Estimated combined operating deficit over \$10 million in the interim of the redevelopment being opened in 2019/20.

OPTION 1 - DEFERRAL/ DO –NOTHING

The possibility for Council to either defer its decision making around any future redevelopment of the WAC or to do nothing is not considered a viable option for consideration.

Council would be required to continue to invest the operating subsidy required to support its annual operation estimated to increase from **-\$1,751,998** in 2012/13 to **-\$3,059,229** in 2033/34. The majority of the current facility mix is past its useful life and will likely require replacement or decommissioning in the short to medium term. Further, the do nothing option does not improve accessibility into and around the WAC for persons with a disability and/ or older adults. The identification of solutions to improve the accessibility within the WAC was one of the primary factors for Council undertaking this study.

The WAC's current visitation is below that of benchmarked facilities indicating the facility mix is not meeting the demand of the community. Failure to update the facility mix to meet contemporary community expectations will likely continue to result in below standard visitation.

OPTION 2 – RETAIN INDOOR LAYOUT/ ADDRESS COMMUNITY DEMAND

Council advised that this redevelopment option is currently unaffordable given current funding constraints.

The high capital cost, estimated at \$50,517,000 over two stages, and high ongoing operating deficit estimated at -\$14,298,435 (excluding indoor courts, depreciation and debt servicing) over its first ten years of operation, support this position.

Further, whilst this option substantially meets community demand through the introduction of several new facility elements, it does not address an existing facility design that constrains the potential visitation and commercial outcomes associated with contemporary aquatic facilities.

OPTION 3 – REDEVELOP 50M POOL

The redevelopment of the WAC in one major stage is the recommended approach. Option 3 provides the best visitation and commercial outcome for Council, however it is recognised under this option the existing 50m pool is reconfigured which may contradict community expectations.

The facility mix meets contemporary community demand, improves accessibility and updates the current ageing facility elements. Further, the capital cost associated with this option is relatively low (\$22,780,394) in comparison to other benchmarked major aquatic leisure centres in metropolitan NSW. Further, the quantum of investment recognises there has been no major capital investment in the WAC since its opening 30 years ago.

OPTION 3A – REDEVELOP 50M POOL STAGED DEVELOPMENT

The staged development associated with Option 3a is consistent with Council's direction to explore a staged development approach. Exclusive of escalation, the design process was able to create a redevelopment option that met Council's IPART funding target of \$10 million.

The total estimated capital cost under this Option 3a is \$24,767,000 with Stage 1 - \$12,150,000 and Stage 2 - \$12,617,000. A staged redevelopment is a more costly approach than proceeding with the full development as proposed under Option 3 above, based on:

- Higher capital cost due to escalation as a result of the delay of developing the Stage 2 elements; and
- Delay in operational surpluses to be generated from the higher returning facility elements included within the second development stage.

In comparison to Option 3, this option results in:

- Reduced profit & loss and cashflow savings;
- Reduced visitation; and

- Longer duration to achieve an improved cashflow position (2029/30) compared to the do-nothing scenario.

OPTION 3B – NO SECOND STAGE

The operational forecasting for Option 3a has assumed a Stage 2 development opening in Year 6. However, there is no guarantee that a second stage will be developed by Council in future. A significant reduction in visitation (estimated to reduce from 8,487,111 to 5,488,328) is anticipated should the Stage 2 development not proceed. This clearly demonstrates a reduction in community outcomes should a Stage 2 development not proceed.

Should Council not proceed with Stage 2, it will result in an improved cashflow saving to Council due to the overall reduced capital cost associated with the development of Stage 1 only. However, developing Stage 1 only will also reduce the potential profit and loss saving to Council by approximately \$6 million.

OPTION 4 - RETAIN 50M POOL

Option 4 provides a vastly improved commercial outcome for Council. This outcome is based on its overall reduced capital cost compared to Option 3 and the full development being completed by 2019/20 resulting in reduced escalation costs and maximisation of operating returns from the most profitable facility elements immediately. Further, this option results in the retention of the 50m indoor pool.

Conversely the estimated visitation and financial performance is moderately less than Option 3 due to Option 4 having:

- More water space, thus increasing water related operating costs and staff supervision costs; and
- Less programmable water space reducing the ability to maximise potential profitability associated with higher returning water programs as opposed to restricted usage associated with a traditional rectangular pool design.

OPTION 4A - RETAIN 50M POOL STAGED DEVELOPMENT

The staged development associated with Option 4a is consistent with Council's direction to explore a staged development approach. Exclusive of escalation, the design process was able to create a redevelop option that met Council's IPART funding target of \$10 million.

The total estimated capital cost under this Option 4a is \$23,223,000 with Stage 1 - \$10,606,000 and Stage 2 - \$12,617,000. Similar to Option 3a above, a staged redevelopment is a more costly approach than proceeding with the full redevelopment as proposed under Option 4.

In comparison to Option 4, this option results in:

- Reduced profit & loss and cashflow savings;
- Reduced visitation; and
- Longer duration to achieve an improved cashflow position (2029/30) compared to the do-nothing scenario.

OPTION 4B – NO SECOND STAGE

The operational forecasting for Option 4a has assumed a Stage 2 development opening in Year 6. However, there is no guarantee that a second stage will be developed by Council in future. A significant reduction in visitation (estimated to reduce from 8,071,149 to 5,072,365) is anticipated should the Stage 2 development not proceed. As per Option 3b above, this clearly demonstrates a reduction in community outcomes should a Stage 2 development not proceed.

Should Council not proceed with Stage 2, it will result in an improved cashflow saving to Council due to the overall reduced capital cost associated with the development of Stage 1 only. However, developing Stage 1 only will also reduce the potential profit and loss saving to Council by approximately \$6 million.

9.2. RECOMMENDATION

The full, **non-staged** redevelopment of the WAC under Options 3 or 4 are considered to offer Council vastly improved financial and community outcomes compared to the other options.

On this basis, it is recommended Council proceed with securing necessary funding and commence undertaking the detailed design and approval process to redevelop the WAC in one stage in accordance with either Option 3 or 4, with Council to determine:

- c. Option 3 as the preferred option in consideration of the maximised visitation and commercial outcomes it provides; or
- d. Option 4 based on Council's potential desire to retain the existing 50m pool.

Note: The recommendation above does not factor in other potential broader funding and resourcing priorities of Council.

DISCLAIMER

Strategic Leisure Pty Ltd (trading as the Strategic Leisure Group) and its project partners Liquid Blu, SGL Consulting and the Altus Group have prepared the Warringah Aquatic Centre Site Development Strategy report to assist Warringah Council to identify a design, costing and operating solution that meets community demand, improves the financial viability of the Centre and is within Council's funding capability.

The information contained in this report is provided in good faith. While the Strategic Leisure Group has applied its experience to the task, we have relied upon information supplied to us by our client and other persons or organisations engaged in the management of sport and recreation facilities. We have not conducted an audit of the information provided by others but have accepted it in good faith.

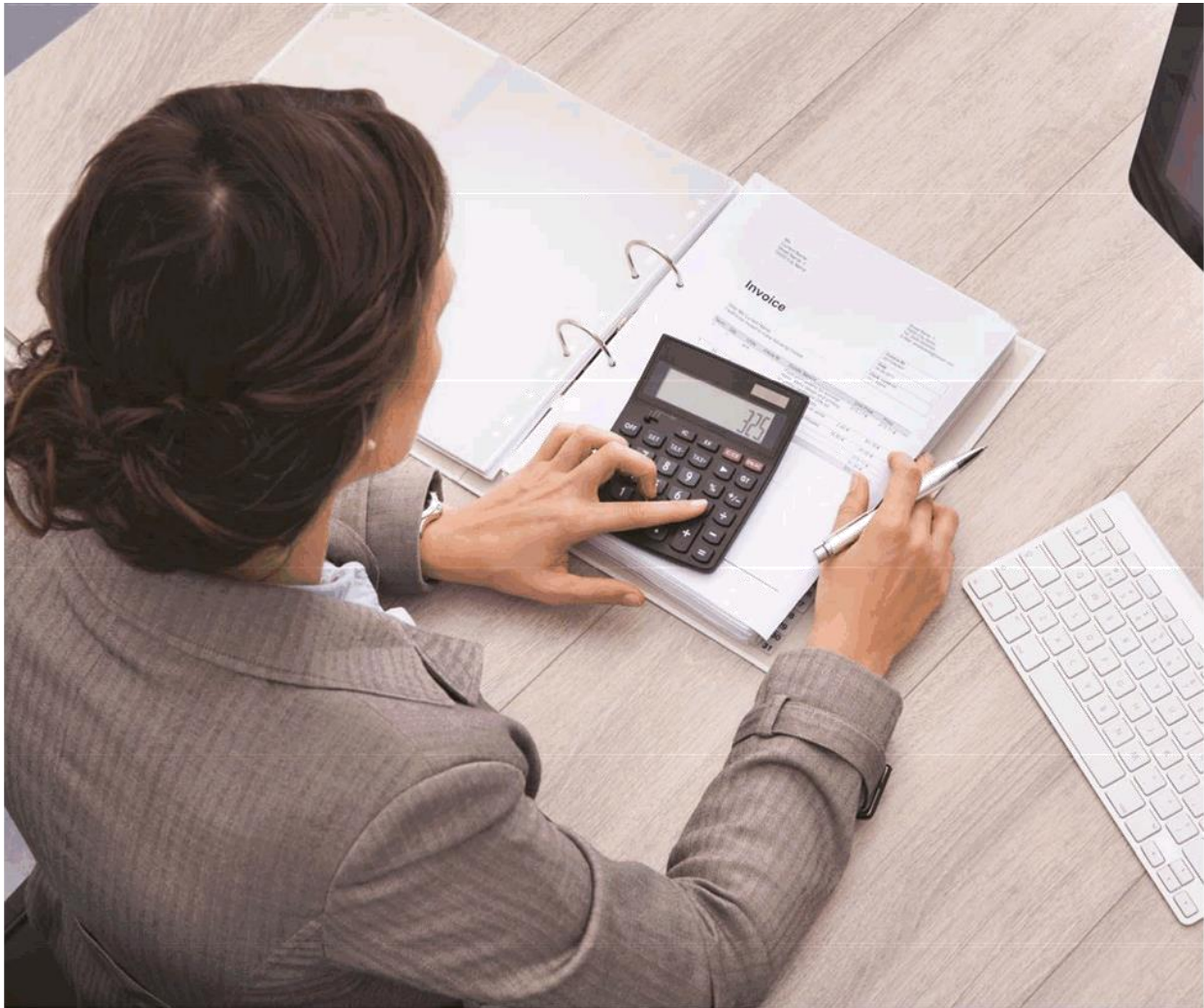
Readers should be aware that the preparation of this report has necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this 'point in time' report.

There will be differences between projected and actual results, because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

The report is a guide only as there are a number of variables and factors as not yet determined that will impact on the performance of the WAC. The financial modelling used is based on previous centre operational trends and a large array of industry experienced assumptions developed for the specific activity area. The assumptions that are built off previous business and new business projections have allowed the study team to complete individual projections for each activity centre for an average base case result. Until final facility components and management arrangements are resolved these forward projections should be regarded as indicative only.

Forecasts and projections relating to the bike retail and associated activity were provided by Council for incorporation into the overall operating analysis.

Accordingly, neither the Strategic Leisure Group, nor any member or employee of Strategic Leisure Group undertakes responsibility arising in any way whatsoever to any persons in respect to the preparation of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.



Internal Audit Annual Report

2013-2014

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Document Control

Version	Author	Date of Issue	Brief Description of Changes
1.0	Grp Mgr - B&ER	1 September 2014	Draft for ARC Review
2.0	Grp Mgr - B&ER	11 September 2014	Following ARC Review

Executive Summary

In 2013/2014, 10 internal audits have been completed to give Council and Senior Management assurance that management practices and governance continues to be strong. This has included oversight by the Audit and Risk Committee (ARC).

The Internal Audit Annual Plan was coordinated by the Group Manager Business and Enterprise Risk, with input from other Senior Managers and the ARC. The implementation and of the Plan was overseen by the ARC and Internal Audit Management Committee (IAMC), and the Executive Management Team.

In 2013/2014, the Internal Audit service was managed by Group Manager Business & Enterprise Risk, and audits were outsourced to pre-approved firms on the Internal Audit and Audit Related Services Panel.

The Internal Audit Annual Plan listed 12 audits for completion. Due to various reasons, 9 of these audits were completed, 1 unscheduled audit was added, and 3 were removed.

The completed audits contained 56 key findings. 7 of these were considered a 'high' overall priority for action, and a further 30 were considered a 'medium' overall priority. The remainder were a 'low' priority. Importantly, there were no findings that were given an 'extreme' overall priority score for action.

Overall, Council was found to be compliant with legislation and policy. This correlates with external reviews undertaken in 2012/13 by various State government departments.

The recommendations for improvement that were contained within the individual audit reports principally relate to:

- There is a need to continue strengthening the effectiveness of internal controls.
- There is opportunity to further develop systems and processes generally to improve efficiency and management oversight of issues and performance.
- There is a need for more consistent and effective documentation of procedures.

The closing out of outstanding audit recommendations continues to be a priority, and is monitored by the Executive Management Team and the ARC.

In 2013/14, Internal Audit continued to strengthen its integration with other governance functions within the organisation, including Enterprise Risk Management, the Office of the Internal Ombudsman, Legal, Human Resources, Workplace Health & Safety, Finance, Insurance and Information Management & Technology.

In May 2014, Council adopted (with ARC endorsement) to appoint Ernst & Young (EY) as the outsourced Internal Auditor, for a maximum 4 years and based on annual performance assessments. EY will commence from 1 July 2014.

Introduction

Internal Audit at Warringah Council

Framework

Audit & Risk Committee

Council has in place an Audit and Risk Committee (ARC), whose charter states that their objectives are to:

1. "... provide independent assurance and assistance to Warringah Council on risk management, control, governance and external accountability responsibilities" and
2. "... ensure that there is an adequate and effective system of internal control throughout Council and to assist in the operation and implementation of the Internal and External Audit Plans"

The ARC typically meets quarterly, and reports at least annually to Council. Its charter was most recently reviewed and adopted by Council in October 2013. Membership of the ARC in 2013/2014 was as follows:

1. Chair – Mr. John Gordon, independent member
2. Committee member – Ms. Liezel Preller, independent member
3. Committee member – Councillor Sue Heins
4. Committee member – Councillor Jose Menano-Pires

Council voted to elect the councillor members of the ARC.

In addition, the following were 'non-voting attendees' to ARC meetings – the General Manager, one Deputy General Manager, the Chief Financial Officer, the Internal Ombudsman, the Group Manager Business & Enterprise Risk, Governance staff (as minute takers) and a representative of Council's appointed External Auditors – Hill Rogers Spencer Steer. From time to time, other staff were invited to attend to speak towards specific areas of their control.

The ARC met in July, September, March and May 2014.

Internal Audit Management Committee

Council also has in place an Internal Audit Management Committee (IAMC), whose focus is more operational than the Audit and Risk Committee.

Membership of the IAMC in 2013/2014 was as follows:

1. Chair – Mr. John Gordon, independent member
2. Committee member – Ms. Liezel Preller, independent member
3. Committee member – General Manager (Rik Hart)
4. Committee member – Deputy General Manager, Community (John Warburton)

In addition, the following were 'non-voting attendees' to IAMC meetings – the Chief Financial Officer, the Internal Ombudsman, the Group Manager Business & Enterprise Risk, Governance staff (as minute takers), the Partner from Grant Thornton Australia (who undertook the audits), and a representative of Council's appointed External Auditors – Hill Rogers Spencer Steer. From time to time, other staff were invited to attend to speak towards specific areas of their control.

The IAMC met in July, September, March and May 2014.

Internal Audit

In 2013/2014, the Internal Audit function was located within the Business & Enterprise Risk Group, within the Community Directorate. The key reasons for this were to ensure greater alignment between risk and audit, and to enable internal audit to integrate within the operations of Council. The Group Manager Business & Enterprise Risk is a member of the operational decision-making body, called the Leadership Group. Attendance at the Leadership Group meetings enabled the Internal Audit function to have a more direct and effective view of Council's operational processes and decisions, and gives them a 'voice at the table' for key decisions. This has been very beneficial.

The Internal Audit function was completely outsourced in 2013/14, with 8 audits being undertaken by Grant Thornton Australia (GT). GT are an internationally renowned chartered accountancy and business advisory firm, and are a pre-approved service provider from Council's Internal Audit and Audit Related Services Panel. One audit (Plant & Equipment) was conducted by RSM Bird Cameron, another international audit firm that is pre-approved from the Audit Panel. The final audit (Animal Management) was conducted by SGS Economics & Planning. This firm was selected due to their previous experience in conducting service reviews of this nature, and specifically due to the experience of their partner. All contractors were contract managed by Group Manager Business & Enterprise Risk.

All Internal Audit activities (detailed below) were reviewed by the Audit and Risk Committee and Internal Audit Management Committee.

Internal Audit Function

Purpose

An effective Internal Audit function is a valuable resource for Warringah Council, management and employees, as well as for the Warringah community. Internal Audit is an essential component of good governance; therefore Council's proactive approach to the establishment and support of an Internal Audit function demonstrates its commitment to improved governance and better practice.

As described by The Institute of Internal Auditors (IIA), 'an effective, professional internal audit activity can provide meaningful insights and assurance on all areas of risk, internal controls and governance'.¹

Internal Audit encompasses Warringah's core values of respect, integrity, teamwork, excellence and responsibility, and helps to instil them throughout Council.

The Internal Auditor is governed by the Internal Audit Charter (approved by the ARC and IAMC), and has an Internal Audit Manual that outlines the procedures and processes that are undertaken to fulfill the Internal Audit Charter.

Activities

Internal Audit uses the Audit Universe and Risk Assessment tools to investigate and understand the entire organisation, and to identify all of the various functions, processes and deliverables throughout. An organisation-wide risk assessment process is undertaken on an annual basis to identify all of the operational and strategic risks associated with the Audit Universe view. The risk assessment process assigns a high/medium/low category to each risk, and therefore provides the Internal Auditor with a view of those 'high risk' categories.

Based on the above work, Internal Audit prepares the following suite of documents to schedule their work on a 4-year horizon:

1. Strategic Internal Audit Plan – a 4-year document that gives the ARC and IAMC visibility of how Internal Audit proposes to undertake their work. This includes an indication of the areas of work that are proposed to be audited, and also the methodologies that are proposed.

¹ The Institute of Internal Auditors, Tone at the Top, issue 36, December 2007

2. Annual Audit Plans – yearly documents that provide a detailed break down of each year's proposed program of audits.
3. Annual Report – reporting on the year completed and status of outstanding audit recommendations.

All of these documents are reviewed by the ARC and IAMC.

Since risks are not static, Internal Audit and the Audit and Risk Committee assess requests for changes to priorities, based on input from Council's Executive Management team and on advice from Internal Audit.

As a result, some previously scheduled work may be re-assigned to different periods if it is deemed appropriate by management or the Audit and Risk Committee.

Internal Audit also works cooperatively with Council's External Auditors (Hills Rogers Spencer Steer) to ensure that both internal and external resources are used to the best effect and that efforts are not duplicated. To help ensure that work is not duplicated, the Internal Auditor issues all Internal Audit Plans, working papers and reports to the External Auditors, and they are a standing non-voting member of the Audit and Risk Committee.

Scope of Annual Report

The purpose of this Internal Audit Annual Report (IAAR) is to summarise the Internal Audit activity over the period 01 July 2013 to 30 June 2014. In particular, the IAAR addresses:

1. Summarising the audit work undertaken during the year 2013/2014,
2. Reporting on the implementation of audit recommendations.

Program Of Works

Internal Audit Annual Plan 2013/2014

Table 1 below lists the audits that were proposed to be undertaken in the 2013/2014 Internal Audit Annual Plan (IAAP). The IAAP was endorsed by the ARC at their 30 May 2013 Meeting.

#	Audit Title
1	Council Decisions
2	Management of Regulatory Breaches
3	Contract Management (Major Project)
4	Privacy Management (PPIPA)
5	Conflicts of Interest
6	Leave Balances
7	Project Estimating
8	Mobile Phones
9	Plant and Equipment (carried over from 2012/13)
10	Vehicle Infringements (carried over from 2012/13)
11	Animal Management (carried over from 2011/12)
12	Contract Management (Minor) (carried over from 2012/13)

The Annual Plan in 2013/14 changed throughout the year in response to changing priorities. Not all of the above audits were undertaken, given several time and resource constraints and emerging risks:

- Significant resource was given to managing the tender process to engage a new (outsourced) Internal Auditor, reducing staff availability to conduct and manage audits;
- Priority was given to supporting the business groups in conducting operational risk assessments;
- Priority was also given to an unscheduled audit (see below).

With the ARC's endorsement, the Annual Plan was revised as shown in Table 2 below:

#	Audit Title
	<i>Audits included</i>
1	Council Decisions
2	Management of Regulatory Breaches
3	Contract Management (Major Project)
4	Privacy Management (PPIPA)
5	Conflicts of Interest
6	Probity Review of VPA for DA2013/1168 (<u>unscheduled</u> – requested by Group Manager Business & Enterprise Risk)
7	Plant and Equipment (carried over from 2012/13)
8	Vehicle Infringements (carried over from 2012/13)
9	Animal Management (carried over from 2011/12)

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10	Contract Management (Minor) (carried over from 2012/13)
	<i>Audits removed</i>
A	Leave Balances – removed
B	Project Estimating – removed
C	Mobile Phones – removed

As can be seen in Table 2 above, one unscheduled audit was undertaken in 2013/14.

Status of Audits Undertaken in 2013/2014

Table 3 below lists the status of all audits that were undertaken in 2013/2014. Included is the number of audit findings contained in each report, and they are ranked their overall Risk Rating score (High/Medium/Low), based on Council's adopted Enterprise Risk Management Framework.

No 'Extreme' audit findings were made in any 2013/14 audit.

#	Audit Title	Status	# High Findings	# Med Findings	# Low Findings	# Recs
1	Council Decisions	Completed		4		3
2	Management of Regulatory Breaches	Completed		5		26
3	Contract Management (Major Project)	Completed	1	2	5	14
4	Privacy Management (PPIPA)	Completed	1	2		5
5	Conflicts of Interest	Completed	2	2		10
6	Probity Review of VPA for DA2013/1168	Completed	1	2		3
7	Plant and Equipment	Completed	1	4		9
8	Vehicle Infringements *	Completed		2	2	16
9	Animal Management	Completed		3	11	14
10	Contract Management (Minor)	Completed	1	4	1	6

* - The Vehicle Infringements audit was conducted as a Performance Audit. Therefore, findings were aligned to a 'cost benefit' matrix rather than a standard 'risk and control' matrix. Most improvements contained in the report relate to 'quick wins' and 'just do it' improvements that require minimal resource to realise the benefit. Some were considered 'hard but worth it', meaning that they should achieve considerable benefit, but with considerable resource.

Synopsis of Findings & Recommendations

The message that was consistent in all of those audits undertaken in 2013/14 is that Council has strong governance arrangements, and adequate internal controls and oversight of those processes that were audited. Overall, Council was found to be compliant with legislation and policy. This correlates with external reviews undertaken in 2012/13 by various State government departments.

The recommendations for improvement that were contained within the individual audit reports principally relate to:

- There is a need to continue strengthening the effectiveness of internal controls.
- There is opportunity to further develop systems and processes generally to improve efficiency and management oversight of issues and performance.

- There is a need for more consistent and effective documentation of procedures.

