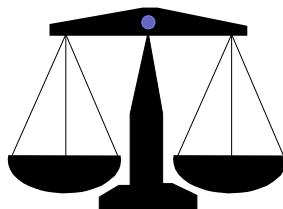


City of  
**Joondalup**

***CRAIGIE LEISURE CENTRE  
CSRFF APPLICATION  
Needs Assessment***

**2002**

**Presented By;**



**A Balanced View (ABV)  
Leisure Consultancy Services**

**October 2002**

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## **EXECUTIVE SUMMARY**

This study has been executed in order to enable future planning for the Craigie Leisure Centre.

The Craigie Leisure Centre has served the surrounding community for over 13 years. It was once recognised as one of the leading aquatic facilities in Australia recording some of the highest usage statistics in the country. In more recent times it has lagged behind in terms of modern relevant community aquatic facilities, making it harder to compete with more modern and specific competitors, negatively impacting on the financial returns and customer satisfaction levels.

The aquatic component of the facility has proven to be in need of major works. Currently its aesthetic appeal is poor and its functionality is tenuous with independent reports confirming the need for works to allow the facility to operate in line with relevant regulations and industry best practice.

To ensure the most efficient and specific facility is provided to satisfy the needs of the community, significant research and consultation was undertaken in order to provide an assessment of existing provision and opportunities, taking into account current trends in facility provision and likely future needs of the community it will serve.

## **NEEDS SURVEY**

In order to ensure that all views and information available was considered, an extensive survey was developed and distributed in order to gain information related to facilities and services from the broader Joondalup community. An incredible response to the survey was received with 930 completed surveys. The results of this survey, in conjunction with the results of the other various means of consultation largely interview based, demographic analysis, and review of current and projected future use, provided the basis of recommendations through this report.

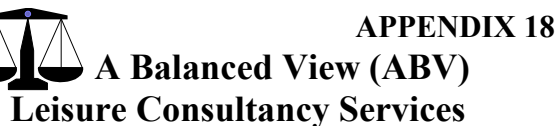
## **FUTURE DEVELOPMENT**

The outcome of this study supports the “Need” to redevelop Craigie Leisure Centre. The Centre, which was once regarded as the leading leisure facility in WA, is now in an ageing condition. Some aspects of the Centre now require replacement as they are at the end of their operational life, while others are either outdated or not relevant to current (and future) demands.

The following provides an overview of Development Features that should be considered for the future redevelopment of Craigie Leisure Centre.



ITEM	DEVELOPMENT
<b>Indoor Pool Hall</b>	Improved lighting (brighten) and general comfort <ul style="list-style-type: none"><li>• Improve lighting throughout the pool hall by means of both natural light and increased lamp illumination.</li><li>• Expand glazed area along North East wall (see plant room relocation note).</li><li>• Introduce bench seating along far side of 50 M pool</li></ul>
<b>Pools</b>	Three independent pools to be established, being a 50 M x 6 lane in current position, 20 x 10 program (Warm water / hydro) pool at gym end of current 25 meter lap space, and a leisure water space in its current location but modified. <ul style="list-style-type: none"><li>• Separate 50 Metre pool as an independent pool with a 2 Metre wide wall along near edge. Depth to be 0.9 M graduating to 1.6 M.</li><li>• 25 Metre lap pool to be converted to ½ of 50 Metre stand alone (as above) and create space for independent Program Pool</li><li>• New Program pool (warm water / hydro) 10 M x 20 M in place of near end of existing 25 M lap pool.</li></ul>
<b>New Features</b>	<ul style="list-style-type: none"><li>• Introduce retractable Boom in 50 M pool at 25 M point.</li><li>• Introduce moveable (depth) floor in Program Pool.</li><li>• Introduce Slide at café end of current shallow water with splash pool also at this end.</li><li>• Introduce lazy river / whirlpool feature</li><li>• Introduce water spray features and characters</li><li>• Removable starting blocks at deep end of 50 M pool.</li><li>• Family / Special needs change rooms at end of pool hall opposite Program Pool (Adjacent to spa / steam area)</li></ul>