In summary, some of the benefits of the internal audits conducted for the financial year 2013/14 include:

- Strong compliance with Council policy and legislation
- Clearly defined roles and responsibilities
- Validation of the effectiveness of those internal controls that are in place
- Strengthening those internal controls that require it
- Evidencing the need for incorporate 'risk thinking' into planning and programming
- Improved management practices (e.g. oversight and decision making), and administration
- Improvement of Council's systems and processes
- Overall, assisting in furthering Council's reputation as a well-run and efficient organisation

Outstanding Audit Recommendations

All completed audits utilised Council's Enterprise Risk Management framework (specifically, the Likelihood and Consequence matrices) for determining the overall score of each finding and recommendation. This has been valuable in ensuring that all improvements are 'scored' using the same scale, and given a consistent priority. In turn, consistency of approach is a more effective outcome for Council to properly assess its high priority risks.

Many recommendations were interrelated and/or complemented other improvements already occurring throughout the business. Several will take up to 24 months to fully scope and resolve due to the complexity of the issue at hand.

There were 34 outstanding audit recommendations at 1 July 2013. The completed audits in 2013/14 yielded a further 106 discrete recommendations for Council to consider improving how they operate. Within 2013/14, 31 audit recommendations were actioned and closed out. All 109 outstanding recommendations at 30 June 2014 have been incorporated into the corporate reporting tool (eservices) and into business plans of the relevant business groups in 2014/15. Their implementation will be monitored by the Executive Management Team, and the Audit and Risk Committee, on an ongoing basis.

Outsourcing Internal Audit

In 2013/2014, a robust 2-stage tender process was conducted to attract and engage a suitably qualified internal audit firm to conduct the Internal Audit program. This process was run by Group Manager Business and Enterprise Risk, with assistance from the Procurement group.

The first stage of the tender process was to seek open Expressions of Interest. Based on the strength of the responses received (15 in total), 3 firms were then invited to a selective Request for Tender process. This included detailed response schedules, a Tender Discussion Meeting that was conducted *prior* to the tender closing, and a detailed evaluation.

This process ended with ARC endorsement and Council approval (May 2014) to appoint Ernst & Young (EY) as the Internal Auditor, on a maximum 4-year basis and based on annual performance assessments.

EY will be contract managed by Group Manager Business & Enterprise Risk, and will have administrative reporting to the Executive Management Team, the Internal Audit Management Committee and the Audit and Risk Committee. EY will commence from 1 July 2014.

This appointment will strengthen the alignment of risk management and internal audit at Warringah.

Other Relevant Developments

In 2013/2014, an internal business process map was developed that set out a formal approach to business planning. A key element of this is for each business group to conduct an operational risk assessment that is relevant to their area. Risk controls that are required are then built into that business group's respective business plan. All groups conducted this risk assessment, and this data will be used in 2014/15 to develop an organisation-wide risk register. Those that are considered to be of significance to the organisation will be escalated to be 'strategic' or 'enterprise' risks that will be monitored regularly by the Executive Management Team and the Internal Audit Management Committee.

Work has continued to integrate Internal Audit and in with the governance elements across Council – principally seeking input from the Office of the Internal Ombudsman, Legal, Finance, Insurance, Human Resources, Workplace Health & Safety, and Information Management & Technology in the development of audit scopes.

Conclusion / Observations - Audit & Risk Committee Independent Chair

Since 2003, the internal audit function has performed a broad range of reviews and developed recommendations for improvement. These recommendations have been adopted and implemented by management thus improving the control and compliance functions of Council and assisting in improving the quality of operations and management in virtually every area of Council.

My independent colleague, Liezel Preller, and I are pleased to be able to assure Warringah stakeholders that internal audit is appropriately resourced, well managed and respected by senior management and that Warringah is a leader in the field amongst NSW councils.

John Gordon

Independent Chair

Warringah Council Audit & Risk Committee

MINUTES

A CONNECTED ENVIRONMENT STRATEGIC REFERENCE GROUP MEETING

held in the Guringai Room, Civic Centre on

TUESDAY 10 JUNE 2014

Minutes of the A Connected Environment Strategic Reference Group Meeting

held on Tuesday 10 June 2014

in the Guringai Room, Civic Centre

Commencing at 6:32pm

ATTENDANCE:

Members

Councillor Sue Heins	(Chairperson)
Ann Sharp	
Brice Lacker	
Glen Hugo	
Dr Helen Wilkins	
Michael Moulds	
Michael Syme	
Rory Amon	<i>arrived at 6:52pm</i>

Council Officers

Rik Hart	General Manager
Boris Bolgoff	Group Manager Roads, Traffic and Waste
Trish Chaney	Coordinator Governance

Visitors

Ben Taylor	Executive Director, SHOROC
Campbell Pfeiffer	Group Manager Buildings Property and Spatial Information
Peter Robinson	Group Manager Strategic Planning

1.0 APOLOGIES

Councillor Jose Menano-Pires, Councillor Michael Regan, Dr Dominik Hierlemann, Melissa Palermo

2.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

Nil

3.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

3.1 MINUTES OF A CONNECTED ENVIRONMENT STRATEGIC REFERENCE GROUP HELD 8 APRIL 2014

HUGO / MOULDS

That the Minutes of the A Connected Environment Strategic Reference Group held 8 April 2014, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

4.0 COUNCIL UPDATES

4.1 LIAISON OFFICER UPDATE - BORIS BOLGOFF - 15 MINS

DISCUSSION

B Bolgoff provided an update to the group on two topics - the Northern Beaches Hospital Site and the Special Rate Variation.

Northern Beaches Hospital Site - Meetings have been held with RMS to discuss the two stages of road work upgrades around the hospital site. Discussions at this stage are confidential but once this changes further updates will be provided to the group. Questions were asked about the proposed roadworks around the hospital site as well as whether feedback had been received from residents.

Special Rate Variation - Council did not receive the full Special Rate Variation but did receive a maintain service levels increase. This means that some of the projects that Council wanted to complete will not be able to be undertaken for example Warringah Aquatic Centre.

Rory Amon arrived 6.52pm

DECISION

That members note the updates provided.

4.2 HOUSING AFFORDABILITY

DISCUSSION

The draft charter was discussed by the group in particular the membership requirements to ensure that the right mix of members are recruited.

Amendments to the charter are as follows:

Council may appoint up to three (3) Councillors (preferably one from each ward) as members of the Committee plus the Mayor

Up to four (4) representatives from small and large business sectors, social housing service providers and organisations

A representative of the senior community who is also a representative of Warringah

A representative of local youth who is also a representative of Warringah;

Community representation is to comprise up to two (2) individuals representing the Warringah community with an interest in affordable housing (One needs to be a tenant)

Liaison officer for the Community Committee to be amended to Peter Robinson Group Manager Strategic Planning.

The group voted on the amendments to the membership charter and were unanimous in their decision to adopt the changes.

ACTION

Governance to amend the charter and distribute to the group with the Minutes.

DECISION

That A Connected Environment Strategic Reference Group discuss the draft charter and provide feedback

4.3 ITEMS FOR NEXT MEETING - BORIS BOLGOFF - 5 MINS

DISCUSSION

B Bolgoff advised the group that the workshop items for our next meeting in August are:

1. Signage. Although this item may be rescheduled for another meeting
2. Dee Why Town centre development.

DECISION

That A Connected Environment Strategic Reference Group note the items listed for the next meeting on 12 August 2014.

5.0 STRATEGIC WORKSHOPS

5.1 INTEGRATED TRANSPORT PROJECTS – BEN TAYLOR AND PETER ROBINSON

DISCUSSION

B Taylor Executive Director of SHOROC provided an update on regional transport planning. He advised that transport is the number one issue for the Warringah community with Pittwater Road, Military Road and the Spit the most congested roads in Sydney.

The Shaping our Future strategy, contains the major transport priorities for the SHOROC region. The strategy identifies the priorities as Bus rapid transit system, grade separations (overpass or underpass) around the Northern Beaches Hospital site, upgrading Mona Vale Road, flood free access to Wakehurst Parkway, unclogging road pinch points and park and ride facilities to address a modal shift.

SHOROC are proposing a stronger public transport network and are planning now to deliver in 2015-2018. B Taylor discussed opportunities for leveraging investment including funding to improve transport hubs accessibility for example Dee Why and Brookvale.

P Robinson then provided a presentation to the group on Council's projects which include:

1. The Warringah Bike Plan which was adopted in August 2010. This document contains actions that Council has been implementing over the past few years.
2. Pedestrian Access and Mobility Plan (PAMP) last updated in June 2011 identified focus areas for improvement. This gives B Bolgoff the priorities for primary and secondary routes.
3. Sustainable Transport Strategy has 5 key strategies; this plan was adopted in 2013. The strategies are:
 - Council as a leader in sustainable transport.
 - Regional advocacy and partnerships.
 - Active travel.
 - Place planning and connectivity.
 - Information, accessibility and reporting.

P Robinson highlighted the projects that Council has been working on including the Dee Why Town Centre Masterplan, Northern Beaches Hospital Structure plan and local planning strategy, investigation of park and ride sites, piloting a car share system in Dee Why, implement bike plan actions and PAMP actions.

Members requested that B Taylors presentation be sent to them.

ACTION

Governance to send out B Taylors presentation to the group with the Minutes.

DECISION

That members note the updates provided.

5.2 DEE WHY COMMUNITY HUB DEVELOPMENT - OPTIONS FOR PROGRESSION

DISCUSSION

C Pfeiffer provided an update to the group on the Dee Why Community Hub – Options for Progression. He explained what the Dee Why community hub proposal was endorsed in 2004 by the then Administrator, D Persson. It is proposed that Community facilities include a library, meetings rooms and integrated community spaces. In 2012 Council resolved to progress with this plan.

C Pfeiffer asked the group two questions:

1. Acceptable building heights on the Civic site in line with the Dee Why Masterplan and what would be seen to be acceptable trade-offs?
2. Community attitudes to alternative forms of developing community facilities including Public Private Partnership?

The group discussed the current height of buildings, the Meriton and Cobalt sites, the topography of Dee Why as well as voluntary planning agreements and the community benefits that these provide. The group discussed a potential 15 storey building next to the Dee Why library. No one objected the concept of the height however the details of the community benefit would need to be made clear before there was concrete support for the height.

The group then discussed the public private partnerships and agreed that these partnerships have their pros and cons.

ACTION

The group were asked to provide any further feedback directly to C Pfeiffer.

DECISION

That members take part in the workshop and provide feedback on the potential options for the precinct.

6.0 FEEDBACK

The group were asked to provide feedback on the meeting:

Great insights from Ben Taylor Executive Director SHOROC

The meeting concluded at 8:44pm

This is the final page of the Minutes comprising 104 pages numbered 1 to 104 of meeting 2014/0 of the A Connected Environment Strategic Reference Group held on Tuesday 10 June 2014 and confirmed on Tuesday 12 August 2014

MINUTES

VIBRANT CONNECTED COMMUNITIES STRATEGIC REFERENCE GROUP MEETING

held at Flannel Flower Room, Civic Centre on

TUESDAY 10 JUNE 2014

Minutes of the Vibrant Connected Communities Strategic Reference Group Meeting

held on Tuesday 10 June 2014

in the Flannel Flower Room, Civic Centre

Commencing at 6:30pm

ATTENDANCE:

Members

Councillor Roslyn Harrison	(Chairperson)
Councillor Vanessa Moskal	(Deputy Chairperson)
Darcy Munce	
Fiona Verity	
Kate Jackson	
Penny Philpott	
Sally Aves	
Sharon Austin	
Susan Watson	

Council Officers

John Warburton	Deputy General Manager Community
Melissa Messina	A/Group Manager Community Services
Graham Middleton	Group Manager Marketing & Communications
Belinda Noble	Media & Content Manager MARCOM
Tom Carding	Digital Analyst
Ximena Von Oven	Administrator Officer - Governance

1.0 APOLOGIES

Cr Wayne Gobert, John Mullins, Maria Romeo & Ruth Robins (represented by Melissa Messina)

2.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

Nil

3.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

3.1 MINUTES OF VIBRANT CONNECTED COMMUNITIES STRATEGIC REFERENCE GROUP HELD 8 APRIL 2014

Cr Harrison / Watson

DECISION

That the minutes of the Vibrant Connected Communities Strategic Reference Group held 8 April 2014, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

4.0 COMMUNITY COMMITTEES MINUTES

4.1 REPORTING OF COMMUNITY COMMITTEE MINUTES

Cr Harrison / Munce

DECISION

That the draft minutes of the Curl Curl Youth and Community Centre Community Committee meeting held 27 March 2014 and draft minutes of the Companion Animals Community Committee meeting held 7 April 2014 be noted.

5.0 COUNCIL UPDATES

5.1 PROJECT UPDATES - MELISSA MESSINA - 15 MINS

DISCUSSION

Melissa Messina briefed the group in relation to a Question taken on Notice at the April meeting.

How many entries did Council received in response to the Walter Gors Design Ideas Competition?

Council received eight entries for the Walter Gors Design Ideas Competition. These included five professional and three general community entries. The Judging Panel comprising of the Mayor, DGM Environment and award winning landscape architect and Council Asset Management Officer Lia Skountzos used their discretion to award a prize to all entrants to recognise their efforts. All entries can be found online at the project page on your say warringah:

<http://yoursaywarringah.com.au/walter-gors-park>

The Judging Panel also used their discretion to award a first prize which will be announced at a reception hosted by the Mayor on 23 June.

The entries demonstrated great variety from public art that doubles as skate features to water features shaped like a snake. All entries demonstrated great innovation and recognised the importance of the space in implementing Council's vision for Dee Why."

DECISION

That members note the updates provided.

5.2 WAC CARNIVALE FEES RATIONALE**DECISION**

That the proposed fees and charges for Carnivals at Warringah Aquatic Centre be endorsed.

5.3 PLACE MAKING & PUBLIC ART PLAN FOR DEE WHY TOWN CENTRE - NICK FADEEV**DISCUSSION**

Nick Fadeev provided a brief introduction with regards to his presentation provided at the April meeting.

An overview of the first stage of the project was provided. A Master Plan analysis of the adopted plan with overlay of proposed developments and themes of the project were presented to the group. It was highlighted that the first stage of the project will be finalised late July 2014.

He further presented some pictures from around the world which provided examples of how to integrate place making and public art.

Cr Moskal / Cr Harrison

DECISION

That the Vibrant Connected Communities SRG receives and note the content of the presentation.

ACTION

Nick Fadeev to present back at the August meeting to provide an update in relation to the project.

6.0 STRATEGIC WORKSHOPS**6.1 HOW COUNCIL COMMUNICATES WITH THE COMMUNITY – GRAHAM MIDDLETON, BELINDA NOBLE & TOM CARDING****DISCUSSION**

G Middleton introduced Belinda Noble and Tom Carding to the group.

G Middleton highlighted the honorary mention (Webby Award) that Warringah Council received in relation to the website.

A survey about “reviewing the way people engage with social media” was circulated to the SRG members. The website road map was discussed

T Carding provided a presentation in relation to the website usage (user behaviour and site speed).

The web site road map was also discussed highlighting some new features and projects that are currently being developed. The following items were discussed:

- Volunteering opportunities (calendar, organisation submissions)
- Improved recreational area availability updates
- Community Engagement
- Youth Website
- Forms Upgrade
- Integrated Reporting
- Online Payments

B Noble provided a presentation about social media. Social Media Survey results were provided. The different social media tools that Council engages with and the social media strategy were discussed with the group

SRG Members provided some suggestions with regards to improvements for the Council's website, promotion and visibility of cultural events and access to community and cultural information. The following items were discussed:

- Social Media – synergise all Warringah Council domains (facebook, instagram, twitter etc.)
- Social media – keep it short and sharp
- Community information – What's On
- Profiled email – I am interest on.....
- More propaganda or information in relation to all events
- Drive to site – example for events in Warringah
- More marketing material
- Off site - Traditional mechanisms of promotion banners, event based promotion
- Events - Promotion of local government events with the potential northern beaches events
- Profiled emails (for events, volunteering etc.)
- Community centre program
- Developing community engagement email
- Setting up partnership with the community and art groups

DECISION

That the workshop facilitated with the Vibrant and Connected Communities SRG, by the Marketing and Communications Team on 'How Council communicates with the Community' and the feedback provided by the SRG members be noted.

The meeting concluded at 8:40pm

This is the final page of the Minutes comprising 111 pages
numbered 1 to 111 of meeting 2014/0 of the Vibrant Connected Communities Strategic Reference
Group
held on Tuesday 10 June 2014 and confirmed on Tuesday 12 August 2014

MINUTES

ECOS STRATEGIC REFERENCE GROUP MEETING

held at Flannel Flower Room, Civic Centre on

THURSDAY 19 JUNE 2014

Minutes of the ECOS Strategic Reference Group Meeting
held on Thursday 19 June 2014
in the Flannel Flower Room, Civic Centre
Commencing at 6:32pm

ATTENDANCE:

Members

Councillor Harrison	(Deputy Chairperson)
Councillor Daley	
Dr Alan Jones	
Gail Phillips	
Michael Houston	
Michelle Sheather	
Sian Waythe	
Tom Hazell	
Toni Wilson	

Council Officers

Rik Hart	General Manager
Todd Dickinson	Group Manager Natural Environment (<i>Item 5.1</i>)
Sarah Conway	Administration Officer - Governance
Adrian Turnbull	Environmental Strategy Manager (<i>Item 6.2</i>)
Robert Barbuto	Stormwater & Development Engineering Manager (<i>Item 6.1</i>)
Christine Deaner	Senior Recreational Service Planner (<i>Item 5.2</i>)
Nick Fadeev	Senior Projects Manager (<i>Item 5.3</i>)
John Heptonstall	Project Engineer (<i>Item 5.3</i>)

1.0 APOLOGIES

Councillor Moskal, Malcolm Ryan, Anthony Petrolo.

2.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

Nil

3.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

3.1 MINUTES OF ECOS STRATEGIC REFERENCE GROUP HELD 16 APRIL 2014

Cr Harrison / Ms Phillips

That the Minutes of the ECOS Strategic Reference Group held 16 April 2014, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

Subject to the following clarification: Item 6.1 Draft Coastal Zone Management Plan For Collaroy-Narrabeen Beach And Fishermans Beach, pg 6, action item 1, "That to undertake massive sand nourishment at Collaroy-Narrabeen Beach utilising sand from offshore sand deposits would cost approximately \$300 million, as assessed in 2009. The correct figure is approximately \$65 million. The figure of \$300 million was for all of Sydney".

NOTE: The Chair requested and was approved that item 5.3 Dee Why Town Centre Masterplan Implementation is moved forward in the agenda and dealt with immediately, this is to be followed by item 5.2 Strategic Directions Paper for District Park then item 5.1 Liaison Officer Update.

4.0 COMMUNITY COMMITTEES MINUTES

Nil

5.0 COUNCIL UPDATES

5.1 LIAISON OFFICER UPDATE - TODD DICKINSON

DISCUSSION

T Dickinson provided an update on key activities of interest to the members outlined below:

- Crown Lands White Paper
- Proposal to WDAP regarding Oxford Falls Valley land use zonings
- Narrabeen Lagoon declared as State Park and establishment of advisory committee
- Progress update on Narrabeen Lagoon Trail, still targeted for December 2014 completion
- Coastal Zone Management Plan to be presented to Council for public exhibition approval.

T Dickinson also discussed the forward schedule for the August ECOS SRG meeting:

- Update on the Environmental Sustainability Strategy
- Workshop 1 Coastal Zone Management Plan: Review the CZMP after it has been released for public exhibition. The committee will be asked to make recommendations to Council in light of the community consultation results.
- Workshop 2 Council Sustainability Targets: Members to provide input to the Natural Environment Unit regarding areas of focus.

DECISION

The ECOS Strategic Reference Group members

- A. Noted the updates on key projects and activities of interest
- B. Agreed to the forward schedule for the 20 August 2014 meeting

5.2 STRATEGIC DIRECTIONS PAPER FOR DISTRICT PARK - CHRISTINE DEANER

DISCUSSION

C Deaner provided an update on the District Park Strategic Directions Paper. Currently in draft form, it will be presented at the next Ordinary Council Meeting on 24 June 2014 to be approved for public exhibition. If approved, the public exhibition period will close on 10 August 2014.

C Deaner also provided an update on the District Park Discussion Paper and the responses received through the community engagement process. Proposed strategic opportunities were outlined under vibrant community, lifestyle and recreation, healthy environment and connected transport.

Members provided input, gave feedback and questioned elements of the results based on their knowledge of the area.

C Deaner advised members of the consultation plans going forward which included community drop in sessions in July and a feasibility study (dependent on Council's resolve). She offered to provide an update at the August ECOS SRG meeting.

Cr Harrison asked members to write down any other questions and place them in the parking lot to be answered outside of the meeting.

DECISION

The ECOS Strategic Reference Group members:

- A. Noted the key proposed strategic opportunities in the District Park Strategic Directions Paper
- B. Noted the planned process from June 2014.

ACTION

S Conway to circulate C Deaner's presentation to members.

C Deaner to answer any questions taken on notice from members.

Note: The Chair requested and was approved to extend the meeting by 10 minutes to allow for further questions

5.3 DEE WHY TOWN CENTRE MASTERPLAN IMPLEMENTATION - NICK FADEEV

DISCUSSION

N Fadeev delivered a presentation providing an overview of the Dee Why Town Centre Masterplan implementation in line with Council's strategic plan. A theme for noting from the place making/public art research and investigation was 'The Beach House' the beachfront is the community's backyard and Dee Why Town Centre is the lounge room.

This project has a complicated nature but is the most significant initiative that the organisation has undertaken during this Council and it is important that the ECOS SRG are consulted and remain involved in the process.

Cr Harrison asked members to write down any other questions and place them in the parking lot to be answered outside of the meeting.

DECISION

The ECOS Strategic Reference Group members received and noted the information provided on the Dee Why Town Centre Masterplan implementation.

ACTION

N Fadeev to answer any questions taken on notice from members.

NOTE: The Chair requested and was approved that item 6.2 Water Management in Warringah is moved forward in the agenda and dealt with immediately.

6.0 STRATEGIC WORKSHOPS

6.1 DETERMINING LEVELS OF SERVICE FOR OUR STORMWATER SYSTEM - ROBERT BARBUTO

DISCUSSION

R Barbuto delivered a presentation on Council's stormwater assets, their strategic context, the process for setting levels of service and the community's current satisfaction. Members were asked for their contribution in setting targets for storm water levels of service by assessing 5 key performance measures from a community/customer perspective.

DECISION

The ECOS Strategic Reference Group members:

- A. Reviewed the presentation on Stormwater Levels of Service
- B. Participated in the associated workshop to define appropriate community-based levels of service for Council's stormwater network.

6.2 WATER MANAGEMENT IN WARRINGAH - ADRIAN TURNBULL

DISCUSSION

A Turnbull delivered a presentation on Warringah's current "drained city" status with regard to water management and asked members to provide input and feedback on how to work towards being a "water sensitive city". Members were asked to identify key issues/priorities and assess for their level of importance/impact and degree of uptake.

The feedback provided will be used by the Natural Environment Unit when preparing Council's Water Management Policy.

DECISION

The ECOS Strategic Reference Group members participated in the workshop and provided feedback on appropriate actions and priorities for Council's future water management.

7.0 GENERAL BUSINESS

7.1 COMMUNICATION BETWEEN SRGS AND COMMUNITY COMMITTEES

DISCUSSION

Dr A Jones requested that the agenda of the ECOS SRG be circulated to the relevant reporting Community Committees. S Conway advised that the agenda for the meeting was circulated to the Chair and Secretary of the Warringah Coastal and Dee Why and Curl Curl Lagoon Community Committees for their reference.

NOTE: At the conclusion of the meeting Cr Harrison asked members to provide feedback.