<b>Spa</b>	<ul style="list-style-type: none"> <li>• Close existing spa and sauna (becomes consumed by Gym access area)</li> <li>• Introduce new Spa into end of existing end of Circuit room (opposite end of Program Pool)</li> </ul>
<b>Steam Room</b>	<ul style="list-style-type: none"> <li>• Introduce Steam room (to replace closed sauna) adjacent to spa (at end of Program Pool)</li> </ul>
<b>Mechanical Services</b> Water treatment	<ul style="list-style-type: none"> <li>• Replace existing plant with new system capable of treating new configuration of water spaces</li> <li>• Move from current location to behind bleaches at end of 50 M pool.</li> <li>• 50 M pool to be heated independent (28) from Program Pool and leisure water space (31). Spa to have independent system (34).</li> </ul>
Air Handling	<ul style="list-style-type: none"> <li>• Upgrade or replace current Air Handling system so as to be appropriate for the spaces to be heated.</li> </ul>
<b>Wet Change rooms</b>	<ul style="list-style-type: none"> <li>• Upgrade to modern standards</li> <li>• Introduce central change bench</li> </ul>



<b>Outdoor Pools</b>	<ul style="list-style-type: none"><li>• Remove and return to open space including improved playground and picnic area</li><li>• Decommission all outdoor aquatic facilities and remove pool structures</li><li>• Introduce more relevant play ground and family social area (picnic)</li><li>• Improve landscaped amenity of area</li></ul>
<b>Foyer / Reception / Administration</b>	<ul style="list-style-type: none"><li>• Introduce double door to create air lock</li><li>• Remove glassed in reception</li><li>• Reconfigure reception further into dry foyer</li><li>• Reconfigure offices to provide greater access to reception</li></ul>
<b>Café</b>	<ul style="list-style-type: none"><li>• Review location and configuration in accordance with reception and administration developments</li><li>• Modernise facia and amenity of current structure</li></ul>
<b>Dry Courts</b>	<ul style="list-style-type: none"><li>• Court 4, Near end of court to have brick work removed and modified to enable viewing of court for spectators and improved lighting into this amenity area.</li></ul>
<b>Squash Courts (x 6)</b>	<p>New development element of project to be further researched in regards to feasibility</p> <ul style="list-style-type: none"><li>• Design and build new squash court facilities (x 6) with glass back and viewing area adjacent to Court 4 with access through current Aerobics room.</li></ul>
<b>Aerobics Studio (Current)</b>	<ul style="list-style-type: none"><li>• Develop entry hub for squash</li><li>• Develop new offices and supporting administration facility for squash</li><li>• Introduce new Board / Meeting rooms (Multi-purpose)</li><li>• Develop a Massage room / consultation suite</li></ul>
<b>Gymnasium (Current)</b>	<ul style="list-style-type: none"><li>• Remove all pool access points</li><li>• Glaze entire length of pool side wall</li><li>• Adjoin all indented building features eg. At current emergency exit point.</li><li>• Develop to a more open single space rather than three interconnecting rooms.</li><li>• Create new gym reception at entry</li><li>• Introduce walkway to gym reception from dry entry</li></ul>



	<p>point.</p> <ul style="list-style-type: none"><li>• New consultation room to be developed in proximity to reception</li></ul>
<b>Crèche (Current)</b>	<ul style="list-style-type: none"><li>• Develop space to accommodate requirement of Aerobics, including floor covering</li><li>• Develop waiting space near entry away from reception</li><li>• Remove all current crèche infrastructure</li><li>• Expand wall to farthest point to car park to gain greater floor space</li><li>• Introduce moveable wall to enable space to be divided into two for the conduct of specific programs</li><li>• Introduce required storage</li><li>• Consume outdoor play area (current) into expanded aerobics space</li></ul>
<b>Car park</b>	<ul style="list-style-type: none"><li>• Remove obstructive vegetation and replace with ground cover and low shrubbery</li><li>• Prune or remove vegetation that detracts from illumination of car park</li><li>• Review level of lighting</li><li>• Introduce an additional entry / exit access to car park from Whitfords Avenue</li><li>• Extend the drop off zone and provide sheltered area of drop off</li></ul>
<b>Craigie Open Space</b>	<ul style="list-style-type: none"><li>• Provide link from car park to Sterling Close, Craigie, by means of lit and well surfaced walk / bike path.</li><li>• Review opportunity to link paths from the Centre into a regional path network.</li></ul>