Successes from the Meeting	Areas for Improvement
Water focus of meeting very good	Circulate presentations with the agenda to allow for better quality discussions
Good exercise on prioritisation on WSUD	Questions on clarification during the presentation rather than longer questions at the end
	Council Officers to provide more detail on what will be asked of the members to allow for preparation

The meeting concluded at 9:06pm

This is the final page of the Minutes comprising 117 pages numbered 1 to 117 of meeting 2014/3 of the ECOS Strategic Reference Group held on Thursday 19 June 2014 and confirmed on Wednesday 20 August 2014

MINUTES

OPEN SPACE AND RECREATION STRATEGIC REFERENCE GROUP MEETING

held at Guringai Room, Civic Centre on

THURSDAY 19 JUNE 2014

Minutes of the Open Space and Recreation Strategic Reference Group
Meeting held on Thursday 19 June 2014
in the Guringai Room, Civic Centre
Commencing at 6:30pm

ATTENDANCE:

Members

Councillor Menano-Pires (Deputy Chairperson)
Antony Pecar
Dr Conny Harris
David Morrissey
Jane Hauser (arrived at 7pm)
Julie Whitfield
Lata Wilkinson
Patrick Wong

Council Officers

Rik Hart General Manager
Michael Keelan Group Manager Parks Reserves & Foreshores
C Pfeiffer Group Manager Buildings, Property and Spatial Information
Damian Ham Recreation Management Manager, Parks Reserves & Foreshores
Christine Deaner Senior Recreational Service Planner, Parks Reserves & Foreshores
Nick Fadeev Senior Projects Manager, Environment - Warringah Projects
Anna Moore Governance Manager

1.0 APOLOGIES

Councillor Michael Regan, Councillor Duncan Kerr, Paul Smith, Lesley Hubbard

2.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

Nil

3.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

**3.1 MINUTES OF OPEN SPACE AND RECREATION STRATEGIC REFERENCE GROUP
HELD 16 APRIL 2014**

Wilkinson / Pecar

That the Minutes of the Open Space and Recreation Strategic Reference Group held 16 April 2014, copies of which were previously circulated to all Members, be confirmed as a true and correct record of the proceedings of that meeting.

4.0 COMMUNITY COMMITTEES MINUTES

4.1 REPORTING OF COMMUNITY COMMITTEE MINUTES

DISCUSSION

Bob Aitken, Chairperson of the Stony Range Botanic Garden Community Committee and a volunteer at the Stony Range Botanic Garden addressed members. He thanked Council for the major works program at Stony Range which had a beneficial impact on visitors. He further advised that members of the committee were working on a 4 year vision for Stony Range and discussed the upcoming events including the Spring Festival on 23/24 August.

Councillor Menano-Pires congratulated Mr Aitken and the members of the Stony Range Botanic Garden Community Committee on the fantastic work they do at and invited Mr Aitken to stay for the rest of the meeting as an observer.

C Harris highlighted the two recommendations from the John Fisher Park Community Committee relating to the future of the bowling club which members discussed.

D Ham confirmed that staff had written to the State Government indicating that Council wants to discuss with the Crown retaining this land for recreation as part of the John Fisher Park precinct. He further advised that a cost benefit analysis needed to be completed.

P Wong enquired about lighting at Frank Grey Fields.

DECISION

That:

- 1 The following minutes of the Community Committees be noted:
 - A. Stony Range Botanic Garden Community Committee meeting held on 13 May 2014
 - B. John Fisher Park Community Committee meeting held on 17 March 2014
 - C. John Fisher Park Community Committee meeting held on 2 June 2014
2. The Open Space and Recreation Strategic Reference Group endorse the following recommendations from the John Fisher Park Community Committee meeting held on 2 June 2014 and note that Council has already written to the Crown regarding the matter:
 - A. That the existing bowling club land is Crown land and should not pass onto NSW Department of Lands but remain available for community use. It is recommended that users could be lawn bowls, futsal, community garden, beach volleyball, Curl Curl Youth Club football storage and clubroom. A mix of passive and active recreation would benefit from having the use of this area.
 - B. That the JFPCC generally supports the passive recreation area and that, where appropriate, paths are made of porous materials

ACTION

M Keelan to check restrictions of lighting at Frank Grey Fields.

5.0 COUNCIL UPDATES

5.1 LIAISON OFFICER UPDATE - MICHAEL KEELAN

DISCUSSION

M Keelan provided an update on the key activities underway since the last meeting.

Members discussed some of the projects and in particular the budget for street tree replacement (\$50k) and reactive tree maintenance (\$1.7m) and the issues around the replacement of trees which often get vandalised.

J Whitfield suggested that the issue of trees could be a further workshop topic for the Open Space & Recreation SRG and ECOS SRG.

Councillor Menano-Pires invited members to discuss the Curl Curl Beach Reserve Masterplan, stating that it would be going to the 24 June Council Meeting. Members expressed support for the Masterplan and further discussed the changes. It was highlighted that the issue regarding the Edina Street entrance would be referred to the Traffic Committee.

DECISION

That the updates be noted.

ACTION

A Moore & M Keelan to discuss options for Tree workshop with ECOS SRG

6.1 DEE WHY TOWN CENTRE (DYTC) PUBLIC INFRASTRUCTURE UPGRADES PROJECT UPDATE - NICK FADEEV

DISCUSSION

N Fadeev, Senior Projects Manager provided a detailed update to members on the DYTC project. He presented the key principles for change which included reinforcing a sense of core and Dee Why's coastal location, creating a well-connected town centre which is safe and accessible, enhancing open and public spaces, attracting people and investment to the area as well as creating a sense of community and pride of place. He further discussed the two drivers for change being private and public sector development and the different options for both. Council has greater control over the development of public and Council owned land where upgrades are proposed to the streetscape, parks and open spaces and stormwater drainage using Water Sensitive Urban design throughout.

Members discussed the importance of ensuring the private sector was engaged in the development of the area to make the project a success.

DECISION

That the Open Space and Recreation SRG note the presentation.

6.2 PCYC UPDATE - CAMPBELL PFEIFFER

DISCUSSION

C Pfeiffer, Group Manager Buildings, Property and Spatial Information gave an update on the progress of the PCYC, presenting a visual clip of the proposed design and the status of the project.

Members discussed the utilisation of the facility, in particular the courts. J Hauser confirmed that her regional teams would use the courts and that booking would be an issue as the courts would be very popular.

Members further discussed the details of the development, noting C Pfeiffer's advice that construction was due to begin in November 2014 and open for use in June 2016, the impact on local areas and the importance of access to public transport.

DECISION

That the update on the PCYC be noted.

5.3 DISTRICT PARK STRATEGIC DIRECTIONS PAPER - CHRISTINE DEANER

DISCUSSION

C Deaner, Senior Recreational Service Planner presented a summary of the community feedback received on the District Park Discussion Paper.

Members discussed the feedback and the future of District Park in particular:

- Supported the idea of a multiuse clubhouse to ensure profitability and survival with individual clubhouses not being feasible
- Members liked the idea of the different sports interacting socially
- The area is large with many sports/organisations involved and this a logical solution

Councillor Menano-Pires encouraged members to provide their thoughts and feedback on this major project whilst on public exhibition following the Council Meeting on 24 June 2014.

DECISION

The Open Space and Recreation Strategic Reference Group:

- A. Note the key proposed strategic opportunities in the District Park Strategic Directions Paper
- B. Note the planned process from June 2014 included a proposed update at the August 2014 meeting

5.4 UPDATE ON PARKS, RESERVES AND FORESHORES (PRF) LEVELS OF SERVICE WORKSHOP - DAMIAN HAM

DISCUSSION

D Ham presented the results of the levels of service workshop from the last meeting to members,

see table below:

Asset Type	Average Desired Score (5 max)	Average Current Score (5 max)
Sportsgrounds	4.25	3.28
Trees	3.81	3.11
Playgrounds	3.75	3.22
Reserves & Gardens	3.81	3.61
Ocean Pools	4.06	3.88

D Ham also provided an update to some of the comments:

- Sportsgrounds – A project of the Building Property and Spatial Information (BPSI) team is to review Council's open spaces with low levels of use
- Trees – The focus of PRF team is safety and property damage with a small budget for tree replacement
- Playgrounds – The PRF team were reviewing the strategy for playground use and location.

C Harris suggested a sign at ocean pools advertising the day of the week that the pool would be cleaned so users would be able to know the schedule of cleaning. Members noted that the time of cleaning would fluctuate due to the tide.

DECISION

That the outcomes of the previous workshop be noted.

ACTION

D Ham to investigate pool cleaning signs at ocean pools.

5.2 ITEMS FOR NEXT MEETING - MICHAEL KEELAN

DECISION

That the Open Space and Recreation Strategic Reference Group note the items listed for the next meeting on 20 August 2014 to be:

- A. District Park - Feedback from directions paper and input into draft plan of management
- B. WAC Project Update following SRV
- C. 30 minutes discussion regarding information provided at 19 June 2014 meeting – PCYC, Dee Why Town Centre

The meeting concluded at 8:40pm

This is the final page of the Minutes comprising 124 pages
 numbered 1 to 124 of the Open Space and Recreation Strategic Reference Group Meeting
 held on Thursday 19 June 2014 and confirmed on Wednesday 20 August 2014

Chronology and planning background for Dee Why Town Centre 2000-2014

2000	Gazettal of the Warringah Local Environment Plan 2000 which implements findings from the Dee Why Urban Strategy Document (1996) and Urban Design Master plan and Cost Report (1998)
2004	NSW Government Architect Master Plan
2005	<i>City of Cities - Metropolitan Strategy</i> by the Department of Planning designates Brookvale/Dee Why as a Major Centre
2007	Release of draft North East Subregion Subregional Strategy with specific employment and dwellings targets for Major Centres
2007	Development of 'Site A' Master Plan proposal (Council-owned site) Development of 'Site B' Master Plan proposal (Multiplex-Vumbaca Joint Venture site) Urban Form Study
2007	Dee Why Town Centre Urban Design Review- Independent urban design review of the 'Site A & B' Master Plans and Urban Form Study
2009	Gazettal of the Warringah Local Environment Plan 2000 (Amendment No. 21) which implements specific Site A and Site B planning controls.
2010	Dee Why Town Centre Visioning forum
2011	Gazettal of the Warringah Local Environment Plan 2011 inclusive of detailed provisions for Site A and Site B
2012	Engagement of Place Design Group and formulation of the Dee Why Town Centre Working Party to deliver a new Dee Why Town Centre Master Plan
2013	Adoption of the Dee Why Master Plan 2013 The 'Get Excited Dee Why' Steering Committee is established to implement recommendations of the Master Plan which includes 'Quick-win' projects. Drafting of Warringah Local Environment Plan 2011 and Development Control Plan amendments seeking to implement Master Plan objectives.
2014	GHD Consultants complete an update of the 2007 GTA Traffic Study (Dee Why Town Centre Traffic Model Update March 2014) Planning Proposal lodged by owner of Site B
Current	Preparation of the Dee Why Town Centre Planning Proposal and supporting documents which aim to implement the Dee Why Master Plan

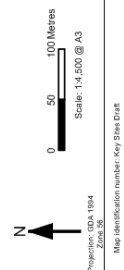
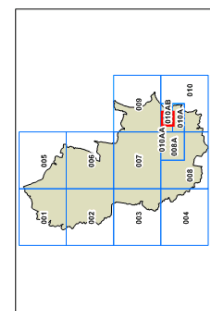


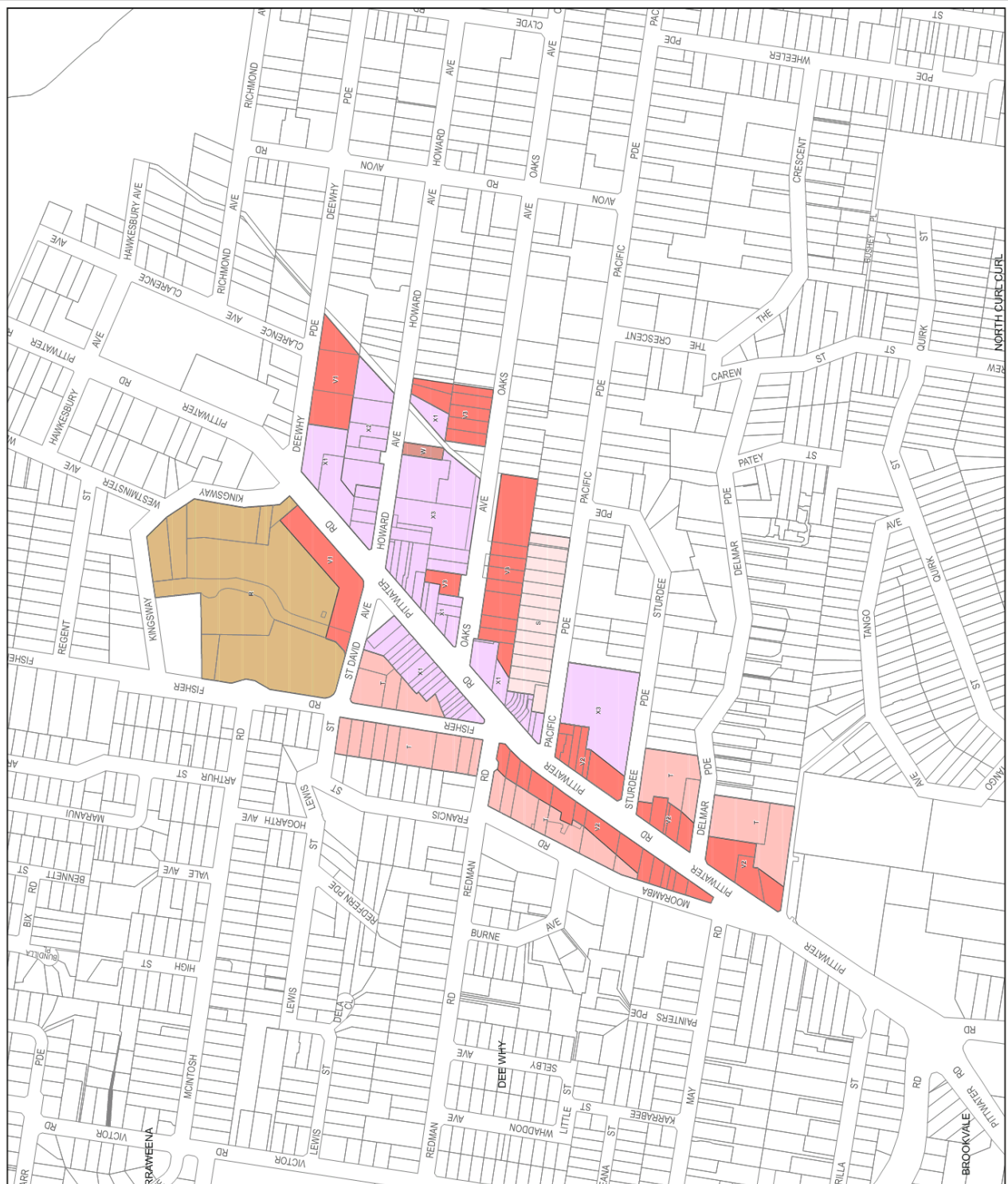
**Warringah Local
Environmental
Plan 2011**
WARRINGAH COUNCIL

Key Sites Map

- Dee Why Town Centre
- Site A
- Site B
- Site C
- Site D
- Site E
- Site F
- Proposed Pedestrian Connection
- Proposed New Road
- Town Square
- Cadastre 14/05/2014 © Warringah Council

DRAFT





**Warringah Local
Environmental
Plan 2011**



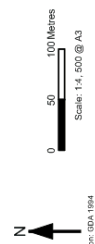
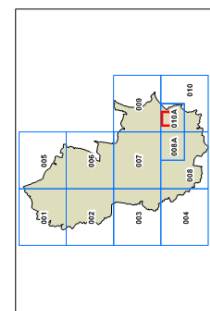
Floor Space Ratio Map

Maximum Floor Space Ratio (n:1)

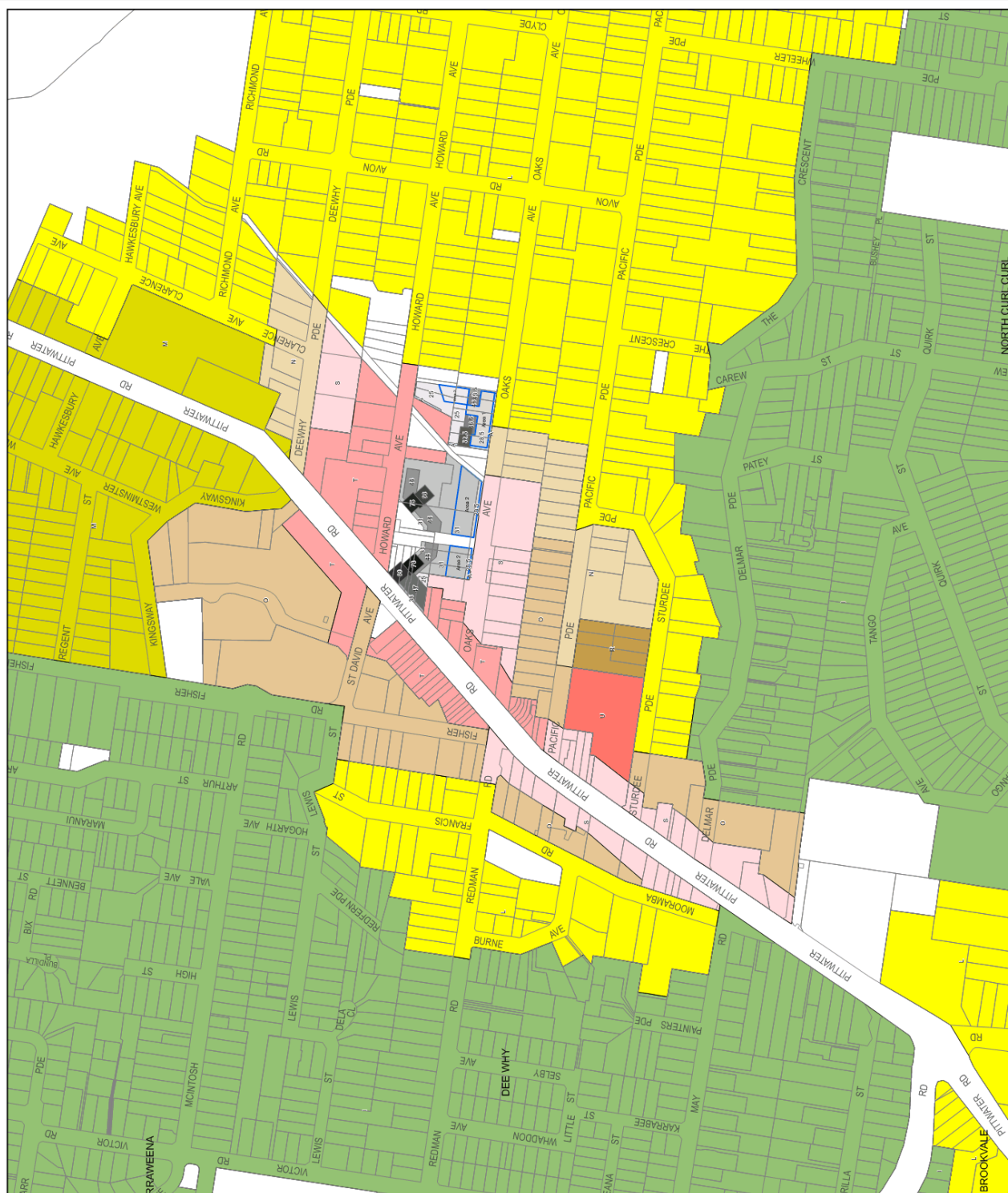
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S	1.8
T	2.4
U	2.5
V1	3.0
V2	3.2
V3	3.4
W	3.8
X1	4.0
X2	4.1
X3	4.4

Cadastre 16/06/2014 © Warringah Council

DRAFT



Projection: GDA 1984
Scale: 1:4,500 @ A3
Map identification number: Floor Space Ratio Draft

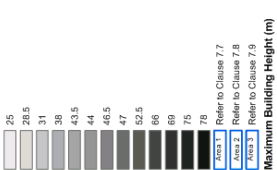


**Warringah Local
Environmental
Plan 2011**

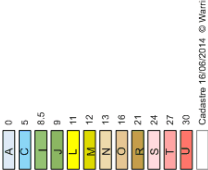


Height of Buildings Map

Maximum Building Height (RL)
Heights shown on map in RL (m)

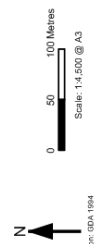
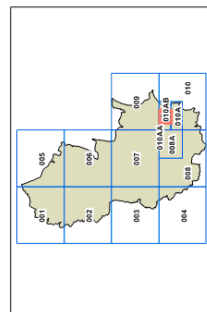


Maximum Building Height (m)



Cadastral 16/06/2014 © Warringah Council

DRAFT



Projection: GDA 1984
Scale: 1:4,500 @ A3
Map identification number: Height of Buildings Draft



Draft amendments Warringah Local Environmental Plan 2011

DEE WHY TOWN CENTRE

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SCHEDULE OF DRAFT AMENDMENTS

WARRINGAH LOCAL ENVIRONMENTAL PLAN

2011

This document provides suggested wording for amending clauses to Warringah Local Environment Plan (WLEP) 2011. Note that the wording and effect of the clauses may change in response to Councils resolution, consultation with the Department of Planning and Infrastructure, public authorities and the outcomes of the upcoming public exhibition.

Explanatory notes have also been provided to clarify the intent of the amendments.

A. Warringah Local Environment Plan Maps

A range of map changes are required in order to support and compliment the new planning provisions. The proposed mapping changes are detailed in Table 1.

Warringah LEP 2011 Maps	Proposed Amendments
No current Floor space ratio map	Introduce Floor Space Ratio maps to illustrate the maximum gross floor area currently achievable under the existing WLEP 2011 and DCP planning controls.
WLEP 2011 – Height of Buildings Map (HOB-010AA & HOB-010AB)	Except for Key Site A* and B*, increase the maximum height of buildings for all land zoned B4 Mixed Use by 3 metres. *Key Sites A and B are the subject to specific Planning Proposals and separate analysis in terms of potential future development.
WLEP 2011 – Key Sites (KYS- 010AA & KYS-010AB)	Retain Key Site A and B as per the existing Key Site notation and add the following properties as key sites; <ul style="list-style-type: none"> • Site C- 33 Oaks Avenue Dee Why (Lot 1, DP 588603, Lot B DP 326907) • Site D- 848 & 850 Pittwater Road Dee Why (Lot CP SP 15960, Lot 1 DP 539517) • Site E- Total of 20 lots bounded by Pittwater and Fisher Road and St David's Avenue Dee Why.

Table 1 Amendments to the Warringah LEP maps

Explanatory Note

A Floor Space Ratio (FSR) map is being introduced for all land zoned B4 Mixed Use within the Dee Why Town Centre. The advantage of a FSR control is that it sets the desired maximum development density.

The use of an FSR has the added advantage of allowing Council to monitor the quantum of gross floor area being developed, and associated incremental increase of traffic generation. This is considered particularly important for the Dee Why Town Centre which has a constrained road network capacity.

B. Amending provisions

4.4 Floor Space Ratio (New Clause)

(1) The objectives of this Clause are as follows:

- (a) To provide sufficient floor space to support the growth of the Dee Why Town Centre
- (b) To regulate the density of development and land use intensity so as to not exceed the capacity of the local road network
- (c) To provide for an intensity of development that is commensurate with the capacity of existing and planned infrastructure within, and proximity to the Dee Why Town Centre
- (d) That new development in the Dee Why Town Centre reflects the desired character of the locality and minimises adverse impacts on the amenity of that locality.

(2) The maximum FSR for a building on any land is not to exceed the floor space ratio shown for the land on the draft Floor Space Ratio Map.

Explanatory note

FSR is the calculation of gross floor area of a building/s as a ratio of the land area. FSR is commonly utilised to set the desired maximum development density on a site by site basis.

In the context of Dee Why, the use of FSRs have the added advantage of allowing Council to monitor the quantum of gross floor area and associated incremental increase of traffic generation in the context of overall road network capacity.

As per Clause 4.4 (2) above, development proposals shall not exceed the stipulated gross floor area to land size ratio illustrated on the WLEP 2011 draft Floor Space Ratio map. However, consent may be given to proposals that exceed the maximum FSR if it is demonstrated that the development complies with the objectives of Clause 4.4(1) above, and the considerations contained within Clause 7.16 outlined on in this document.