#### **KEY RECOMMENDATIONS**

- That Council considers and commits to the proposed redevelopment of the Craigie Leisure Centre in response to the established needs of this report.
- That concept planning for the proposed redevelopments be commenced.
- That the concept plans be costed through detailed QS.
- That the Feasibility of the development be undertaken.
- That the development of Squash be further investigated in regards to feasibility, and commitment from Marmion Squash Club and WA Squash
- That City of Joondalup make Budget allowance for the redevelopment.
- That application for CSRFF funding toward the redevelopment is made for the 2002 funding round.



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## **INTRODUCTION**

A Balanced View (ABV) Leisure Consultancy Services were engaged by the City of Joondalup to undertake a Review of Craigie Leisure Centre in August 2002.

Throughout this Review of Craigie Leisure Centre, ABV undertook significant consultation with the key stakeholders, community and Council in order to ensure that all relevant issues were considered. The facility was reviewed in respect to facility characteristics and design, community needs, trends, and future developmental opportunities. The needs of the wider community through a detailed consultation process, including an extensive survey was undertaken as a key component of this review.

ABV also reviewed all reports and studies previously undertaken in regard to the Craigie Leisure Centre and considered the demographics and trends relating to facility utilisation. Research and analysis of needs and trends both within the immediate catchment and regionally provided the foundation for future development considerations.

The basis of this Craigie Leisure Centre review was to assess current status, analyse and project trends, determine needs, and make recommendations that will provide for the future of the Joondalup community.

## **CRAIGIE LEISURE CENTRE**

The Craigie Leisure Centre was constructed, as Wanneroo Water World, in 1987 / 88 at a cost of \$2,956,000. The indoor stadium facilities and fitness components were added to the aquatic areas in 1992 at a further cost of \$4,550,000. Additional improvements and extensions to the Health and Fitness areas were undertaken in 1995 / 96. The Centre was renamed Craigie Leisure Centre after the addition of these new and improved facilities.

The Centre consists of the following facilities:

- Indoor swim facilities including a 25 metre and 50 metre pool adjoining pool space, with leisure water including beach entry.
- Spa and sauna area
- Outdoor recreation pool and plunge pool.
- Gym and circuit room
- Crèche / program room
- Café
- Aerobics studio
- Function room
- Meeting rooms (x2)
- Indoor sports courts (x4) including one show court



- Wet and Dry toilet and change facilities
- Entry and Dry side foyers
- Administration, offices and reception

Craigie Leisure Centre is located on Whitfords Avenue, Craigie.

## **PURPOSE OF STUDY**

This study has been executed in order to enable future planning for the Craigie Leisure Centre.

The Craigie Leisure Centre has served the surrounding community for over 13 years. It was once recognised as one of the leading aquatic facilities in Australia recording some of the highest usage statistics in the country. In more recent times it has lagged behind in terms of modern relevant community aquatic facilities, making it harder to compete with more modern and specific competitors, negatively impacting on the financial returns and customer satisfaction levels.

The aquatic component of the facility has proven to be in need of major works. Currently its aesthetic appeal is poor and its functionality is tenuous with independent reports confirming the need for works to allow the facility to operate in line with relevant regulations and industry best practice.

The demise RANS Management Group has forced the City to take on a short-term management role. This change has also meant that the capital improvements to be funded by RANS, as part of their original contract arrangement, will not be effected as originally planned.

The above factors have presented an opportunity for the City to review the role of Craigie Leisure Centre in satisfying the leisure needs of the surrounding community and ensuring the provision of relevant, equitable and affordable access to leisure opportunities. Specifically, the aquatic component and its relationship with existing dry facilities have been explored to ensure any facilities located at this site are positioned to satisfy the current and future needs of the community it serves.

To ensure the most efficient and specific facility is provided to satisfy the needs of the community, significant research and consultation was undertaken in order to provide an assessment of existing provision and opportunities, taking into account current trends in facility provision and likely future needs of the community it will serve.



## METHODOLOGY

The Craigie Centre Needs Study was a complex project consisting of many elements and requirements. The following methodology was adopted as the platform for this study.

Stage	Key Tasks / Notes
<b>Council Consultation</b>	<ul style="list-style-type: none"><li>▪ See Consultation Plan (Following) for detail</li></ul>
<b>Documentation Review</b>	<ul style="list-style-type: none"><li>▪ Review all relevant reports, documentation and previous planning studies</li><li>▪ Review any relevant Council Reports</li><li>▪ Review previous Redevelopment Opportunities documentation</li><li>▪ Review Council Strategic (Annual) Plan</li><li>▪ Review previous research and consultation information</li></ul>
<b>Site Audit</b>	<ul style="list-style-type: none"><li>▪ Inspect and Record current components of the Centre</li><li>▪ Determine condition and utilisation of Centre facilities.</li></ul>
<b>Regional Review</b>	<ul style="list-style-type: none"><li>▪ Detail other competing facilities</li><li>▪ Plot locations</li><li>▪ Undertake competitor analysis</li></ul>
<b>Industry Review</b>	<ul style="list-style-type: none"><li>▪ Research current and future trends</li><li>▪ Identify relevant trends for the Craigie Leisure Centre</li><li>▪ Identify opportunities to capitalise on future trends</li></ul>
<b>Key Stakeholder Consultation</b>	<ul style="list-style-type: none"><li>▪ See Consultation Plan (Following) for detail</li></ul>
<b>User Consultation</b>	<ul style="list-style-type: none"><li>▪ See Consultation Plan (Following) for detail</li></ul>
<b>Non-User Consultation</b>	<ul style="list-style-type: none"><li>▪ See Consultation Plan (Following) for detail – local surveys, Department of Sport and Recreation and the wider community</li></ul>
<b>Needs Analysis</b>	<ul style="list-style-type: none"><li>▪ Review current usage of the Centre</li><li>▪ Determine community demand</li><li>▪ Determine gaps / saturation</li><li>▪ Review findings of survey, interviews and submission responses (see consultation plan)</li></ul>



Stage	Key Tasks / Notes
Development Opportunities	<ul style="list-style-type: none"><li>▪ Match current facilities with identified demands.</li></ul>
	<ul style="list-style-type: none"><li>▪ Identify development opportunities.</li></ul>
	<ul style="list-style-type: none"><li>▪ Recommendations for future</li></ul>
Needs Plan	<ul style="list-style-type: none"><li>▪ Identify means of meeting future demands</li></ul>
	<ul style="list-style-type: none"><li>▪ Future facility development or consolidation</li></ul>
	<ul style="list-style-type: none"><li>▪ Indicative time-lines of future developments</li></ul>
	<ul style="list-style-type: none"><li>▪ Potential funding of future developments</li></ul>
	<ul style="list-style-type: none"><li>▪ Recommend and Report</li></ul>

CONSULTATION PLAN		
Consultation	Actions	Purpose
Council	<ul style="list-style-type: none"><li>▪ Meet to make introductions with Council</li><li>▪ Confirm project scope and expectations of all parties</li><li>▪ Consult regarding any issues for consideration</li><li>▪ Obtain documentation, information, details of stakeholders</li><li>▪ Determine access to Council communication tools for publicising and receiving information</li><li>▪ Meet and liaise throughout the project.</li></ul>	<ul style="list-style-type: none"><li>▪ Ensure project outcomes are clear to all parties and that all relevant information is received upon commencement</li><li>▪ Discuss any reports and matters relevant to the project</li><li>▪ Receive information related to facilities and stakeholders</li><li>▪ Determine access to web-site and other Council means of communication to the community regarding the project</li><li>▪ Ensure Council remain informed and provide input</li></ul>