4.5 Calculation of FSR and site area (New Clause)

(1) The objectives of this clause are as follows:

- (a) To define FSR
- (b) To set out rules for the calculation of the site area of development for the purpose of applying permitted FSR, including rules to:
 - (i) Prevent the inclusion in the site area of an area that has no significant development being carried out on it
 - (ii) Prevent the inclusion in the site area of an area that has already been included as part of a site area to maximise floor space area in another

building

- (iii) Require community land and public places to be dealt with separately.

(2) Definition of “*floor space ratio*”

The FSR of buildings on a site is the ratio of the gross floor area of all buildings within the site to the site area.

(3) Site area

In determining the site area of proposed development for the purpose of applying a FSR, the *site area* is taken to be:

- (a) If the proposed development is to be carried out on only one lot, the area of that lot
- (b) If the proposed development is to be carried out on two or more lots, the area of any lot on which the development is proposed to be carried out that has at least one common boundary with another lot on which the development is being carried out.

In addition, subclauses (4)–(7) apply to the calculation of site area for the purposes of applying a FSR to proposed development.

(4) Exclusions from site area

The following land must be excluded from the site area:

- (a) Land on which the proposed development is prohibited, whether under draft amendments Warringah Local Environment Plan 2011 (this Plan) or any other law
- (b) Community land or a public place (except as provided by subclause (7)).

(5) Strata subdivisions

The area of a lot that is wholly or partly on top of another or others in a strata subdivision is to be included in the calculation of the site area only to the extent that it does not overlap with another lot already included in the site area calculation.

(6) Only significant development to be included

The site area for proposed development must not include a lot additional to a lot or lots on which the development is being carried out unless the proposed development includes significant development on that additional lot.

(7) Certain public land to be separately considered

For the purpose of applying a FSR to any proposed development on, above or below community land or a public place, the site area must only include an area that is on, above or below that community land or public place, and is occupied or physically affected by the proposed development, and may not include any other area on which the proposed development is to be carried out.

(8) Existing buildings

The gross floor area of any existing or proposed buildings within the vertical projection (above or below ground) of the boundaries of a site is to be included in the calculation of the total floor space for the purposes of applying a FSR, whether or not the proposed development relates to all of the buildings.

(9) Covenants to prevent “double dipping”

When development consent is granted to development on a site comprised of two or more lots, a condition of the consent may require a covenant to be registered that prevents the creation of floor area on a lot (the restricted lot) if the consent authority is satisfied that an equivalent quantity of floor area will be created on another lot only because the site included the restricted lot.

(10) Covenants affect consolidated sites

If:

- (a) A covenant of the kind referred to in subclause (9) applies to any land (affected land)
- (b) Proposed development relates to the affected land and other land that together comprise the site of the proposed development
- (c) The maximum amount of floor area allowed on the other land by the FSR fixed for the site by this Plan is reduced by the quantity of floor space area the covenant prevents being created on the affected land.

(11) Definition

In this Clause, **public place** has the same meaning as it has in the *Local Government Act 1993*.

Explanatory note

This is a standard clause as per the Standard Instrument (Local Environmental Plans) Order 2006. This clause sets out the definition of FSR, the rules for calculating the site area and clarifying the methods of applying a FSR to a site.

Part 7 – Dee Why Town Centre

7.1 Definitions (existing WLEP 2011 clause 7.1 is being amended to the following)

In this Part:

"Dee Why Town Centre" means the land shown on the *Key Sites Map* as the Dee Why Town Centre.

"Proposed New Road" means the land shown on the *Key Sites Map* as the Proposed New Road.

"Site A" means the land shown on the *Key Sites Map* as Site A.

"Site B" means the land shown on the *Key Sites Map* as Site B.

"Site C" means the land shown on the *Key Sites Map* as Site C.

"Site D" means the land shown on the *Key Sites Map* as Site D.

"Site E" means the land shown on the *Key Sites Map* as Site E.

"Site F" means the land shown on the *Key Sites Map* as Site F.

Explanatory note

The existing Clause 7.1 has been amended to include an additional four 'Key Sites'.

Key Sites are deemed to offer significant potential of fulfilling the objectives of revitalising the Dee Why Town Centre. Key sites have been selected on the basis of any one, or a number of the following characteristics below.

Key Sites;

- Are strategically located to provide specific on-site and priority public benefits and key infrastructure items
- Comprise of larger site area in single ownership or consist of a number of sites that can reasonably be expected to amalgamate
- Have the potential to create significant landmark developments
- Form part of, or are located in close proximity to the town centre core
- Have been the subject of extensive urban design and options analysis.

Proposed Clause 7.16 below contains specific objectives for the development of Key Sites C-F whilst the existing WLEP 2011 provisions for Key Sites A and B are being retained within re-numbered clauses.

7.2 Land to which this Part applies (existing WLEP 2011 Clause 7.2 is being amended to the following)

This Part applies to land within the Dee Why Town Centre as Defined on the *Key Sites Map*.

7.3 Objectives for development within Dee Why Town Centre (existing WLEP 2011 Clause 7.3 is being amended to the following)

- (1) Consent must not be granted to development on land in the Dee Why Town Centre unless the consent authority is satisfied that the development is consistent with the following objectives:
 - (a) To create an attractive major centre that sustains the social, economic and environmental needs of its community and visitors
 - (b) To ensure a balance between high quality housing with a mix of retail, business, employment, civic, cultural and recreational facilities
 - (c) To ensure that development within the Dee Why Town Centre positively contributes to the provision of a high quality, connected system of public open spaces, pedestrian and cycleway links
 - (d) To create a consistent built form that includes:
 - (i) Where minimal ground floor setbacks are proposed, above podium built form that is set back to achieve adequate levels of natural sunlight and high levels of amenity to occupiers, surrounding residents and the adjacent public domain
 - (ii) Where no podium element is proposed, increased building setbacks at ground level providing useable open space for pedestrian circulation and passive recreation
 - (e) To achieve good sunlight penetration to public spaces, including footpaths, by building tower elements and modulation
 - (f) To ensure that development responds to the surrounding natural environment and protects local and district views and vistas
 - (g) To establish ground floor levels that are occupied by retail and business uses that are:
 - (i) Active, accessible to the street and create a lively ambience
 - (ii) Are at the same level as the footpaths and provide opportunities for a generous promenade and distinctive street tree planting for shade and shelter
 - (h) To accommodate employment opportunities, and provide a range of goods and services by providing at least a level of non-residential land uses within new developments in the B4 Mixed Use zone
 - (i) To ensure that development positively contributes to pedestrian comfort of the public domain and integration between public and private spaces

- (j) To provide for a transition in building height from the permitted building height at Site A and B down to the Dee Why Town Centre boundaries
- (k) To establish priority infrastructure and public benefit items to be delivered commensurate with development of Key Sites
- (l) To ensure that development is designed to take account of, and be compatible with, the hydrological conditions associated with the Dee Why Lagoon South Catchment
- (m) To provide planning provisions that permit additional building height and gross floor area in certain circumstances in exchange for the provision or contribution towards public benefits above that required by the Warringah Section 94A Development Contributions Plan 2013 or equivalent.

Explanatory note

The purpose of the clause is to detail the objectives Council will consider in assessing development proposals within the Dee Why Town centre.

The above objectives rationalise and clarify many of the existing objectives within the current Clause 7.3 with the addition of the Master Plan objective of allowing additional development in certain circumstances in exchange for public benefits.

7.4 Water management (the component of the existing WLEP 2011 Clause 7.4 that relates to water management has been reworded and incorporated into the proposed clause below)

- (1) Development consent must not be granted to development on land in the Dee Why Town Centre unless the consent authority is satisfied that the development incorporates:
 - a) Stormwater management measures, including water sensitive urban design and ecologically sustainable development principles
 - b) Innovative design solutions that minimise stormwater impacts, including stormwater quantity and quality impacts, on the Dee Why Lagoon system
 - c) Finished floor levels and basement car park entry levels that include adequate freeboards to protect against the entry of stormwater from the Council's street drainage system.

Explanatory note

The purpose of the Clause is to detail the requirements that development must meet in terms of stormwater management.

7.5 Design excellence within Dee Why Town Centre (the existing WLEP 2011 Clause 7.5 is being amended to the following Clause)

- (1) Development consent must not be granted to development involving the construction of a new building or external alterations to an existing building on any site within the Dee Why Town Centre unless the consent authority is satisfied that the development exhibits design excellence.

- (2) In determining whether development exhibits design excellence, the consent authority must have regard to the following matters:
- (a) Whether a high standard of architectural design, materials and detailing appropriate to the building type and location will be achieved
 - (b) Whether the form and external appearance of the proposed development will improve the quality and amenity of the public domain
 - (c) Whether the building meets sustainable design principles in terms of sunlight, natural ventilation, wind, reflectivity, visual and acoustic privacy, safety and security and energy and water efficiency
 - (d) Whether satisfactory arrangements have been made to ensure that the proposed design is carried through to the completion of the development concerned
 - (e) Whether the design of communal access and communal recreational areas incorporate exemplary and innovative treatments and will promote a socially effective urban village atmosphere
 - (f) Whether the development connects with and provides a high quality interface with surrounding streets and public domain areas at pedestrian level.

Explanatory note

This Clause requires that all development in the Dee Why Town Centre be assessed against the design excellence criteria. This Clause replaces existing WLEP 2011 Clause 7.5 *Design excellence within Dee Why Town Centre* and incorporates aims contained within the existing WLEP 2011 Clause 7.4 *Development must be consistent with objectives for development and design excellence*.

7.6 Height of buildings Key Sites A & B (minor amendment to existing WLEP 2011 Clause 7.6)

This Clause is currently titled Height of Buildings and identified as Clause 7.6 of WLEP 2011. There are no proposed changes to the wording of this clause apart from adding the words Key Sites A & B to the Clause heading.

7.7 Site A Oaks Avenue above podium elements

There are no proposed changes to the wording of the existing WLEP 2011 Clause.

7.8 Site B Oaks Avenue above podium elements (existing WLEP 2011 Clause)

There are no proposed changes to the wording of this WLEP 2011 Clause.

7.9 Site A Proposed New Road above podium elements (Existing WLEP 2011 Clause)

There are no proposed changes to the wording of this WLEP 2011 Clause.

7.10 Allowance for external ancillary plant and roof access (Existing WLEP 2011 Clause 7.10 has been amended to improve readability)

- (1) The objectives of this Clause are:
- (a) To ensure that the height and scale of external ancillary structures (whether permanent or temporary) located on roofs do not add to the perceived height of buildings or visually detract from the roof form of buildings
 - (b) To ensure that roof forms are attractive when viewed from surrounding vantage points, including when viewed at a short distance, from the public domain and surrounding apartment buildings, and when viewed from a long distance, from the southern and western hill sides that have northerly and easterly aspects, respectively, over Dee Why
 - (c) To promote low scale vegetative landscaping of podium roofs of buildings and the use of podium roof spaces as areas for passive recreation for residents of the buildings concerned.
- (2) Development consent must not be granted to development on land in the Dee Why Town Centre involving the construction of a new building or external alterations to an existing building unless the consent authority is satisfied that:
- (a) The height of any external ancillary plant or access point is minimised and does not exceed three metres
 - (b) Any external ancillary plant on the rooftop is centrally located within the roof area or screened behind landscaping or architectural features to minimise or completely avoid being visible from the public domain in close proximity to the building
 - (c) The total area of such plant and access points does not exceed 10 percent of the roof area
 - (d) Any balustrade or similar safety restraint (except a building parapet) is set in from the roof edge at least three metres
 - (e) No external ancillary plant is located on the roof any tall towers located on Site A or the two slimline towers on Site B.
- (3) In this Clause "**external ancillary structure**" means an access point or ancillary plant or a balustrade or similar safety restraint.

Explanatory Note

The Clause aims to limit the visual impact of plant/equipment structures on rooftops of buildings.

7.11 Site B Town Square and pedestrian connections (Existing WLEP 2011 Clause)

WLEP 2011 Clause 7.11 is currently titled *Town Square and pedestrian connections*. There are no proposed changes to the wording of this Clause apart from adding the words Key Site B to the Clause heading.

7.12 Provisions promoting retail activity (Existing WLEP 2011 Clause)

This Clause specifically relates to Site A and B and seek to encourage a particular mix of uses and building frontage activation. There are no changes proposed to the wording of this WLEP 2011 Clause.

Explanatory note

It is forecasted that market conditions will continue to favour residential development and therefore traffic analysis assumes that well over half of new floorspace delivered would be for housing.

For this reason, the retention of controls that promote 'active' commercial frontages at the ground level is an important objective considering the benefits it provides, including;

- Agglomeration of commercial uses which are complementary
- Passive surveillance of the street and open space areas
- Buildings with visual interest through human activation and transparent facades as opposed to blank walls at street level
- Promotion of economic activity and employment growth.

7.13 Mobility, traffic management and parking (Existing WLEP 2011 Clause has been amended as follows)

(1) The objectives of this clause are as follows;

- (a) To ensure increased road network capacity and improved vehicle circulation throughout the Dee Why Town Centre
- (b) To provide flexibility in the location of required parking
- (c) To encourage alternate forms of transport from private vehicle use
- (d) To minimise the disruption of pedestrian movement and safety
- (e) To reduce the visual scale of parking and servicing facilities.

(2) Development consent must not be granted to the construction of new buildings in the Dee Why Town Centre unless the consent authority is satisfied that:

- (a) Car parking will be provided underground or if above ground, within a maximum of two podium levels above the finished ground level

- (b) Above ground car parking shall not be visible from public streets, thoroughfares, parks or plazas
 - (c) A maximum of 15 percent of required parking may be provided above ground and only if the development complies with (a) and (b) above, and there are demonstrated constraints to providing all of the required parking underground such as groundwater, flooding, existing easements, utility infrastructure or the like
 - (d) Loading and waste collection facilities are accommodated in a way that does not adversely impact on the amenity of the public domain, adjoining or nearby residential properties or conflict with pedestrian access
 - (e) There will only be minimal disruption to retail and commercial activity at street level because the proposed development:
 - (i) Minimises the width of footpath crossings and vehicle entrances
 - (ii) Ensures that loading facilities are substantially enclosed by occupied floor space
- (3) In relation to Key Sites A & B, the following provisions also apply;
- (a) Any development on Site A will be consistent with the establishment of a new north-south street, between Howard and Oaks Avenue, along the eastern side of Site A, shown on the Key Sites Map as the Proposed New Road
 - (b) The Proposed New Road reserve shall have a minimum width of 18 metres where it adjoins Lot 1, DP 526306 (St Kevin's Church) and 20 metres where it adjoins Strata Plan 1493
 - (c) The development is designed to respond to an on-street traffic circulation pattern that is one way in an anti-clockwise direction around the centre via Oaks Avenue, the Proposed New Road and Howard Avenue
 - (d) The development will improve vehicle access and circulation within the Dee Why Town Centre and will reinforce the priority of pedestrian movements and networks to make the Dee Why Town Centre safe, enjoyable and attractive
 - (e) If the development is on Site B, there will be a maximum of one level of above ground car parking that will:
 - (i) Be located on level one and two (excluding the ground floor level) and
 - (ii) Incorporate appropriate architectural screening that is visually integrated and coordinated with the design of the building facades of the remainder of the development and will ensure that vehicles are screened completely from surrounding vantage points and that the streetscape and urban design quality of the development is protected.

Explanatory note

This Clause aims to limit the quantum of parking provided above ground as it adds to the gross building area of development thus contributing towards building bulk and scale. The objective of limiting the number of podium levels is to maximise solar access to adjoining open space, residential dwellings and public footpath areas.

On land where geotechnical and other significant site constraints exist, a development may provide up to 15 percent of the required on-site parking above ground on the proviso that the parking areas are not visible from a public place and that those site constraints are demonstrated to the satisfaction of Council.

The Clause also seeks to ensure that access arrangement to carparks and servicing areas do not unduly interrupt pedestrian traffic flow and safety.

Subclause (3) contains specific Site A and B road network improvements as per the existing requirements of existing WLEP 2011 Clause 7.13 *Mobility, traffic management and parking*.

7.14 Podiums, setbacks & awnings (New Clause)

- (1) Development consent must not be granted to development on land in the Dee Why Town Centre unless the consent authority is satisfied that the development incorporates:
 - (a) A maximum of three podium levels on buildings fronting Pittwater Road and two podium levels on buildings fronting all other roads in the Dee Why Town Centre
 - (b) The ground level of building elevations that front roads within the Dee Why Town Centre are to be setback a minimum of four metres from the kerb of the adjacent road
 - (c) Notwithstanding (b), a building setback of greater than four metres for up to 40 percent of the length of the front property boundary is encouraged to provide articulation of the podium levels facade and increased area for pedestrian movement and kerb side dining areas
 - (d) Tower elements above podiums being setback a minimum of four metres from all edges of the podium to maximise solar access, building separation and amenity of residents
 - (e) Continuous colonnades or pedestrian awnings on those parts of any building fronting and built to the edges of streets or other public spaces.

Note: For the purpose of this Clause, podium levels refer to levels 1-3 of a building that have no or minimal setback to the property boundary.

Explanatory note

This Clause sets the parameters for design and building setbacks with the intent to promote increased ground level pedestrian circulation space.

The above podium building setbacks seek to maximise solar access to adjoining properties and ground level public space.

The podium height controls aim to achieve a consistent street frontage presentation while the reduction in the maximum podium levels allows for increased solar access and less dominant built form along the streetscape.

The 'loss' of floorspace through the reduction in maximum podium levels has been recovered through the addition of one storey (three metres) of permissible building height currently offered under the WLEP 2011.

This Clause replaces elements of the existing WLEP 2011 clause 7.4 *Development must be consistent with objectives for development and design excellence*.

7.15 Site B Oaks Avenue Landscaping (New Clause)

- (1) Development consent must not be granted to development on Site B, at the Howard Avenue frontage, unless the consent authority is satisfied that the development will be lined by trees of distinctive coastal indigenous species that provide landscape elements while not obscuring the views into and out of the Town Square from Pittwater Road or Howard Avenue.

Explanatory note

This provision has been copied from the existing WLEP 2011 Clause 7.5 *Design excellence within Dee Why Town Centre* and drafted to a stand-alone clause.

7.16 Alternative buildings heights and floor space allowance

- (1) The objectives of this Clause are to:
 - (a) Reinforce Dee Why as the major centre for the Northern Beaches
 - (b) Ensure the provision of quality public domain areas within the Dee Why Town Centre
 - (c) Consolidate the town centre into an identifiable place with a defined core with an appropriate transition of building height to surrounding land uses
 - (d) Improve pedestrian and cycle connections
 - (e) provide open spaces that reflect the theme of water sensitive urban design and connect destinations within the Dee Why Town Centre
 - (f) Stipulate the required public benefits to be delivered on and adjoining Key Sites.
 - (g) Facilitate the delivery of road infrastructure upgrades during the development process.
 - (h) To outline the criteria to be satisfied for development proposals that propose to exceed the maximum building height and floor space ratio requirements expressed in Clause 4.3 and 4.4.
- (2) Despite clause 4.3 and 4.4 of this Plan, consent may be granted for development that exceeds the maximum building height and floor space ratio for land identified within Key Site C on the Key Sites Map only if:
 - (a) The development application is for the entire area identified as Key Site C

- (b) The maximum building height of any buildings within Site C does not exceed 46 metres
 - (c) The proposed development includes the construction and dedication to Council of a public road reserve not less than 12 metres wide that links Oaks Avenue and Pacific Parade identified as Proposed New Road on the and Key Sites Map
 - (d) All buildings comply with the requirements defined in Clause 7.9.
- (3) Despite clause 4.3 and 4.4 of this Plan, consent may only be granted for development that exceeds the maximum building height and FSR that applies to land identified as Key Site D on the Key Sites Map only if;
- (a) The proposed development includes the dedication of 35 square metres of land to Council on the corner of Pacific Parade and Pittwater Road and the construction of a traffic turning lane from Pittwater Road into Pacific Parade, including a pedestrian path no less than four metres wide and road pavement in the area identified
 - (b) The gross floor area for development of the whole of Site D may exceed that permitted under the Floor Space Ratio map by up to 240 square metres in exchange for the land dedication and associated road and pavement construction outlined in (a)
 - (c) All buildings comply with the requirements defined in Clause 7.9.
 - (d) Development which exceeds the gross floor area above that permitted in (b) may be permitted subject to the considerations expressed in subclause (6) of this clause.
- (4) Despite clause 4.3 and 4.4 of this Plan, consent may be granted for development that exceeds the maximum building height, and to a minor extent, the FSR for land identified as Key Site E on the Key Sites Map if:
- (a) The proposal is for the development of the entire area identified as Key Site E
 - (b) The proposal is for part of the area identified as Key Site E and accompanied by a detailed precinct plan indicating suitable development and delivery of public domain outcomes for the entire Key Site
 - (c) That the owners of all the sites of Key Site E have endorsed the detailed precinct plan outlined in (b) above
 - (d) The maximum building height of any buildings within Site E on lots fronting Pittwater Road does not exceed 49 metres
 - (e) The maximum building height of any buildings within Site E on lots fronting St David Avenue and/or Fisher Road does not exceed 20 metres
 - (f) The proposed development includes the construction, landscaping and dedication to Council of a pedestrian and servicing through site link with a minimum width of 12 metres wide in the area generally identified as Pedestrian Connection on Key Site E on the Key Sites Map

- (g) The proposed development includes the construction of a pedestrian through building connection to Pittwater Road, open to the general public during normal commercial and retail opening hours, a minimum of 6 metres wide either open to the sky or by six metre high void generally in the area identified as New Pedestrian Connection on the Key Sites Map
 - (h) All buildings comply with the requirements defined in Clause 7.9.
- (5) Despite clause 4.3 and 4.4 of this Plan, consent may be granted for development that exceeds the maximum building height, and to a minor extent, the FSR for land identified as Key Site F on the Key Sites Map if:
- (a) The proposal is for the development of the entire area identified as Key Site F
 - (b) The maximum building height of any buildings fronting Pittwater Road does not exceed 49 metres
 - (c) The proposed development includes a through site vehicular access way to adjoining properties within Key Site E
 - (d) The development facilitates public pedestrian access from St David Avenue to the proposed Pittwater Road pedestrian overpass
 - (e) All buildings comply with the requirements defined in Clause 7.9.
- (6) Despite clause 4.3 and 4.4 of this Plan, consent may be granted for development on any site (including Key Sites) within the Dee Why Town Centre that exceeds the maximum building height and, to a minor extent, the FSR in exchange for the provision of public benefits only in the event the proposed development demonstrates;
- (a) The provision of adequate solar access to nearby dwellings and the public domain
 - (b) Limited impact upon the privacy of adjoining residents
 - (c) Compliance with the desired street frontage building height and street edge alignment
 - (d) An appropriate interface with the public domain
 - (e) The provision of sufficient on-site parking and landscaping
 - (f) The retention of significant local and district view lines
 - (g) That there is adequate capacity within the existing community infrastructure and road network
 - (h) Compliance with the desired character established by the Warringah Development Control Plan and objectives contained within this Plan
 - (i) Consistency with the principle of decreasing building height from Key Site B shown on the Key Sites Map to the edges of the Dee Why Town Centre

- (j) The requirements of State Environmental Planning Policy No. 65 Design Quality of Residential Flat Development
- (k) Whether the site is of acceptable dimension and of sufficient area to;
 - (i) Allow for the efficient and safe manoeuvring of vehicles
 - (ii) Allow for acceptable proportions of building design
 - (iii) Provide adequate separation to existing buildings
 - (iv) Provide equitable building separation from the proposed development to future development on adjoining sites
 - (v) Ensure adjoining sites are not sterilised from redevelopment.
- (7) Development which seeks to utilise subclause (6) will not be supported unless Council is of the opinion that the proposal also demonstrates compliance with Clause 4.6 *Exceptions to development standards*.

Explanatory note

The purpose of this Clause is to provide a list of relevant matters to be considered when assessing development that exceeds the maximum building height and FSR controls in exchange for public benefits.

The onus is on the applicant to demonstrate that the site is capable of achieving an increase in development yield from that envisaged under the WLEP 2011 controls whilst satisfying environmental and amenity considerations.

The quantum of gross floor area is constrained primarily by the capacity of the road network. Any application seeking to develop gross floor area above that permitted on the proposed draft Floor Space Ratio map shall consider the relevant traffic studies undertaken by or on behalf of Council.

Regardless of the value, scale and nature of the proposed public benefit, the development needs to be deemed acceptable on planning and environmental grounds for Council to consider granting consent.

Public benefits items that are to be delivered as part of this process are not to include infrastructure upgrades required as a consequence of the development or the developments obligations stipulate in the Warringah Section 94A Development Contributions Plan 2013 or equivalent.



Draft amendments

Warringah Development Control Plan

Part G1 & Part H

DEE WHY TOWN CENTRE

DRAFT WARRINGAH DCP AMENDMENTS (PART G1)

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 - 3.7 Basement Car parking
 - 3.8 Energy and Water Efficiency
 - 3.9 Corner Sites
4. Key Sites
 - 4.1 Key Sites A & B – Town Square
 - 4.2 Key Site C – Oaks Avenue and Pacific Parade
 - 4.3 Key Site D – Corner Pacific Parade and Pittwater Road
 - 4.4 Key Site E – St. David Avenue, Fisher Road & Pittwater Road
 - 4.5 Key Site F – Corner of Pittwater Road and St David Avenue
5. Town Centre Character Areas (1-10)

1. INTRODUCTION

Applies to Land

This part provides specific controls for the development of the B4 Mixed Use Zone within the Dee Why Town Centre (Figure 1).

Note:

- For land zoned R3 Medium Density Residential within the Town Centre, refer to the specific R3 development controls contained within this Development Control Plan (DCP)
- Part B *Built Form Controls* does not apply to land zoned B4 Mixed Use within the Dee Why Town Centre. All other parts of the DCP apply to the land identified within the Dee Why Town Centre
- In the event of any conflict between this part and other parts of the DCP, the provisions of this part shall prevail in relation to the identified areas
- If there is an inconsistency between this DCP and the Warringah Local Environmental Plan 2011 (WLEP 2011), the WLEP 2011 prevails



Figure 1. Dee Why Town Centre study area

2. DESIRED FUTURE CHARACTER

The Dee Why Town Centre (combined with the Brookvale employment areas) has been identified in various NSW Government planning strategies as the Major Centre for the northern beaches.

Located between the ocean and the escarpment, it enjoys a close connection to Dee Why Beach and the Narrabeen Lagoon system. During the preparation of this DCP and the Dee Why Town Centre Master Plan 2013 (the Master Plan), the community expressed a wish for the centre to be revitalised as a vibrant, prosperous and high quality centre.

Council's Vision:

"Dee Why will be home to a thriving cosmopolitan community who cherish their past, celebrate its unique and engaging vibe and embrace its bold commitment to urban sustainability. It will be a place of both energy and refuge, a city at the beach, with a distinctive modern urban identity."



Figure 2. Pittwater Road Master Plan Vision

In August 2013, Council adopted the Master Plan which reviewed all previous plans and policies as well as documenting key constraints and opportunities for future development.

The Master Plan illustrates the desired character for Dee Why and recommends a number of initiatives to encourage development and improve the public domain to achieve revitalisation.

The desired character for the Dee Why Town Centre is to be defined by the following principles;

- A consolidated centre that is identifiable and inclusive of a defined core
- A system of new and improved connected public spaces
- Landscaped areas that utilise Water Sensitive Urban Design (WSUD) principles that reflects the location of the centre adjacent to the lake and the ocean
- The clustering of taller buildings around the proposed Town Square (Key Site B) with an appropriate transition of height down to the edges of the Dee Why Town Centre

- Tall and slim buildings which allow greater solar access and are less visually dominant to the streetscape
- An attractive, vibrant and safe centre that is accessible at all times by people with all level of abilities
- A sense of community and pride and inclusiveness achieved through place making and engagement
- A new revitalised civic and community hub that will house government services, provide a meeting place, public parking, community facilities and supporting retail
- Retention of significant views to landscape features such as the Lagoon, Long Reef headland, the coast line and Stony Range Reserve.

An illustrative example of the desired public domain is shown in Figures 3 and 4 below.



Figure 3. Rectman Road Plaza (Character Area 7)



Figure 4. Civic Plaza View from Pittwater Road (Character Area 10)

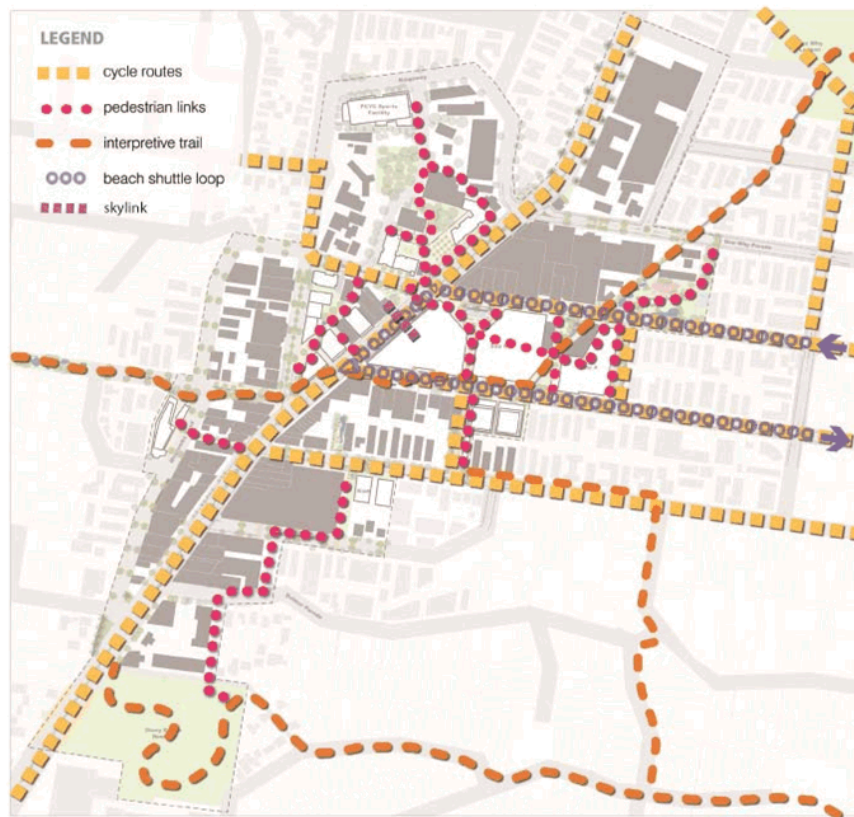


Figure 5. Dee Why Movement Map

Figure 5 illustrates the desired improvements to access and circulation. Separated cycle ways are proposed for Howard and Oaks Avenues providing a strong connection to the beach and linkages to the Warringah Bicycle Route Network.

3. GENERAL DEVELOPMENT CONTROLS

In addition to the General Development Controls contained in the previous sections of this DCP, this section contains specific controls that apply to the whole of the Dee Why Town Centre.

3.1 Key controls within Warringah LEP 2011

1. The maximum permissible height of buildings is identified on WLEP 2011 Height of Buildings Maps.
2. The maximum permissible Floor Space Ratio is identified on the WLEP 2011 Floor Space Ratio Map.
3. The Dee Why Town Centre boundary, key catalyst sites, priority road and through site link upgrades are illustrated in the Key Sites Map
4. Other key objectives and development controls that relate to built form, building setbacks, location of parking etc. are located within Part 7 of the WLEP 2011.

3.2 General controls

1. New development is to incorporate non-residential uses at ground level (as a minimum) which is designed to address street frontages. Single entry lobbies to residential uses are however permitted within the ground floor.
2. Buildings are to be designed with strong vertical proportions and facilitate the sharing of views and sunlight.
3. Buildings are to be highly articulated and modulated to reduce the apparent building mass.
4. The maximum building length above podiums is to be 45 metres measured across the frontage of the site and maximum above podiums building depth is to be 20 metres.
5. The residential component of new development is to comply with the *State Environmental Planning Policy 65 Residential Flat Design Code*. For buildings which incorporate podiums, it can be assumed the Code's building separation requirements apply to the building elements above the podium, with the roof of the podium considered as the ground level.
6. Minimum floor to ceiling heights seek to emphasise the ground floor of buildings (which incorporate non-residential uses), maximise the amenity of dwellings and facilitate flexibility of land uses. The floor to ceiling height requirements are as follows:
 - (a) Ground floor storey: 3.6 metres; and
 - (b) Upper storeys: 2.7 metres.
7. All Development Applications for new buildings are to be accompanied by a detailed traffic and parking impact assessment prepared by a suitably qualified traffic consultant. The analysis shall confirm any impacts upon the road network performance.
8. Site amalgamation is required to facilitate development with;
 - a. Appropriately proportioned buildings
 - b. Adequate separation to existing buildings and expected future development on adjoining sites
 - c. Basement car parking with an efficient internal configuration and safe vehicular and pedestrian access and egress.
9. The design and arrangement of buildings are to recognise and preserve significant views to the Long Reef landscape, the coastline and landscaped ridgeline.

3.3 Site Amalgamation

Objectives

- To encourage site amalgamation to ensure that the development potential of all sites within the Dee Why Town Centre is maximised
- To avoid the isolation of small sites which may result in poor built form outcomes and inability for such sites to be developed to their potential
- To provide for adequate site widths that allow design flexibility, desirable building proportions and where possible, at grade public and private open space

Requirements

1. Documentary evidence is to be submitted with development applications for works valued at over \$2 million to demonstrate that a genuine and reasonable attempt has been made to purchase an isolated site based on a fair market value. This is to include at least one recent independent valuation and a written offer to cover reasonable expenses likely to be incurred by the owner of the isolated site during the sale of the property.
2. Where amalgamation of an isolated site is not feasible, applicants will be required to demonstrate that an orderly and economic use and development of the separate sites can be achieved.
3. Applicants will be required to detail an envelope for the isolated site, indicating height, setbacks, resultant site coverage (building and basement), sufficient to understand the relationship between the application and the isolated site. The likely impacts developments will have on each other in terms of solar access, visual privacy, building separation and streetscape must also be addressed.

3.3 Building heights

Objectives

- To ensure buildings are developed within the principles established in the Master Plan, which is to cluster taller buildings around the proposed Town Square (Key Site B) with an appropriate transition of height down to the edges of the Dee Why Town Centre
- To consider taller, slimmer buildings which allow greater solar access to adjoining land and are less visually dominant to the streetscape
- To retain view lines of the Long Reef landscape, the coastline and landscaped ridgeline.

Requirements

1. The maximum permissible height of buildings is identified on the WLEP 2011 Height of Buildings Map.
2. Buildings may exceed the height stated on the WLEP 2011 Height of Buildings Map only if;
 - (i) That development provides for public benefits and is deemed to meet the criteria set out in WLEP 2011 draft Clause 7.16 and this DCP
 - (ii) The development is consistent with the principle of gradually decreasing building height from Key Site B down to the edges of the Dee Why Town Centre
 - (iii) The proposal does not significantly obscure district views of the Long Reef landscape, coastline and escarpment ridgeline
 - (iv) The development consists of a 'slim' tower built form with appropriate separation from adjoining buildings and setback from property boundaries.
3. The intent of Figure 6 *Height Principles Map* is to demonstrate that the tallest built form within the Dee Why Town Centre is to be located at 'Site B' (between Howard and Oaks Avenue) with a reduction in building height from that site, along the Pittwater Road spine down to the edges of the Dee Why Town Centre.

4. The heights expressed in Figure 6 are not to be considered as the building height control across the Dee Why Town Centre; however some development may be constructed within the indicated height range if the development accords with the Part 7 of WLEP 2011 and this DCP, particularly in terms of the objective to construct 'slim' tower forms and compliance with amenity considerations.

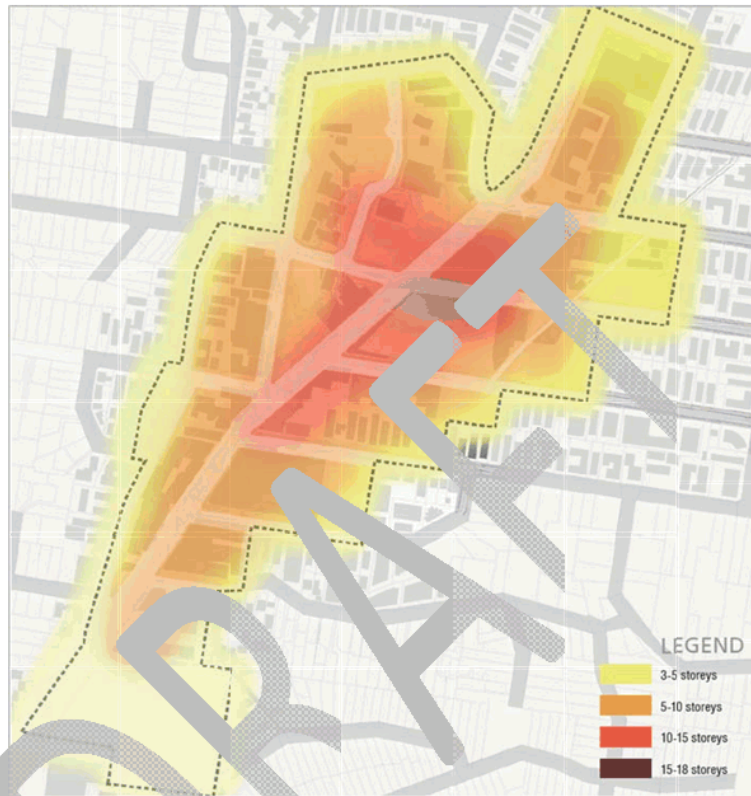


Figure 6. Height Principles map

3.4 Pedestrian connections

Objectives

- To enhance pedestrian access, activity and mobility throughout the Dee Why Town Centre
- To better integrate land uses supporting the centre's activities
- To improve the exposure and therefore viability of businesses

Requirements

1. Public open spaces and through site pedestrian/cycle path links are to be provided in accordance with Figure 5 and the WLEP 2011 Key Sites Map.
2. The provision of additional pedestrian links to those outlined in (1) above shall be considered for development that has two streets frontages or other attributes that allow extension of the pedestrian network.
3. Through site links shall be well lit and allow 24 hour access.
4. Through site links may be provided in the form of arcades.
5. Through site links shall be visually permeable and not incorporate acute turns or 'dog legs'.

3.5 Building Articulation and design

Objectives

- To create visual interest in building facades
- To minimise the appearance of building mass
- To ensure that building facades to help enhance the public domain.
- To ensure that building elements such as awnings, fenestration, roof structures and service elements are integrated into the overall building form.

Requirements

1. All buildings are to provide a modulated façade in order to reduce the appearance of scale and mass, provide visual interest, provide diversity, and provide a human scale.
2. Building form shall be balanced and enhanced through design modulation, a variety of finishes, use of varied building materials and varying setbacks.
3. All elements of the façade and roof areas shall be integrated into the architectural form and detail of the building, and present an appealing streetscape appearance.
4. Balconies and verandas may encroach upon the prescribed side and rear setbacks by up to 1 metre providing that the encroachment produces no adverse effect on the amenity (including privacy, solar access etc.).
5. For zero setback areas, balconies and over podium terraces may extend 1 metre into the setback area for the floors above the podium levels only. For all sites with front setbacks greater than 4 metres, the following building elements may project up to 1m into the minimum setback area at ground level and within the podium levels:
 - (a) Balconies or verandas that display a lightweight appearance
 - (b) Awnings and pergolas
 - (c) Stair or ramp access to ground floor dwellings or building lobbies.

3.6 Basement car parking

Objectives

- To reduce overall building bulk and scale (particularly within podiums) by locating parking underground
- To ensure consistent street frontage heights
- To maximise the availability of deep soil planting
- To minimise disruption to pedestrians and cyclists.

Requirements

1. Car parking and vehicle access points shall be designed to minimise the impact on the streetscape and amenity of pedestrians by incorporating the following design elements;
 - (a) Recessed car park entries from the main building facade alignment
 - (b) Avoidance of large voids in the facade by providing security doors or decorative grills to car park entry
 - (c) Returning the facade finishes into the car park entry recess for the extent visible from the street
 - (d) Design and build parking with conceal services, pipes and ducts.
2. Basement car parking is to be located to optimise deep soil planting.
3. Basement car parking is to be designed to encourage natural ventilation and designed to consider prevailing winds through the appropriate size and siting of air vents.
4. All driveways must be located a minimum of 6 metres from the perpendicular of any intersection of any two roads.
5. Basement car parking that protrudes above ground level must:

- (a) Include landscaped terraces or landscape screening (green walls) in front of any above ground basement car parking to reduce the overall visual impact.
- (b) Be protected from inundation from 100-year ARI flood levels (or greater).

- 6. Whole levels of above ground parking levels are to be laminated or sleeved with another use for a minimum depth of 10 metres, e.g. building entry lobbies, retail tenancies, residential units etc.

3.7 Energy and Water Efficiency

Objectives

- To supplement controls contained within DCP Part D22 *Conservation of Energy and Water*
- To ensure substantial new developments incorporate the latest practice for energy and water efficiency
- To establish benchmarks for building rating scheme compliance.

Requirements

- 1. New commercial development should be designed to meet a minimum rating of 5 Green Star Office Design (or equivalent).
- 2. Any building refurbishment with a value greater than \$600,000 should result in a refurbished building with an estimate minimum 3.5 NABERS star rating (or equivalent).
- 3. 'BASIX affected buildings' must accord with the BASIX requirements stipulated within the *Environmental Planning and Assessment Regulation 2000*.

3.8 Landmark and corner sites

Objectives

- That development on corner sites adequately address both street frontages
- That development capitalises on site visibility and opportunities derived from building to street frontages such as availability to solar access and separation from buildings opposite the street
- That development is of high architectural quality.

- 1. Buildings which are located on corner sites must:
 - (a) Be designed to add variety and interest to the street and clarify the street hierarchy.
 - (b) Present each frontage of a corner building as a main street frontage.
 - (c) Combine architecture, materials and landscape design that define corners.

4. KEY SITES

Six Key Sites are identified on the WLEP 2011 Key Sites Map. These sites are considered to offer significant potential to revitalise the Dee Why Town Centre and are strategically located to provide on-site and localised public benefits including roads and public domain infrastructure.

Development of Key Sites is to be consistent with the requirements of this DCP and the specific Key Site provisions within the WLEP 2011.

4.1 Key Sites A & B – Town Square

The Warringah Local Environment Plan 2000 Amendment No.21 (November 2008) introduced amended development standards for the Howard & Oaks Avenue car park site known as Site A as well as the adjoining Site B. The detailed designs incorporate tall and slim tower buildings in exchange for the delivery of a Town Square, pedestrian thoroughfare, public car parking, a new road and other community facilities.

The desired outcomes are implemented through the specific development controls in part 7 of the WLEP 2011.



Figure 7. Key Sites A & B

4.2 Key Site C – Oaks Avenue

This site is identified as 33 Oaks Avenue Dee Why (Lot 1 DP 588603, Lot A & B DP 326907). The site contains a supermarket, support retail premises fronting Oaks Avenue and a pedestrian arcade linking Oaks Avenue to Pacific Parade.

Key Site C is located within Character Areas 3 and 4 of the Town Centre and is outlined in Figure 8.



Figure 8. Key Site C



Figure 9. Vision for Oaks Avenue

4.2.1 Proposed new road link

The Dee Why Town Centre Traffic Study 2007 by GTA identifies the need for a new road link mid-block link through this site connecting Oaks Avenue and Pacific Parade. Accordingly, the property is nominated as a Key Site where additional development above that reflected on the WLEP 2011 Height of Buildings and Floor Space Ratios maps may be considered in exchange for the dedication and construction of the new road and other significant public benefits.

The objectives of the proposed new shared road way are:

- To improve the efficiency and volume capacity of the local road network
- To improve legibility and permeability of the Dee Why Town Centre
- To provide better servicing for residential and commercial uses
- To reduce conflict between pedestrian and vehicular movements
- To allow upgrades to drainage infrastructure.

This new road link would significantly improve traffic and pedestrian circulation around the Dee Why Town Centre Core and to the surrounding residential areas and beyond.

4.2.2 Key Site C specific WLEP 2011 clause

Development of Key Site C is to be consistent with the development standards contained in the WLEP 2011, including Clause 7.16 which states that:

“consent may be granted for development that exceeds the maximum building height and floor space ratio for land identified within Key Site C on the Key Sites Map only if:

- (a) The development application is for the entire area identified as Key Site C;*
- (b) The maximum building height of any buildings within Site C does not exceed 46 metres;*
- (c) The proposed development includes the construction and dedication to Council of a public road reserve not less than 12 metres wide that links Oaks Avenue and Pacific*

Parade identified as Proposed New Road on the Dee Why Town Centre and Key Sites Map...".

4.2.3 Site specific requirements for Key Site C

1. The required new roadway shall facilitate two-way vehicle movements with vibrant pedestrian areas linked seamlessly to public domain areas associated with the adjacent buildings.
2. The new roadway and pedestrian verges are to be provided in accordance with Figure 10 and 11 of this DCP Part and the WLEP 2011 Key Sites Map.
3. The required new roadway and pedestrian verges are to have direct sight lines between Oaks Avenue and Pacific Parade, be well lit and facilitate an environment for outdoor seating.
4. New development is required to address both the main street frontage and new roadway link for the purpose of activating and improve the safety and amenity of that connection.
5. Although the WLEP 2011 provides an additional building height incentive along the Oaks Avenue in exchange for the proposed new road, additional building height within the Area 4 component of Site C (southern portion) is not encouraged due to the proximity to residential development and the desired low scale character of Pacific Parade.

4.2.4 Indicative Development Options for Key Site C

1. Examples of concept Site C building envelopes are illustrated in Figures 10 and 11 within this part of the DCP. Alternative design solutions may be acceptable if it can be successfully demonstrated that the proposed design:
 - (a) Achieves a positive and cohesive relationship with adjacent buildings and surrounding public domain.
 - (b) Minimises the effects of overshadowing upon open space, or habitable rooms of adjoining development.
 - (c) Responds to the vision, objectives and requirements for the revitalisation of the Dee Why Town Centre.