<b>CONSULTATION PLAN (Cont.)</b>		
<b>Consultation</b>	<b>Actions</b>	<b>Purpose</b>
<b>Stakeholders</b>	<ul style="list-style-type: none"><li>▪ Meet with Key Centre Users and Club representatives</li><li>▪ Meet with management representatives and current key staff</li><li>▪ Meet with other neighbouring Council representatives to discuss their current and future Leisure Facility provision.</li></ul>	<ul style="list-style-type: none"><li>▪ Gain information regarding usage, operations, policies.</li><li>▪ Discuss key elements of project and obtain information pertaining to community demand.</li><li>▪ Seek input into future developments.</li><li>▪ Assess responses regarding “needs” versus “wants”.</li></ul>
<b>Users</b>	<ul style="list-style-type: none"><li>▪ Conduct survey (web, postal and interview) determine current use and future needs.</li><li>▪ Meet with User Group representatives.</li><li>▪ Advertise for submissions commenting on current and future use matters.</li></ul>	<ul style="list-style-type: none"><li>▪ Seek submissions from the community pertaining to Leisure facility use.</li><li>▪ Collate user group input and submission responses</li><li>▪ Collate interview and survey responses</li></ul>
<b>Non-Users</b>	<ul style="list-style-type: none"><li>▪ Conduct survey (web, postal and interview) targeted at non-users in order to determine reasons for non-use and potential of future use.</li><li>▪ Randomly interview willing participants regarding non-use and potential future use.</li></ul>	<ul style="list-style-type: none"><li>▪ Gain input from non-user respondents in order to identify future user potential.</li><li>▪ Identify what could potentially generate greater community use.</li><li>▪ Collate interview and survey responses.</li></ul>



<b>CONSULTATION PLAN (Cont.)</b>		
<b>Consultation</b>	<b>Actions</b>	<b>Purpose</b>
<b>Department of Sport and Recreation</b>	<ul style="list-style-type: none"><li>▪ Meet with Department of Sport and Recreation representatives. Discuss current trends, future opportunities and funding.</li></ul>	<ul style="list-style-type: none"><li>▪ Gain input regarding current state of leisure and future developments in the region. Also establish likely support of future funding for local leisure developments.</li></ul>
<b>Neighbouring Councils, Stakeholders and Industry personnel.</b>	<ul style="list-style-type: none"><li>• Meet with any other identified stakeholders, schools, users, and industry personnel who may have information or relevant feedback that may contribute to the project.</li></ul>	<ul style="list-style-type: none"><li>• Gain as much relevant information from both a local user and stakeholder perspective as well as any other general industry information that may contribute to the most informed outcome.</li></ul>
<b>Community</b>	<ul style="list-style-type: none"><li>▪ Establish a profile for the Project through notices at various Council centres and web site.</li><li>▪ Inform public of project through notices at the Centre.</li><li>▪ Advertise focus group for users and opportunity for survey input and submissions from non-users.</li><li>▪ Seek submissions from wider community and provide opportunity to have input into study.</li></ul>	<ul style="list-style-type: none"><li>▪ Ensure that the project has a profile so that the widest range of input is received from all sectors including users, non-users, as well as stakeholders.</li><li>▪ Provide access to information regarding project and opportunity to have input.</li><li>▪ Gain input regarding current status and feedback regarding the potential for future development of Craigie Leisure Centre.</li></ul>



## **DOCUMENTATION REVIEW**

### **Community Facilities and Recreation Policy.**

*City of Joondalup*

The City of Joondalup have in place a comprehensive Strategic Plan which serves to set the vision and overall direction of the City's activities. It is vital that this needs study follows the lead of the Strategic Plan and its objectives to ensure relevance to the stated direction of the Joondalup community.

This project will have a direct link with the City's strategies by considering the stated outcomes in the Community Facilities and Recreation Policy (section 4.3 of the City's Policy Manual).