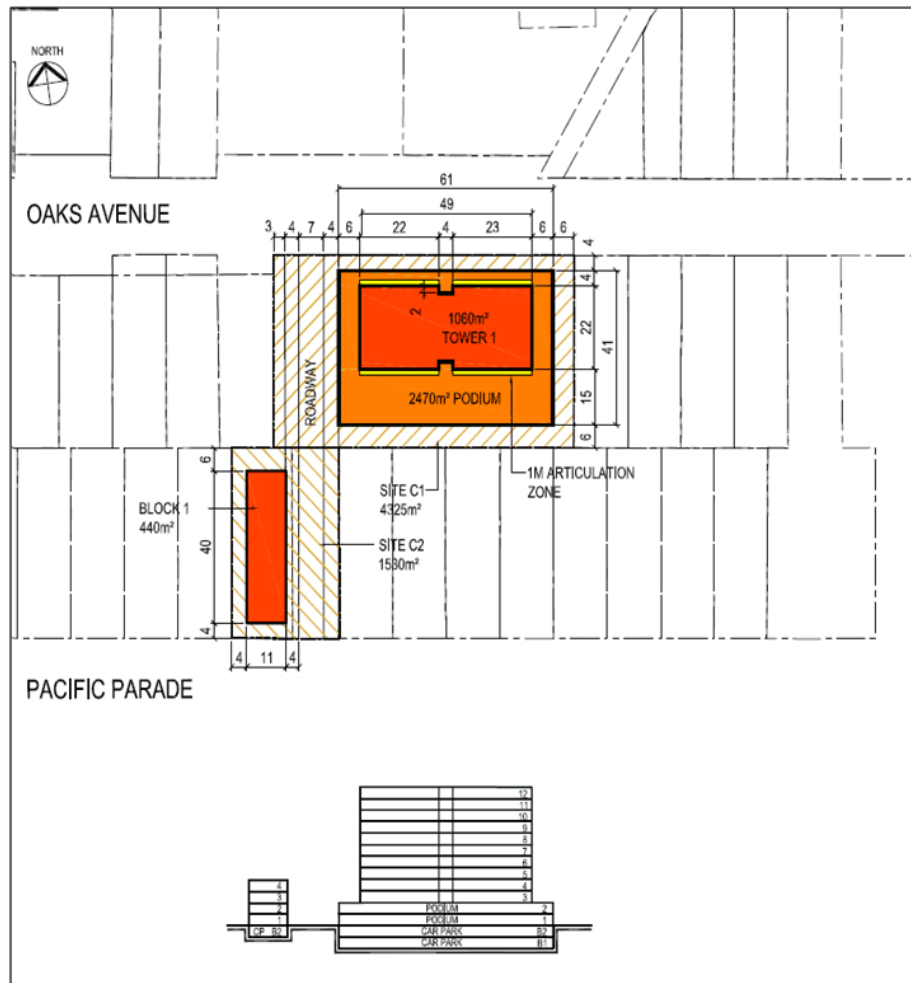


Figure 10. Key Site C – Option 1; Example building layout and form

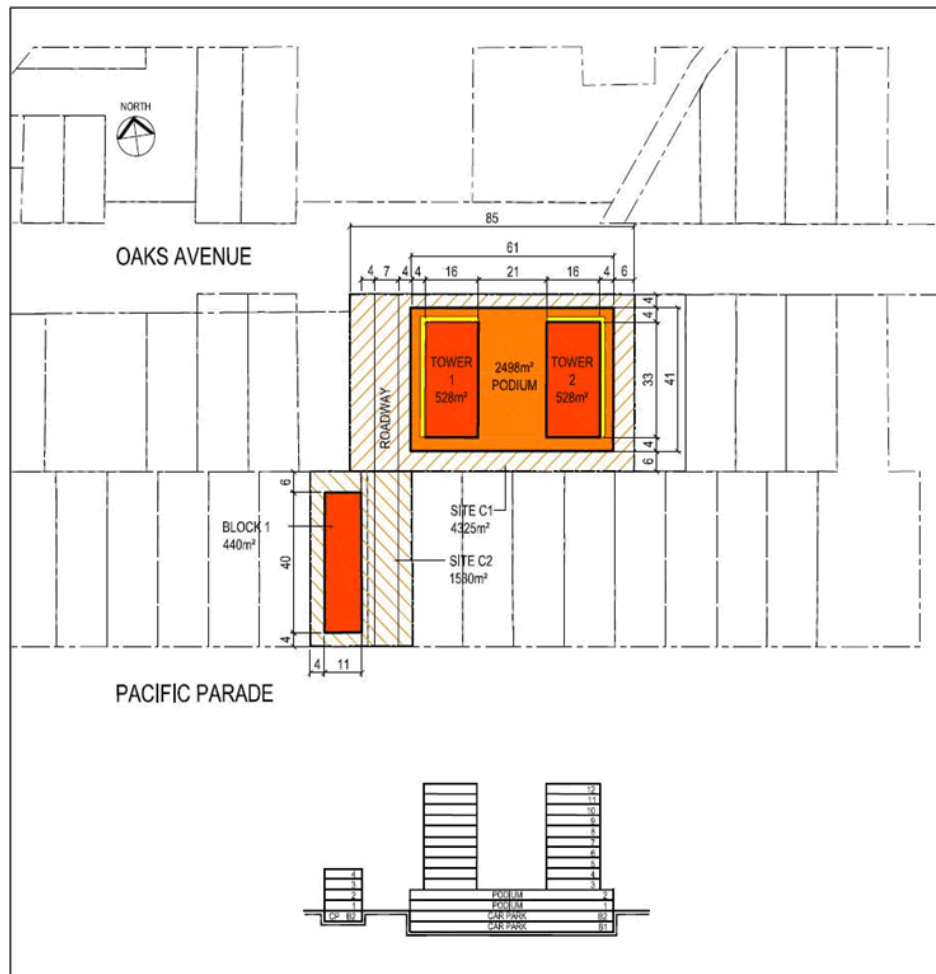


Figure 11. Key Site C - Option 2; Example building layout and form study

4.3 Key Site D – Corner Pacific Parade and Pittwater Road

Key Site D is located on the corner of Pacific Parade and Pittwater Road and is outlined in Figure 10. A portion of this land is required to facilitate a left hand turning lane for semi-articulated vehicles travelling from Pittwater Road and left into Pacific Parade. (Refer to Figure 13)

The upgrade will substantially improve traffic flow in that area, particularly by way of reducing the interruption of traffic flow on Pittwater Road.



Figure 12. Key Site D Corner of Pacific Parade and Pittwater Road

In order to facilitate the construction and dedication of land for the turning lane, the development of additional floor space may be considered to offset the cost of land dedication and associated road and footpath works.

4.3.1 Key Site D specific WLEP 2011 clause

Development of Key Site D shall to be consistent with the development standards contained in the WLEP 2011, including Clause 7.16 which states:

"consent may only be granted for development that exceeds the maximum building height and floor space ratio that applies to land identified as Key Site D on the Dee Why Town Centre and Key Sites Map only if;

- (a) The proposed development includes the dedication of 35 square metres of land to Council on the corner of Pacific Parade and Pittwater Road and the construction of a traffic turning lane from Pittwater Road into Pacific Parade, including a pedestrian path no less than 4 metres wide and road pavement in the area identified.*

(b) The gross floor area for development of the whole of Site D may exceed that permitted under the Floor Space Ratio Map by up to 240 square metres in exchange for the land dedication and associated road and pavement construction outlined in (a)..."

4.3.2 Site Specific Requirements and Development Controls

1. Development of Key Site D is to display design excellence and be of a form and character to define and address this visually prominent corner.
2. Proposed road widening is to be carried out to facilitate a left hand turn for a semi-articulated vehicle generally in accordance with Figure 13.
3. Site amalgamation is promoted to ensure well-proportioned buildings and a safe and efficient basement car parking arrangement.

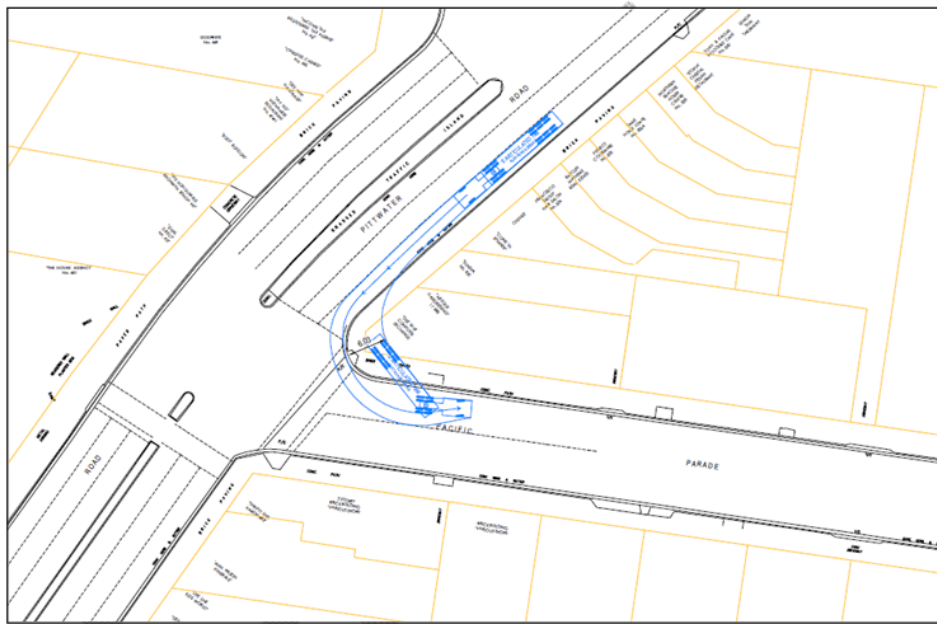


Figure 13. Proposed road widening plan Pacific Parade (not to scale)

4.4 Key Site E

Key Site E addresses Pittwater Road, St David Avenue and Fisher Road and is highlighted in Figure 14 below. The site is identified in the Master Plan as an important focal point within the Dee Why Town Centre and presents an opportunity to improve pedestrian links via a centrally landscaped shared access way (pedestrian and service vehicles) linking Fisher and Pittwater Roads to St David Avenue and the planned civic precinct to the north.

The proposed through site link contributes to the vision to improve the pedestrian environment and connectivity across the Dee Why Town Centre.



Figure 14. Key Site E



Figure 15. Key Site E vision from Fisher Road

4.4.1 Key Site E specific WLEP 2011 clause

The WLEP 2011 and this DCP promotes consolidation of a number of sites and the delivery of the though site links in exchange for development that may exceed the WLEP 2011 maximum building height and floor space ratio controls.

“consent may be granted for development that exceeds the maximum building height, and to a minor extent, the floor space ratio for land identified as Key Site E on the Key Sites Map if;

- (a) The proposal is for the development of the entire area identified as Key Site E; or*
- (b) The proposal is for part of the area identified as Key Site E and accompanied by a detailed precinct plan indicating suitable development and delivery of public domain outcomes for the entire Key Site;*
- (c) That the owners of all the sites of Key Site E have endorsed the detailed precinct plan outlined in (b) above;*
- (d) The maximum building height of any buildings within Site E on lots fronting Pittwater Road does not exceed 49 metres;*
- (e) The maximum building height of any buildings within Site E on lots fronting St David Avenue and/or Fisher Road does not exceed 20 metres;*
- (f) The proposed development includes the construction, landscaping and dedication to Council of a pedestrian and servicing through site link with a minimum width of 12 metres wide in the area generally identified as Pedestrian Connection on Key Site E on the Key Sites Map;*
- (g) The proposed development includes the construction of a pedestrian through building connection to Pittwater Road, open to the general public during normal commercial and retail opening hours, a minimum of 6 metres wide either open to the sky or by 6 metre high void generally in the area identified as New Pedestrian Connection on the Key Sites Map...”*

4.4.2 Site Specific Requirements and Development Standards

1. The new pedestrian links shall be provided and suitably landscaped between Fisher Road, St David Avenue. The provision for access by service and delivery vehicles should also be considered for the shared access way.
2. Buildings that address the street, public domain areas and through site pedestrian links are to be articulated with stepped facades.

4.4.3 Example development scenarios Site E

1. Figures 16 and 17 provide indicative development layouts. Alternative design solutions may be acceptable if it can be successfully demonstrated that the design:
 - (a) Achieves a positive and cohesive relationship with adjacent buildings, site context and surrounding public domain
 - (b) Achieves optimum solar access and minimised overshadowing does not affect functional open space, or habitable rooms of adjoining development
 - (c) Responds to the vision, objectives and requirements for the revitalisation of the Dee Why Town Centre.

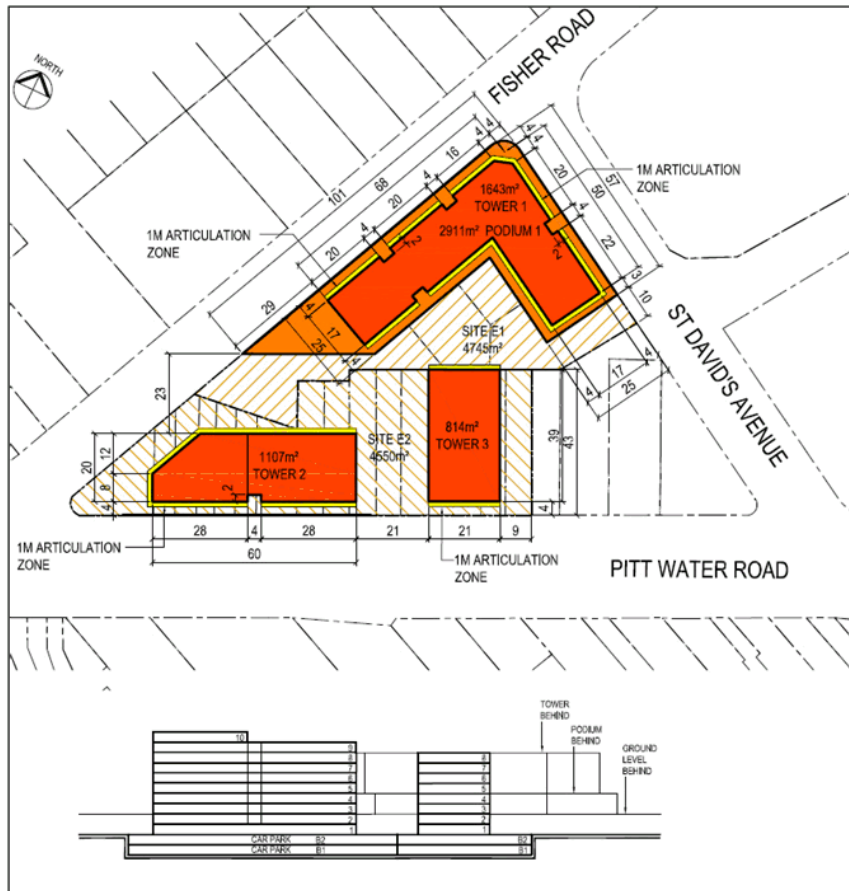


Figure 16. Site E Option 1 - Example building layout and form

Note: Option 1 demonstrates two tower forms (at 10 and 11 storeys) addressing Pittwater Road. The absence of podium levels allows for greater ground level circulation space and improved solar access to pedestrian areas.

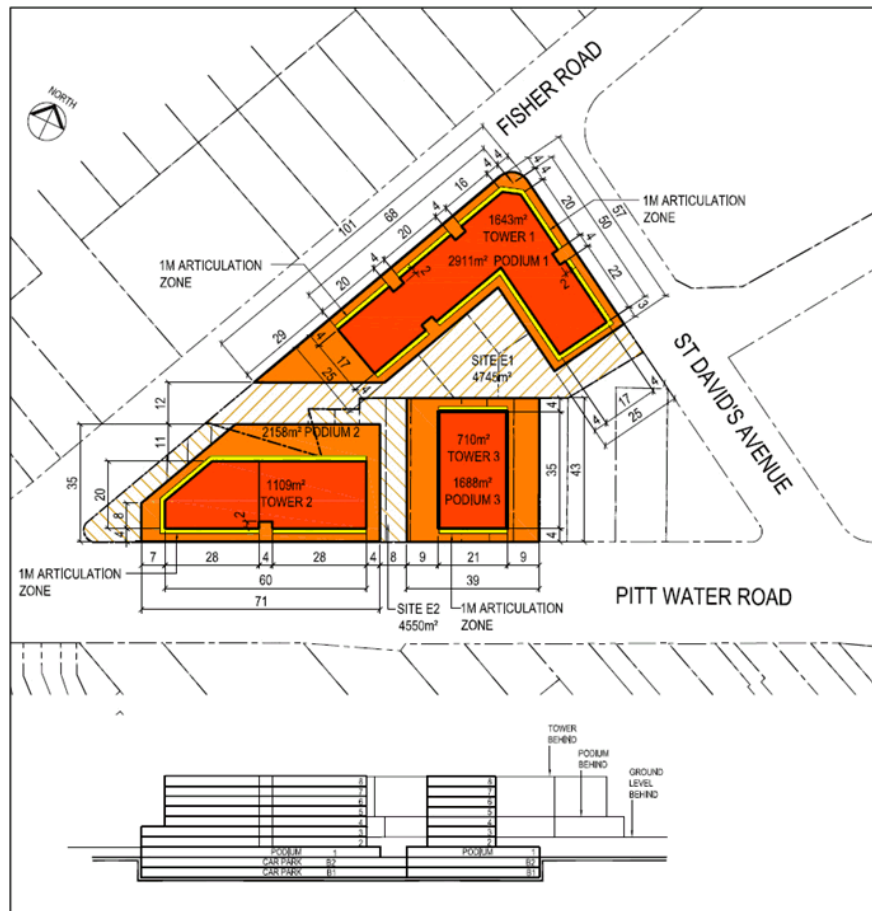


Figure 17 Site E Option 2- Example building layout and form

Note: Option 2 demonstrates three podium and tower forms (up to 8 storeys) whilst allowing adequate through site links.

4.5 Key Site F- Corner Pittwater Road and St David Avenue

Key Site F addresses the corner of Pittwater Road, St David Avenue and is adjacent to a public park.

The site is identified in the Master Plan as having the potential to facilitate public pedestrian access from St David Avenue to the proposed Pittwater Road pedestrian overpass. It is also desirable that the site incorporates a right of way allowing vehicular access from St David Avenue to the adjoining lots within Site E, which are otherwise constrained by access restrictions along Pittwater Road.



Figure 18. Key Site F (outlined in orange)

4.5.1 Specific WLEP Development standards for Key Site F

The WLEP 2011 and this DCP promotes consolidation of a number of sites and the delivery of the through site links in exchange for development that may exceed the WLEP 2011 maximum building height and floor space ratio controls.

"Consent may be granted for development that exceeds the maximum building height, and to a minor extent, the floor space ratio for land identified as Key Site F on the Key Sites Map if:

- (a) The proposal is for the development of the entire area identified as Key Site F,*
- (b) The maximum building height of any buildings fronting Pittwater Road does not exceed 49 metres;*
- (c) The proposed development includes a through site vehicular access way to adjoining properties within Key Site F;*
- (d) The development facilitates public pedestrian access from St David Avenue to the proposed Pittwater Road pedestrian overpass..."*

4.5.2 Site Specific Requirements and Development Standards

1. Development shall integrate with the adjoining open space and consider opportunities to improve the amenity and functioning of the park.
2. Development of Key Site F is to display design excellence and be of a design and character to define and address this visually prominent corner.
3. The scale of development will be respectful of the heritage listed commercial building nearby.

5. TOWN CENTRE CHARACTER AREAS

The Dee Why Town Centre consists of a number of character areas which are illustrated in Figure 19 below.

Each character area has specific objectives for development, which is to be considered along with development controls provided within this DCP.

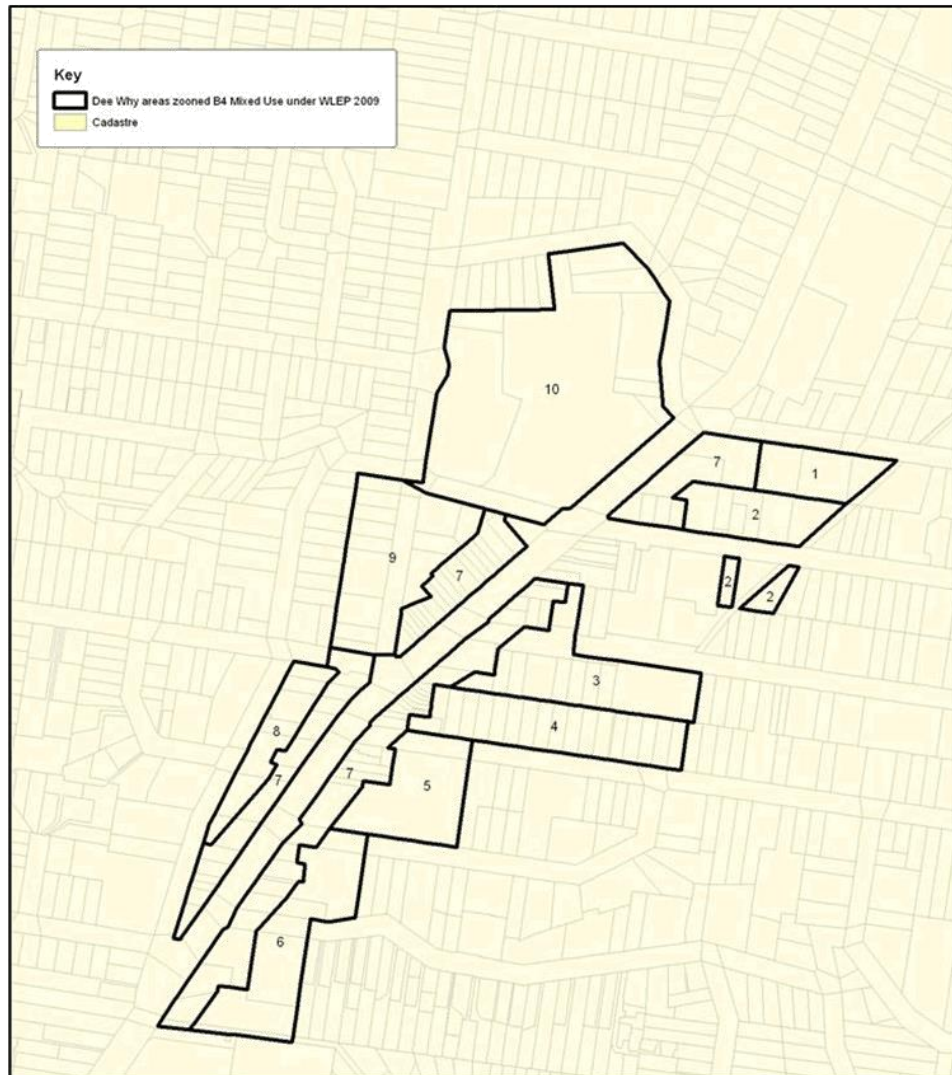


Figure 19. Town Centre Special Areas

AREA 1: DEE WHY PARADE (TOWN CENTRE EDGE NORTH)



5.1 Applies to Land

This part applies to the land shown as 'Area 1' on the Dee Why Town Centre DCP Map.

5.2 Objectives

- To provide a transition between the mixed use Dee Why Town Centre and adjacent residential areas
- To develop slender tower forms above two storey podiums which are set back from the street in order to maximise solar access to open spaces in front of buildings for café dining, soft landscaped areas and the like
- To ensure shops, pathways and dwellings enjoy good access to natural light
- To provide a component of a new public space fronting Dee Why Parade and adjacent to the existing drainage easement
- To ensure development does not dominate the residential areas opposite on Dee Why Parade.

6. AREA 2: HOWARD AVENUE (TOWN CENTRE CORE NORTH)

6.1 Applies to Land

This part applies to the land shown as 'Area 2' on the Dee Why Town Centre DCP Map.



Figure 20. Howard Avenue Streetscape vision

6.2 Objectives

- To ensure that Howard Avenue is a pedestrian friendly boulevard and an important focus of shopping and community activity
- * To ensure development is designed to address the existing and proposed parks and access ways
- To encourage building design that will contribute to the vibrancy of area by helping to define the streets and public spaces
- * To create an environment that is human in scale as well as comfortable, interesting and safe
- To ensure the ground level of buildings have an active street frontage
- To enable the provision of a road connection mid- block linking Howard Avenue and Oaks Avenue



7. AREA 3: OAKS AVENUE (TOWN CENTRE CORE SOUTH)

7.1 Applies to land

This part applies to the land shown as 'Area 3' on the Dee Why Town Centre DCP Map.



Figure 21. Oaks Avenue Streetscape vision

7.2 Objectives

- To ensure that Oaks Avenue is the primary boulevard in the Dee Why Town Centre and the focus of shopping, recreation and business activity
- To ensure the transition of building height from Site B down towards the eastern edge of the Dee Why Town Centre
- To create a built environment that is attractive and smaller in scale than buildings in neighbouring Howard Avenue
- To ensure shops, dwellings and pedestrian circulation areas enjoy good access to natural light
- To enable the provision of a road connection mid-block linking Oaks Avenue and Pacific Parade during the consideration of development for Key Site C.



Figure 22. Component of Key Site C in Area 3



8. AREA 4: PACIFIC PARADE (TOWN CENTRE EDGE SOUTH)

8.1 Applies to Land

This part applies to the land shown as 'Area 4' on the Dee Why Town Centre DCP Map

8.2 Objectives

- To provide a high quality public interface between development and pedestrian areas
- To protect the amenity of residential properties along the southern side of Pacific Parade
- To create an environment that is human in scale as well as comfortable, interesting and safe
- To enable the provision of a road connection mid- block between Oaks Avenue and Pacific Parade during the consideration of development for Key Site C.



Figure 23. Component of Key Site C in Area 4

9. AREA 5: STURDEE PARADE (TOWN CENTRE EDGE SOUTH)



9.1 Applies to Land

This part applies to the land shown as 'Area 5' on the Dee Why Town Centre DCP Map.

9.2 Objectives

- To improve pedestrian and vehicular access between Pacific and Sturdee Parades
- To create an environment that is human in scale as well as comfortable, interesting and safe
- To ensure the transition of building height from Pittwater Road down towards the eastern edge of the Dee Why Town Centre
- The design and arrangement of buildings are to recognise and preserve existing significant public views (from parks, streets etc.) and significant views from private properties to landscape features such as the Lagoon, Long Reef headland, the coast line and Stony Range Reserve.

10. AREA 6: TOWN CENTRE (SOUTH)

10.1 Applies to Land

This part applies to the land shown as 'Area 6' on the Dee Why Town Centre DCP Map.



10.2 Objectives

- To ensure shops and dwellings enjoy good access to natural light
- To create an environment that is human in scale as well as comfortable, interesting and safe
- To ensure the transition of building height from Pittwater Road down towards the eastern edge of the Dee Why Town Centre
- To ensure the scale of residential development at the street frontage is consistent with existing development on either side of Delmar Parade and Sturdee Parade as viewed by pedestrians.



11. AREA 7: PITTWATER ROAD (TOWN CENTRE SPINE)

11.1 Applies to Land

This part applies to the land shown as 'Area 7' on the Dee Why Town Centre DCP Map.



Figure 24. Pittwater Road vision from corner of Pacific Parade

11.2 Objectives

- To reinforce the Dee Why Town Centre as the focus of regional activity for the Northern Beaches via the treatment of public spaces, the arrangement of land uses and the scale and intensity of development
- To ensure shops, dwellings and public footpaths have good access to natural light
- To appropriately manage priority pedestrian movements
- To ensure building height transitions from Key Site B along Pittwater Road and down to the northern and southern ends of the Dee Why Town Centre
- To set the character and provide an identity to the Dee Why Town Centre
- To promote high quality development that defines and announces the central spine of the Dee Why Town Centre.



12. AREA 8: MOORAMBA ROAD

12.1 Applies to Land

This part applies to the land shown as 'Area 8' on the Dee Why Town Centre DCP Map.

12.2 Objectives

- To establish a transition between the B4 Mixed Use zone and adjacent residential zones
- To ensure future development defines the streets and provides passive surveillance of adjoining public spaces
- To create an environment that is human in scale as well as comfortable, interesting and safe.

13. AREA 9: FISHER ROAD

13.1 Applies to Land

This part applies to the land shown as 'Area 9' on the Dee Why Town Centre DCP Map



13.2 Objectives

- To create an environment that is human in scale as well as comfortable, interesting and safe
- To ensure future development defines the streets and public spaces
- To ensure that buildings have an active street frontage
- To ensure the height of buildings provide an appropriate transition in scale between the B4 Mixed Use zone and surrounding zones.



14. AREA 10: CIVIC CENTRE

14.1 Applies to Land

Applies to the land shown as 'Area 10' on the Dee Why Town Centre DCP Map



Figure 25. Civic Centre vision view from corner of Pittwater road and St David Avenue

14.2 Objectives

- To ensure the Civic Site is developed as the main community meeting place and place of celebration
- To create a pedestrian environment that is comfortable, interesting and safe
- To ensure shops, dwellings pedestrian areas enjoy good access to natural light
- To develop a public area which will function as the focus of civic activity within Warringah and the premier community hub for the Northern Beaches
- Develop new buildings and public facilities along the Pittwater Road and St David road frontage.



Figure 26. Civic Centre Site vision

14.2.1 Specific Development standards

1. Development is to maintain a minimum front building setback. The minimum front setbacks will be 15 metres from Pittwater Road, zero metres from St. David Avenue and 6 metres from The Kingsway.
2. The first 4 storeys of the civic building must be set back a sufficient distance to enable the establishment of a double row of Norfolk Pines and the provision of a 4 metre footpath.
3. Built form above the fourth storey must be set back at least 4 metres from the parapet line of the fourth storey.
4. The minimum building setback to a property boundary shared with non-Council land is 4.5 metres.
5. Landscaping for the site shall include the planting of double row of Norfolk Island Pines along Pittwater Road.
6. Design and locate buildings to reduce noise nuisance from Pittwater Road to the proposed civic areas.
7. Defining the corner of St David Avenue and Pittwater Road as a point of interest and main pedestrian access to the site.
8. The sandstone outcrops and vegetation between the existing Council administration building, the existing library and along the western side of Civic Drive shall be retained.

DCP PART H Parking

Appendix 1 Car Parking Requirements

The proposed amendments to the parking schedule are highlighted in red text.

Note: As expressed within the requirements table below, specific parking rates may apply to certain uses within the Dee Why Town Centre. The boundaries of the Dee Why Town Centre are shown in Figure 1 of Part G1 Dee Why Town Centre.

Residential	
Use	Requirement
Multi-dwelling housing, Residential flat buildings, Serviced apartments (including holiday flats), Shop-top housing (residential component)	1 space per 1 bedroom dwelling 1.2 spaces per 2 bedroom dwelling 1.5 spaces per 3 bedroom dwelling 1 visitor space per 5 units or part of dwellings Requirements within the Dee Why Town centre; 0.6 - 1 space per 1 bedroom dwelling 1 space per 2 bedroom dwelling 1.5 spaces per 3 bedroom dwelling 1 visitor space per 5 units or part of dwellings
Office and Business	
Use	Requirement
Business premises	1 space per 40 m ² GFA excluding customer service/access areas, plus, for customer service/access areas 1 space per 16.4 m ² GFA. Requirements within the Dee Why Town Centre; 1 space per 40 - 60 m ² GFA
Office premises	1 space per 40 m ² GFA. Requirements within the Dee Why Town Centre; 1 space per 40 - 60 m ² GFA

Retail and Commercial	
Use	Requirement
Shop (includes retail / business component of shop top housing, retail premises and neighbourhood shop)	<p>1 space per 16.4 m² GLFA (6.1 spaces per 100 m² GLFA).</p> <p>The above rate may be varied in shopping centre complexes, such as shopping malls, where multi-purpose trips predominate, in accordance with the following:</p> <p>for 0-10,000 m² GLFA - 6.1 spaces per 100 m² GLFA</p> <p>for 10,000-20,000 m² GLFA - 5.6 spaces per 100m² GLFA</p> <p>for 20,000-30,000 m² GLFA - 4.3 spaces per 100 m² GLFA</p> <p>for more than 30,000 m² GLFA - 4.1 spaces per 100 m² GLFA</p> <p>Requirements within the Dee Why Town Centre;</p> <p>1 space per 20m² GLFA (5 spaces per 100 m² GLFA)</p> <p>The above rate may be varied in shopping centre complexes, such as shopping malls, where multi-purpose trips predominate, in accordance with the following:</p> <p>for 0-10,000 m² GLFA – 4.8 spaces per 100 m² GLFA</p> <p>for 10,000-20,000 m² GLFA – 4.4 spaces per 100 m² GLFA</p> <p>for 20,000-30,000 m² GLFA – 3.4 spaces per 100 m² GLFA</p> <p>for more than 30,000 m² GLFA – 3.2 spaces per 100 m² GLFA</p>



PLANNING PROPOSAL

Dee Why Town Centre

September 2014

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Background

The Dee Why Town Centre Planning Proposal (Planning Proposal) seeks to implement the findings contained within the Dee Why Master Plan 2013 (Master Plan). The method of implementation is to amend the Warringah Local Environmental Plan 2011 (WLEP 2011) and Development Control Plan (DCP) with land use objectives and planning provisions.

The Master Plan process was managed by Council and compiled after a considerable process which included the engagement of urban design consultants, Place Design Group.

The Master Plan incorporates a review of previous design studies, an assessment of constraints and opportunities and ultimately identifies the best possible way to achieve feasible and sustainable outcomes for the centre.

The Master Plan was also influenced by a purposely formulated Working Party and was the subject of an extensive community consultation process which included advertisements in the Manly Daily, letters to over 1,400 property and business owners and pamphlets dropped to over 95,000 households and businesses.

The Master Plan was adopted by Council at its meeting held 6 August 2013.

Key Features of the Master Plan include:

- Creation of a civic centre “Community Hub” with an attractive outdoor plaza, amphitheatre and new library facilities on Councils existing library and administration site
- New Police Citizens & Youth Club
- 560 public car park spaces
- New bicycle lanes and road changes to improve traffic flow and accessibility
- Interconnected public open space and plaza areas
- Emphasis on improving streetscape through landscaping
- Use of water-sensitive urban design
- Encouraging the development of taller and ‘slimmer’ buildings on large sites
- Encouraging developers to provide public benefits, including the possibility of building taller and slimmer towers in exchange for the delivery of public benefits.
- Revising parameters surrounding building design and encouraging distinct podium and tower elements to encourage additional ground level open space and solar access.

Town Centre characteristics

Figure 1 below illustrates the Dee Why Town Centre boundaries.



Figure 1. Dee Why Town Centre

The key features and characteristics of the Dee Why Town Centre are summarised below;

Land size Approximately 36 hectares

Land use zone The Dee Why Town Centre is predominately zoned B4 Mixed Use with some areas along the periphery zoned R3 Medium Density Residential. Other land use zones that apply to town centre land include RE1 Public Recreation (parks) and SP2 Infrastructure (major roads).



Figure 2. WLEP 2011 Land use zoning map

Characteristics Dee Why is located on the southern side of a basin with the Pacific Ocean to the east. The centre's layout responds to its topography by following natural contours

with the higher points on natural outcrops providing commanding views and vistas to the ocean. Pittwater Road dissects highly urbanised centre which includes numerous multistorey commercial and residential developments.

Urban pattern The Dee Why Town Centre contains a wide variety of land uses summarised below;

- Retail uses concentrated along Pittwater and Fisher Roads, Howard and Oaks Avenues
- Small office and businesses are concentrated along Pittwater Road and connecting collector roads. These businesses typically provide a variety of service orientated functions such as banking, property and professional offices
- The Civic Centre consists of a Council administration building, public library and public car parking
- Residential uses are located along the periphery of the Dee Why Town Centre boundaries and more recently within mixed use buildings addressing Pittwater Road, Howard Avenue, and Pacific Parade
- The Dee Why Town Centre has good pedestrian connectivity however steep topography in parts can increase the difficulty for pedestrian and cyclists.

Economic environment

The Dee Why Town Centre is perceived to be slightly under- performing and as such the Planning Proposal is one of many measures Council is proposing to stimulate the rejuvenation of the Dee Why Town Centre.

Some of the issues identified during the development of the Master Plan include;

- Lack of land use cohesion and connection between the Council owned Civic Precinct across the major barrier of Pittwater Road
- Lack of visible civic and cultural facilities to act as landmarks or attractors
- Contains large areas of at grade car parks and servicing areas which further separate the various activities in the Dee Why Town Centre
- Contains a moderate number of commercial vacancies particularly along Pittwater Road
- Existing built form of various age, quality, ownership and use.

As Warringah Mall in Brookvale has developed into a major attractor, the challenge is to foster a strong point of difference for Dee Why, capitalising on access to public spaces including the beach, its civic role and growing number of residents living within walking distance of the Dee Why Town Centre.

The provisions promoted within this Planning Proposal seek to provide incentives for private investment and resourcing into the public domain. Objectives include improving pedestrian amenity and building interface with public areas.

Natural constraints

A piped drainage system follows the road network which functions as overland flow in case the piped network fails. A number of new developments incorporate piped or covered channels to convey flood flows underground but are without

designated overland flow paths which have decreased the tolerance for flooding in Dee Why.

Groundwater in the North East occurs in two main settings: unconsolidated sediments (coastal sand beds) and porous rocks (sandstones). If groundwater discharges are modified by urban development there will be potential impacts on the four coastal lagoons. It is acknowledged that in some parts of the Dee Why Town Centre, groundwater may impact upon excavation and basement construction.

A large proportion of the Dee Why Town Centre is under the flood planning level. This creates constraints in terms of floor levels, road and public domain design and construction, hazard and evacuation and water quality treatments.

Other constraints

Constraints which may influence the scale and design of future development include:

- Pittwater Road as a physical and visual barrier
- Natural landforms and mature tree plantings that contribute to local character
- The linear layout of the Town Centre along Pittwater Road makes circulation difficult for pedestrians
- Lack of overland flow drainage with flood hazard during high rainfall events
- Drainage pipes, channels and easements
- Lack of north - south pedestrian links
- Retention of views of natural features
- Bushfire prone land.

The Planning Proposal

Section 55 (2) *Environmental Assessment & Planning Act 1979* outlines what a planning proposal must include. To comply with these requirements, this Planning Proposal comprises four main parts;

- Part 1 - Objectives or intended outcomes
- Part 2 - Explanation of provisions
- Part 3 - Justification
- Part 4 - Community consultation

Part 1 – Objectives or Intended Outcomes

The Master Plan considers previous strategies and studies in addition to new analysis developed with a stakeholder working party. Previous studies considered within the Master Plan include;

- Dee Why Town Centre Traffic Model Update by GHD, March 2014
- Government Architects Office Master Plan Review, September 2004
- Warringah LEP 2001 Amendment No.21 (November 2008).

The proposed amendments to the WLEP 2011 and DCP are a result of the recommendations contained within the Master Plan in addition to the Traffic Model conclusions and Councils experience in considering recent development proposals.

In essence, the Planning Proposal seeks implement a positive planning framework which facilitates innovative and negotiated outcomes in line with the overarching vision of revitalisation and rejuvenation.

In developing the desired planning framework, a number of amending WLEP 2011 and DCP provisions and maps have been prepared and are enclosed as Attachments 1-3. A summary of the key WLEP 2011 amendments is contained within Part 2 of this Planning Proposal.

Part 2 – Explanation of Provisions

A summary of the key amendments to the WLEP 2011 are outlined below. A full list of the intended amendments with associated explanatory notes is enclosed as Attachment 2.

A. Introduction of Floor Space Ratio (FSR) planning controls and maps

Objective

- i. To regulate the density of development to suit the desired future character of the Dee Why Town Centre
- ii. To provide for an intensity of development that is commensurate with the capacity of existing and planned infrastructure within and around the Dee Why Town Centre.
- iii. To ensure that new development minimises adverse impacts on amenity.
- iv. To allow Council to closely monitor the delivery of additional floor space and its associated traffic generation. This allows for accurate monitoring of road network performance and identification for the appropriate road upgrades.

Note that the draft Floor Space Ratio (FSR) map represents the maximum gross floor area currently permitted within the existing WLEP 2011. (Refer to Attachment 1)

B. Amend the planning controls that relate to buildings setbacks and reduce the number of permissible 'podium' building levels

Objective

- i. Reducing the number of podium building levels aims to ensure that solar access to adjoining properties and ground level public space is maximised. The controls also allow for a development with no podiums
- ii. To encourage a less dominant built form when viewed from open space and the street
- iii. To promote the opportunity for additional ground level pedestrian circulation space
- iv. To promote adequate building separation and the retention of development potential for lots adjoining a development.

C. Amend the Height of Building Map to increase the maximum permissible building height across the Dee Why Town Centre (excluding Key Site A and B) by one building level (i.e. three metres)

Objective

- i. As a result of mandating one less podium level, an additional storey of building height is permitted to allow for the 'transplanting' of podium floor space. The option of delivering a building without a podium element is also available however extra building height is not justified on this basis alone.
- ii. To encourage buildings that have 'slimmer' tower elements and are better proportioned.

D. Introduction of three additional 'Key Sites' (creating a total of five key sites) inclusive of required 'through-site' pedestrian access ways and road network upgrades.

Objective

- i. To highlight catalyst sites that offer significant potential of fulfilling the objective of revitalising the Dee Why Town Centre
- ii. To highlight sites that may deliver considerable public benefit including pedestrian and road network upgrades in exchange for additional development rights
- iii. To implement the endorsed road network 'Option 2a2' outlined in the GHD Traffic report provided in Attachment 4.

E. Location of on-site car parking

Objective

- i. To stipulate the criteria and circumstances of when new development may locate parking above ground
- ii. To stipulate the proportion of parking which may be permitted in above ground structures
- iii. To stipulate the requirements to visually screen above ground parking structures.

F. Provide criteria for the provision of infrastructure items and public benefits in exchange for additional development rights

Objective

- i. To promote the delivery of public benefits by developers and landowners
- ii. To list the criteria in which additional development such as building height and gross floor area may be granted in exchange for public benefits
- iii. To establish a process to assess development proposals that seeks to deliver public benefits
- iv. To implement the endorsed road network 'Option 2a2' outlined in the GHD Traffic report provided in Attachment 4.

G. To create WLEP 2011 maps that support and facilitate the amending WLEP 2011 provisions.

Warringah LEP 2011 Maps	Proposed Amendments
No current FSR map	Introduce FSR maps to illustrate the maximum gross floor area currently achievable under the existing WLEP 2011 and DCP planning controls
WLEP 2011 – Height of Buildings Map (HOB-010AA & HOB-010AB)	<p>Except for Key Site A and B*, increase the maximum height of buildings for all land zoned B4 Mixed Use by three metres.</p> <p>*Key Sites A and B are the subject to specific planning proposal and separate analysis in terms of potential future development</p>
WLEP 2011 – Key Sites (KYS- 010AA & KYS-010AB)	<p>Retain Key Site A and B as per the existing Key Site notation and add the following properties as Key Sites;</p> <ul style="list-style-type: none"> • Site C- 33 Oaks Avenue Dee Why (Lot 1, DP 588603, Lot B DP 326907) • Site D- 848 & 850 Pittwater Road Dee Why (Lot CP SP 15960, Lot 1 DP 539517) • Site E- Total of 20 lots bounded by Pittwater and Fisher Road and St David's Avenue Dee Why

Table 1. List of amending WLEP 2011 maps

A full list of draft amendments to the WLEP 2011 is enclosed as Attachment 2. In addition to the new WLEP 2011 provisions, some existing clauses have also been re-drafted to reduce duplication and clarify intent.

Note that the specific controls that relate to Site A and Site B (identified on WLEP 2011 Key Sites Map) are not being amended as part of this Planning Proposal. The owners of Site B have recently lodged a planning proposal (Reference No. PEX2014/ 0004) seeking to alter provisions as they relate to that particular site while Site A is currently owned by Council who is preparing to seek expressions of interest for potential sale. Until such time the future of Site A is determined, the existing planning provisions are being retained.

In addition to the proposed changes to the WLEP 2011, amendments to the DCP are also proposed and set the desired character of the Dee Why Town Centre, provide a range of new parking requirements for certain land uses, to further communicate the Master Plan intent and to complement the amending WLEP 2011 provisions.

Part 3 – Justification

A. Need for the Planning Proposal

Is the Planning Proposal the result of any strategic study or report?

Yes. The Planning Proposal seeks to implement the aims and objectives contained within the Master Plan (adopted 6 August 2013). The Master Plan was formulated after the development and testing of various development scenarios, community and stakeholder consultation and consideration by Councils elected representatives.

Recommendations of the Dee Why Master Plan (July 2013)

The Master Plan has a number of recommendations, some of which are to be implemented through the WLEP 2011 and DCP. Other outcomes that are outside the scope of a planning proposal are being implemented separately through community programmes, public exhibitions and economic development strategies.

Master Plan recommendations reflected in the proposed WLEP 2011 and DCP amendments include;

- The provision of developer incentives to encourage applicants to provide public open spaces, laneways and other community facilities in return for additional building height on Key Sites.
- To quantify development potential by introducing maximum FSR development standards in recognition of the existing capacity of transport infrastructure
- Require that all development in the Dee Why Town Centre display design excellence
- Reducing the number of building podium levels to three for lots fronting Pittwater Road and two levels for development fronting other roads in the Dee Why Town Centre. The reduction in podium height seeks to reduce the visual scale of buildings at ground level as well as to facilitate increased levels of solar access to public spaces.
- To increase the permissible heights within the Dee Why Town Centre in recognition of the removal of one podium level.
- To stipulate a minimum building setbacks between the kerb of the road to private property boundary.
- To stipulate building setbacks between towers and the podium edge in order to maximise solar access and associated amenity for neighbouring residents
- Provision of updated development standards for on-site car parking which reflect the increased accessibility to a range of transport options compared to the remainder of the Warringah Local Government Area (LGA).

Further to the Master Plan, the Planning Proposal and DCP amendments have also been influenced by the conclusions of the GHD Dee Why Town Centre Traffic Model Update (March 2014) and the assessment of specific development proposals.

Traffic Analysis

The Traffic Model Update (March 2014) was commissioned to update the 2007 Study carried out by GTA consultants. The purpose of the study was to gauge the required road network upgrades to cater for maximum development capacity (achieved under the existing WLEP 2011) and to determine whether those works also allow for any additional gross floor area and the associated traffic generation. Key conclusions of the assessment include:

- Additional traffic generated by approved and pending development applications can be accommodated by road network design 'Option 2A2' which is illustrated in the GHD

Traffic report (Attachment 4) however the intersection of Pittwater Road and Howard Avenue will operate close to capacity after the delivery of approved and pending development applications.

- The complete implementation of road network Option 2a2 will allow 105% WLEP 2011 floorspace realisation, that is, the full realisation of the WLEP floorspace with the delivery of up to an extra 5% of floorspace. Any further development above the 105% quantum is likely to result in unacceptable traffic delays, particularly at the intersection of Howard Avenue and Pittwater Road.
- The original traffic modelling undertaken by GTA in 2007 indicated that the road network could accommodate approximately 85% of the maximum development permitted under the WLEP 2011. The difference between the two outcomes (85% and 105% floorspace capacity) is due to the combination of;
 - Updated traffic generation rates for residential development as published by Roads and Maritime Service (RMS),
 - The market driven trend for less commercial floorspace (which generates more traffic) in exchange for residential development
 - The optimisation of traffic light signal phasing

Although the Master Plan emphasizes that there shall be no increase in gross floor area from that currently achievable under the existing WLEP 2011, the 2014 GHD traffic analysis concludes that an additional 5% of gross floor area can be delivered with the implementation of the upgraded road network known as 'Option 2a2' (Refer to Attachment 4 for Option 2a2 map). As a consequence of the report findings, Council proposes to now introduce provisions within WLEP 2011 to permit, in certain circumstances, development that exceeds the stipulated maximum FSR.

Draft WLEP 2011 Clause 7.16 (within Attachment 2), the DCP amendments (Attachment 3) stipulate the criteria which must be addressed when seeking to develop additional floor space.

Is the Planning Proposal the best means of achieving the objectives or intended outcomes, or is there a better way?

The Planning Proposal process is the only way to implement amendments to the WLEP 2011.

Significant Council, State Government and stakeholder resources have been expended in developing the Master Plan. The Master Plan has been adopted by Council and it is fundamentally important that the findings are implemented through planning policy.

The momentum of the Master Plan has continued with the establishment of a committee to oversee the 'quick win' recommendations which include community events. The delivery of planning policy amendments (WLEP 2011 and DCP) will set the statutory framework to deliver a revitalised public domain while achieving Dee Why's and Warringah's employment and population targets.

B. Relationship to strategic planning framework

Is the Planning Proposal consistent with the objectives and actions contained within applicable Regional and sub-regional strategies?

Metropolitan Plan for Sydney to 2036 (2010)

Through consecutive versions of the Metropolitan Strategy, the Department of Planning and Environment have designated Brookvale and Dee Why collectively as a Major Centre. Although

grouped as the one centre, Dee Why and Brookvale vary in their offer and character. This is recognised in the Strategy which states:

“Dee Why contains the majority of civic, cultural and social amenities, whilst Brookvale contains the major regional shopping mall, some medical and community services as well as the regional TAFE. Dee Why will provide additional high density housing, retail and some commercial space in a mixed use development as proposed in the current Town Centre master plan.”

The Metropolitan Plan for Sydney to 2036 (Metropolitan Plan) identifies a number of challenges for Sydney including the need to house and provide employment and infrastructure for an average annual rise of 56,650 people to the year 2036.

The Planning Proposal seeks to stimulate development in a major centre that provides for retail, business, recreation, civic and health services. The consolidation of development density and activity also justifies further expenditure on the public domain and infrastructure such as utilities and the bus network.

Themes discussed in the Metropolitan Plan include;

- *A changing population: By 2036 the number of people aged 65 and above will more than double.*

The Planning Proposal seeks to increase the supply of high density mixed-use development within the existing land use zones. When appropriately designed, apartments can provide housing for the aged, and caters for those generally wishing to ‘downsize’ to properties are affordable and require less active maintenance.

- *More suitable and affordable accommodation: while Sydney’s population is growing, the average household size is falling, creating demand for additional affordable homes.*

All of the future dwellings within the Dee Why Town Centre are expected to be developed in the form of residential apartments. The delivery of these smaller housing units will improve the balance of housing types within Warringah LGA, which is characterised by predominately detached dwellings.

- *More jobs, closer to home: Sydney’s growth will require 760,000 more jobs*

The Planning Proposal supports employment targets by improving the climate for redevelopment within the B4 Mixed Use zone. The B4 zone permits a range of uses including commercial premises which generate employment. The increased delivery of residential dwellings within this zone also increases the demand for business and retail premises within the Dee Why Town Centre.

- *More efficient transport: the location of new homes and jobs to match transport capacity*

Dee Why Town Centre is a major hub within the regional bus network with frequent services to the Sydney Central Business District, North Sydney, Chatswood and other employment nodes. Improvements in transport efficiency can be achieved through the establishment of a Bus Rapid Transport as identified in the NSW Long Term Transport Master Plan 2010.

The maximum floor space that is permissible through the Planning Proposal has been influenced by the GHD Traffic Assessment (Attachment 4). That is, although a moderate increase in floor space (5% above the currently permissible gross floor area) can be achieved, the ultimate quantum of development is constrained by the road network capacity.

Council will have to responsibly monitor the delivery of floor space in order to gauge the road network capacity moving forward.

The draft DCP revised car parking rates in also seek to deliver a balance between providing adequate parking whilst incentivising an increased proportion of residents, commuters and visitors utilising public transport and other alternate means of travel such as cycling.

- *A more sustainable Sydney: Sydney's central challenge is to grow sustainably – Protect natural environment and containing its urban footprint....promote the intensification of density in centres accords with the Departments Policy for areas that are well serviced*

The growth and rejuvenation of the centre relies upon continued investment by government and private landowners. Investment confidence is cultivated through consistent decision-making that supports centres.

As Dee Why/Brookvale has been long established as the major centre for the Northern Beaches, the Master Plan continued the investigation and implementation of growth strategies and improved user experience.

A range of commercial development should be consolidated in town centres such as Dee Why as it encourages multi-purpose trips. Permeability through the centre also attracts pedestrian movement and improves business viability.

Intensifying Dee Why Town Centre and existing urban areas also releases the pressure from developing existing suburbs and non-urban land in the context of meeting State Government housing targets.

This Planning Proposal seeks to implement the aims of the Metropolitan Plan through localised and innovative planning policy encouraging investment and intensification.

Draft North East Subregional Strategy (2007)

The Draft North East Subregional Strategy (Subregional Strategy) remains the latest sub-regional strategy developed by NSW Department of Planning and Environment. The Subregional Strategy designates Dee Why and Brookvale as a 'Major Centre' which is to provide for;

'major shopping and business centre serving immediate subregional residential population usually with a full scale shopping mall, council offices, taller office and residential buildings, central community facilities and a minimum of 8000 jobs'.

Key Directions and actions include employment targets for the subregional the LGA and the Brookvale/Dee Why Town Centre specifically, set at an additional 4,000 jobs to the year 2031.

In terms of housing the Subregional Strategy states that *'higher density housing in centres will achieve a greater mix of housing and create liveable and sustainable communities'*.

This Planning Proposal supports the delivery of residential units which only form a relatively small proportion of available housing (26% at 2011) within Warringah.

Under the Subregional Strategy, Warringah is estimated to provide 10,300 additional homes to year 2031. The Subregional Strategy also expresses that the majority of the recommended housing across Sydney shall be provided within the existing urban area (60-70%). This will take advantage of existing services such as shops and public transport and reduce development pressures in other parts of Sydney.

Although Council has not adopted a housing strategy inclusive of the Subregional Strategy targets, the planning proposal complies with Councils strategic documents and the current Metropolitan Strategy which encourage urban consolidation within the Dee Why Town Centre.

Draft Metropolitan Strategy for Sydney to 2031 (2013)

The Draft Metropolitan Strategy for Sydney to 2031 (draft Strategy) sets out a revised sub-region and associated employment and housing targets. Although individual local government targets have not as yet been developed, the draft Strategy expresses that Dee Why Town Centre should provide an additional 3,000 jobs by year 2031. The jobs target has been reduced compared to the Metropolitan Plan and Subregional Strategy due to the acknowledgement of public transport and road network constraints.

The planning proposal accords with the objective of urban consolidation of Major Centres.

Is the Planning Proposal consistent with the local council's community plan or other strategic plan?

The Warringah Community Strategic Plan (CSP) 2013-2023 sets out Councils objectives and aspirations for the next 10 years. The plan has been developed from intensive community consultation and ensures Council allocates its resources towards the community's aspirations and legislative requirements.

Table 2 outlines an assessment of how the Planning Proposal fulfils relevant CSP objectives.

Outcome	CSP Objective	Response
Lifestyle and Recreation	2.2 We have access to attractive parks and natural areas that encourage and support a safe healthy lifestyle	The proposed WLEP 2011 and DCP amendments encourage the use and in selected cases the dedication of privately owned land for additional roads, pedestrian links, open space and civic spaces
	2.3 We have inviting public spaces that are clean, green and well designed	
Healthy Environment	3.1 We value the health of our beaches, foreshores and waterways as natural habitats and for our enjoyment	The Planning Proposal does not seek to develop non-urban land or environmentally sensitive areas
	3.2 We protect and sustain our diverse bushland as valuable habitats, and provide for a variety of wildlife to thrive and migrate	
	3.3 We strive to live and work more sustainably to reduce our environmental footprint	
	3.4 We effectively plan for and respond to natural hazards and climate change in a sustainable way.	
		Development controls regarding stormwater management and sustainable buildings will be implemented through the draft LEP and DCP

Outcome	CSP Objective	Response
Connected Transport	4.1 We have an effective interconnected public transport system that is safe, efficient and affordable	Intensifying the Dee Why Town Centre enables the full utilisation of existing and justifies the case for future investment into transport infrastructure
	4.2 We use a well-designed and functioning road network	Specific planning controls applied to Key Site A and C promote the construction of a revised road network "Option 2a2" which will improve the traffic management in and around the Dee Why Town Centre
	4.3 We can conveniently access parking near transport hubs and close to urban centres	The Planning Proposal does not reduce the provision of public parking.
	4.4 We can safely and conveniently walk or ride around Warringah	The Planning Proposal promotes additional 'through-site' walkways to facilitate a safer and interconnected network
Liveable Neighbourhoods	5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business	Redevelopment of part of the Dee Why Town Centre will renew commercial floor space in line with market demand
	5.3 We offer a variety of housing choices that meet the needs of our community and complements local neighbourhoods and the Warringah lifestyle	Additional dwellings within the Dee Why Town Centre will most likely consist of residential flat buildings. The provision of unit dwellings matches the identified demand for smaller, low maintenance dwellings to complement the low density residential areas found through the majority of Warringah's LGA.

Table 2: Warringah Community Strategic Plan 2013-2023 compliance.

Warringah Section 94A Development Contributions Plan

Monetary contributions collected under the Warringah Section 94A Development Contributions Plan are allocated to build and improve community facilities, provide critical infrastructure and improve the public domain.

In line with continuing studies and detailed assessment, it has been identified that significant funding is required for a number of key projects within the Dee Why Town Centre including;

- Flood mitigation and stormwater management
- Multipurpose community facility and car park (colloquially known as the PCYC- Police Citizens Youth Club)
- Streetscape upgrades
- Public art
- Road, bicycle and footpath upgrades.

These and many other projects require significant resourcing above the funding forecasted to be delivered through the S94A developer contributions scheme. In turn, this Planning Proposal provides innovative planning provisions which will allow, in certain circumstances, the consideration of additional development in exchange for desirable public benefits, which may include the payment of monetary contributions towards, or the construction of priority projects.

An attachment to Councils adopted Voluntary Planning Agreement Policy will contain a list of potential public benefits and guide planning agreements based on these site value uplift planning provisions.

Is the Planning Proposal consistent with applicable state planning policies?

The following table provides an assessment of the Planning Proposal with the relevant State Environmental Planning Policies (SEPP):

SEPP	Consistency
SEPP (Infrastructure) 2007	<p>The SEPP aims to facilitate a process for the assessment and development of infrastructure and community assets.</p> <p>The amplification of certain utility infrastructure will be determined during the formulation and subsequent assessment of specific development applications.</p> <p>The Planning Proposal does not exclude the application of this Policy</p>
SEPP (Building Sustainability Index: BASIX) 2004	<p>The SEPP requires residential development to achieve mandated levels of energy and water efficiency.</p> <p>The Planning Proposal does not override the requirements of this SEPP</p>
SEPP No 65—Design Quality of Residential Flat Development	<p>(The SEPP aims to improve the design quality of residential flat development in New South Wales. The proposed WLEP 2011 and DCP amendments mirror some objectives contained within the SEPP. The Planning Proposal does not exclude the application of this SEPP</p>
SEPP (Affordable Rental Housing) 2009	<p>The SEPP establishes a consistent planning regime for the provision of affordable rental housing facilitates the retention of existing affordable rentals and expands the role of housing providers.</p> <p>The SEPP also confirms that commercial and mixed use centres (such as Dee Why) is best positioned to provide housing for local employees, and others in housing stress.</p> <p>The Planning Proposal does not exclude the application of this SEPP</p>

Table 3: SEPP compliance table

Is the Planning Proposal consistent with Ministerial Directions?

Table 4 provides an assessment of the Planning Proposal against relevant Section 117 Ministerial Directions.

Section 117 Direction	Consistency
1.1 Business and Industrial Zones The objectives of this direction are to: <ul style="list-style-type: none"> (a) Encourage employment growth in suitable locations (b) Protect employment land in business and industrial zones (c) Support the viability of identified strategic centres 	<p>The Planning Proposal is consistent with this Direction as it provides incentives for mixed use development within the B4 Mixed Use zone.</p> <p>The quantum of land that permits commercial uses (primarily the B4 Mixed Use zone) is not being altered under this Planning Proposal</p>
2.3 Heritage Conservation The objective of this direction is to conserve items, areas, objects and places of environmental heritage significance and indigenous heritage significance	<p>The Planning Proposal does not seek to alter provisions relating to heritage conservation</p>
3.1 Residential Zones The objectives of this direction are: <ul style="list-style-type: none"> (a) To encourage a variety and choice of housing types to provide for existing and future housing needs (b) To make efficient use of existing infrastructure and services and ensure that new housing has appropriate access to infrastructure and services (c) To minimise the impact of residential development on the environment and resource lands 	<p>Complies.</p> <p>The Planning Proposal does not alter the quantum of land zoned for residential purposes however it does, as a whole, provide incentives for redevelopment of older stock in areas close to social and physical infrastructure, retail outlets and business uses</p>
3.4 Integrating Land Use and Transport The objective of this direction is to ensure that urban structures, building forms, land use locations, development designs, subdivision and street layouts achieve the following planning objectives: <ul style="list-style-type: none"> (a) Improving access to housing, jobs and services by walking, cycling and public transport (b) Increasing the choice of available transport and reducing dependence on cars (c) Reducing travel demand including the number of trips generated by development and the distances travelled, especially by car (d) Supporting the efficient and viable operation of public transport services 	<p>Dee Why is a central hub for an interconnected pedestrian and bus network.</p> <p>A number of WLEP 2011 and DCP provisions aim to improve the functioning of the existing road network, and encourage a shift from private vehicle car use. The intent of the draft provisions include;</p> <ul style="list-style-type: none"> ○ Creating incentives for private development to provide required improvements to the road and footpath network ○ Allowing concessions on the required number of parking spaces in conjunction with development ○ Identifying critical through-site links and land dedication for road upgrades ○ Improving the climate for redeveloping
4.1 Acid Sulphate Soils	<p>The north eastern portion of the Dee Why Town Centre (in the vicinity of the Dee Why RSL Club) is identified in the WLEP 2011 as Class 5 Acid Sulphate Soils.</p> <p>The redevelopment of the site would require site</p>

Section 117 Direction	Consistency
	specific analysis and implementation of safeguards as determined by site testing
<p>4.3 Flood Prone Land</p> <p>The objectives of this direction are:</p> <ul style="list-style-type: none"> (a) To ensure that development of flood prone land is consistent with the NSW Government's Flood Prone Land Policy and the principles of the <i>Floodplain Development Manual 2005</i> (b) To ensure that the provisions of a WLEP 2011 on flood prone land is commensurate with flood hazard and includes consideration of the potential flood impacts both on and off the subject land. 	<p>A large proportion of land within the Dee Why Town Centre is affected by the flood planning level and categorised as 'medium flood risk'.</p> <p>The recently adopted the <i>Dee Why South Catchment Flood Study 2013</i> stipulates that the benchmark for new development is to ensure that flooding hazard to vehicles and pedestrians is reduced.</p> <p>Following on from the Study, the Dee Why Floodplain Risk Management Plan will be developed to include parameters surrounding flood hazard reduction.</p> <p>The Planning Proposal does not rezone flood prone land, nor does it alter the considerations relating to developing such land. As per the existing process, a site by site assessment of development against Council policy is required at a Development Application stage</p>
4.4 Planning for Bushfire Protection	<p>The Warringah Bushfire Prone Land Map identifies the northern edge of the study area (in the vicinity of the Dee Why RSL Club) as a bushfire buffer area. Stony Range Flora Reserve is identified as Bushfire Prone Land Vegetation Category 2.</p> <p>Any future Development Applications in these areas will need to consider the Planning for Bushfire Protection 2006 published by the Rural Fire Service.</p>
<p>6.2 Reserving Land for Public Purposes</p> <p>The objectives of reserving land includes the provision of public services and facilities by reserving land for public purposes and facilitates the removal of reservations of land where the land is no longer required for acquisition</p>	The Planning Proposal does not alter reservations for land acquisition
6.3 Site Specific Provisions	<p>This Direction discourages unnecessarily restrictive site specific planning controls.</p> <p>The Planning Proposal results in less restrictive planning provisions as it expresses the option of negotiating development that exceeds the maximum building height and floor space ratio in certain circumstances.</p> <p>The proposed WLEP 2011 provisions are not seen to restrict development potential within the Dee Why Town Centre</p>
<p>7.1 Metropolitan Plan</p> <p>The objective of this direction is to give legal effect to the vision, transport and land use strategy, policies, outcomes and actions contained in the Metropolitan Plan</p>	Dee Why is recognised in the Metropolitan Plan as part of the Dee Why/Brookvale Major Centre. Dee Why encompasses high density residential development, a range of retail, health, business and civic services within a confined radius. The Dee Why Town Centre is serviced by bus public transport and a network of road, bicycle and pedestrian

Section 117 Direction	Consistency
	<p>infrastructure.</p> <p>Council and State policy has for a number of years identified Dee Why as the focus for further growth, particularly increasing population base and its role in civic administration.</p> <p>The Planning Proposal focuses on encouraging redevelopment along with the provision of public domain improvements. Many of the objectives of the planning proposal mirror those contained within the Metropolitan Strategy for the Brookvale/Dee Why and other Major Centres across Sydney.</p>

Table 4: Ministerial Directions compliance table

C. Environmental, social and economic impact

Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?

The Dee Why Town Centre is an urbanised mixed use centre with limited ecological or biodiversity qualities. The concentration of future development density within the town centre assists Council in fulfilling employment and dwelling targets set by the NSW Government whilst retaining ecologically sensitive areas on the urban fringe.

Are there any other likely environmental effects as a result of the Planning Proposal and how they are proposed to be managed?

The Planning Proposal does not alter the existing legislative framework that applies to environmental constraints.

It is acknowledged that a large proportion of land within the Dee Why Town Centre is affected by the flood planning level and categorised as 'medium flood risk'.

The recently adopted the *Dee Why South Catchment Flood Study 2013* stipulates that the benchmark for new development is to ensure that flooding hazard to vehicles and pedestrians is reduced. Following on from the Study, the Dee Why Floodplain Risk Management Plan will be developed to include parameters surrounding flood hazard reduction.

As the Planning Proposal does not rezone land, the assessment of flood behaviour is more relevant during the detailed design and development application assessment stage.

Has the Planning Proposal adequately addressed any social and economic effects?

Social effects

Significant community engagement has been carried out during the formulation of the Master Plan which included direct notification and the establishment of a Working Party.

The specific community consultation findings are documented within the Elton Consultation Outcomes Report (April 2013) which is attached to the Master Plan. The outcomes report analysed a range of social issues including the road congestion.

"By far the most commonly noted issue was traffic management at both the local and regional level."

In response, Council engaged GHD traffic consultants to update the 2007 GTA Traffic Study. GHD assessed the existing intersection and road network performance and modelled the predicted increase in traffic generation through approved and potential development that can be achieved under the existing WLEP 2011.

The report concluded that traffic generated by the approved but not as yet built development approvals, plus the full delivery of gross floor area achievable under the existing WLEP 2011 can be accommodated under the 'Option 2A2' road network upgrade contained in the traffic report. Further, the GHD study calculated that the delivery of an additional 5% of floor space above the current WLEP 2011 maximum could theoretically be delivered without an unreasonable impact upon the networks level of service.

As a consequence of the report findings, the WLEP 2011 has been drafted to allow the possibility for development to exceed the gross floor area maximum on the proviso such development meets the stipulated criteria which includes the provision of certain road network upgrades, other general public benefits, the retention of acceptable amenity on private and public land and the consideration of the environmental capacity of the site.

An attachment to Councils adopted Voluntary Planning Agreement Policy will include the types of public benefits that can be provided during the development process. Any application utilising this process shall demonstrate the net social and community benefits.

Economic effects

Private investment is a critical component of delivering social and physical infrastructure required to support the growth and increase investment within the Dee Why Major Centre.

A number of the proposed draft WLEP 2011 and DCP planning controls aim to improve the viability of re-developing land within the Dee Why Town Centre by;

- Providing flexible planning controls that permit, in certain circumstances, additional floor space and/or building height in exchange for the provision of public benefits
- Allowing flexibility in building design
- Reducing the required number of on-site car parking for certain land uses
- Permitting above ground car parking in certain circumstances
- Improving investor confidence within the Town Centre through the reinforcement of development density and improved public amenity
- Providing certainty by implementing the findings of the Master Plan which were a result of extensive community consultation.

D. State and Commonwealth interests

Is there adequate public infrastructure for the Planning Proposal?

The Dee Why Town Centre is serviced by a range of social and physical infrastructure including bus services, connected open space areas, civic and health services etc.

Having designated Dee Why/Brookvale as a Major centre, the NSW Government also recognises the need to continue supporting the projected growth through revitalisation.

Community and stakeholder consultation frequently conclude that a major constraint to improving the performance and expansion of Dee Why is the limited road capacity and associated public transport constraints.

The road network design "Option 2a2" within the 2007 and 2014 Traffic Study (Refer to Attachment 4) illustrates the required road upgrades that would allow the Dee Why Town centre to reach its development potential under the WLEP 2011.

As some of the required new roads are located on privately owned (non-government) land, the ability to negotiate the delivery of the required roads during the development process is crucial and therefore a cornerstone of the amended WLEP 2011 controls outlined in this Planning Proposal.

Apart from the delivery of an improved traffic network, the Planning Proposal also promotes flexibility to permit a range of public infrastructure items in exchange for additional building height and gross floor area above that stipulated by the WLEP 2011 maps, including;

A) Traffic and streetscape

- Improvements to bus interchange
- Intersection upgrades
- Signal adjustments
- Streetscape improvement works
- Car park renewals
- New roads and road widening
- Kerb and gutter renewals
- Bus stop renewals
- Street tree replacement
- Street furniture
- Public art and gateway treatments
- Park embellishment
- Shared pathways
- Pedestrian bridge
- Pedestrian thoroughfares.

B) Drainage

- Total water management strategy integrated into public domain utilising Water Sensitive Urban Design principles
- Flood mitigation and prevention
- Undertaking studies regarding flooding, groundwater levels etc.

C) Other

- Car share scheme; permanent on-site designation of car spaces for share cars
- Provision of affordable housing under either freehold or leasehold title
- Facilitating or contributing to community programmes
- Monetary contributions for public works and programs.

In all cases, development that proposes public infrastructure in exchange for additional development rights are subject to a merit assessment set out under Section 79c of the *Environmental Planning and Assessment Act 1979*, relevant State Environmental Planning Policies and the WLEP 2011.

An attachment to Councils adopted Voluntary Planning Agreement Policy is being developed to assist in this process.

What are the views of State and Commonwealth Public Authorities consulted in accordance with the gateway determination, and have they resulted in any variations to the Planning Proposal?

State and relevant Commonwealth Public Authorities will be consulted in accordance with a gateway determination issued by the Department of Planning and Environment.

Part 4 – Community Consultation

Consultation of the Planning Proposal will occur in accordance with the gateway determination however it is important to note that the Master Plan was compiled after a considerable process coordinated through a working party which consisted of members from local businesses, landowners and community representatives. An extensive community and stakeholder consultation was also undertaken during the formulation of the Master Plan including;

- The distribution of 95,000 pamphlets and 1,400 letter to households and businesses
- Public mobile displays
- Website information and feedback forms
- Information sessions
- Weekly walking tours of the town centre
- Formulation of a Steering committee which included community representatives.

Feedback from the public consultation was considered prior to the finalisation of the Master Plan.

Council will exhibit the Planning Proposal in accordance with the gateway determination and requirements contained within Section 57 of the *Environmental Planning and Assessment Act 1979*.

Attachment 1 – Amending LEP maps

Attachment 2 – Amending WLEP 2011 2011 provisions

Attachment 3 – Development Control Plan Amendments

Attachment 4 – Dee Why Town Centre Traffic Model Update 2014



Warringah Council

Dee Why Town Centre Traffic Model Update Traffic Modelling Report

20 March 2014

WATER | ENERGY & RESOURCES | ENVIRONMENT | PROPERTY & BUILDINGS | TRANSPORTATION

This report has been prepared by GHD for Warringah Council and may only be used and relied on by Warringah Council for the purpose agreed between GHD and the Warringah Council as set out in Section 1.1 of this report.

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The services undertaken by GHD in connection with preparing this report were limited to those specifically detailed in the report and are subject to the scope limitations set out in the report.

The opinions, conclusions and any recommendations in this report are based on conditions encountered and information reviewed at the date of preparation of the report. GHD has no responsibility or obligation to update this report to account for events or changes occurring subsequent to the date that the report was prepared.

The opinions, conclusions and any recommendations in this report are based on assumptions made by GHD described in this report (refer Section(s) 1.3 of this report). GHD disclaims liability arising from any of the assumptions being incorrect.

The evaluation of the proposed traffic management option has been undertaken on the basis of traffic performance only. The evaluation of options does not include an analysis of constructability, road safety, accessibility, engineering constraints or capital costs.

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Appendices

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