Some of the stated outcomes that will frame a context for the report are as follows;

- Consultation with the Joondalup community, leisure participants and service providers is ongoing and effective.
- Physical assets meet the identified and viable needs of Joondalup and minimum legal standards
- Research into the existing and future leisure needs and trends of Joondalup is ongoing and findings are taken into account in the planning and provision of all services, facilities and programs.
- Services, facilities and programs meet the leisure needs of the Joondalup community.

### **Seniors Citizens Master Plan (Social and Leisure Needs) Feb 2001.**

*Jill Powell and Associates*

This report addressed the social and recreational needs of older persons in the City of Joondalup focusing primarily on social profile, community consultation, facility inventory and assessment, and issue identification.

The following statements from this report support the future development of relevant and accessible facilities at Craigie Leisure Centre:

“a shift in participation from “organised sport” to “convenience participation” as evidenced in the multi use centres and health clubs which offer a diverse range of services and greater access. Coupled with the change in work patterns the provision of sport and recreation opportunities need to reflect these community use patterns.”



“The community in general have increased their awareness of the benefits of physical activity and as such, greater numbers in cycling and walking independent of the formal club or organisation. This leads to an increased demand being placed on governments to provide “safe” spaces for these activities.”

**North Region Sport and Recreation Facility Strategy. August 1998.**

*Phillip Gray & Associates*

This report was commissioned by Council members of the North Metropolitan Region Recreation Advisory Group. This group in association with Ministry of Sport and Recreation and Ministry of Planning commissioned the preparation of a regional recreational and sport facilities strategy plan. Being a Regional Study a vast number of facilities, recreational activities and sports were reviewed.

One of the relevant findings expressed through this report was specific to squash, which is being considered as a potential development opportunity for Craigie Leisure Centre. This finding, based on the declining trend was stated as follows:

“Given the nature of squash competition the demand is primarily for local standard facilities rather than regional or international standard facilities”.

This report also details the higher expectations of participants in relation to quality of facilities and equipment. “This has and will continue to result in the development of:

- Indoor facilities
- Better finished and well equipped facilities
- Better playing surfaces, and playing conditions in more pleasant environment through the provision of such things as air conditioning.”

These matters are relevant to consideration of improvements and future developments of Craigie Leisure Centre.

**Funding Strategies for Facilitation the Provision of Sport, Leisure and Recreation in the City of Joondalup, October 2001.**

*Colmar Brunton WA.*

The City of Joondalup commissioned this report in order to determine the following objectives:

- 1) “understanding issues that are inhibiting sporting, leisure and recreational groups and individuals from achieving their objectives.





- 2) Identify how the City can work with these groups more closely to assist them in meeting their goals”.

This report focused on matters to do with Clubs within the City. A key finding was in relation to “Barriers to joining a club”. This report states:

“There were several barriers to participation in a club that became apparent. The main barriers were:

- Poor facilities
- Having to travel too far”

These matters must be recognised in the decisions relating to consolidation or development of facilities at Craigie.

**Business Plan for a Major Land Transaction, The lease of the City of Joondalup’s Three (3) Leisure Centres, Craigie, Sorrento Duncraig and Ocean Ridge. December 2000.**

*City of Joondalup.*

This report was prepared in compliance with section 3.59 of the Local Government Act 1995, and the Local Government Act (Functions & General) Regulations 1996. This section of the Act requires all major land transactions including leasing land to another party to have a business plan to be prepared prior to entering into the transaction. This report relates to the City’s outsourcing of management operational of the City’s three leisure centres via commercial lease of premises.

A significant statement within this report was as follows:

“Craigie Leisure Centre was once regarded as one of the premier facilities in the state, however, this mantle has been lost over time with the development of newer, more elaborate and expansive facilities”.

It is apparent from this report that matters in declining quality of the facility must be addressed in order to sustain improved future performance of the centre.

**Craigie Open Space Study – Final Report. October 2000.**

*Planning Solutions.*

The City of Joondalup commissioned this report after recognising the need to develop a land use strategy for Craigie open space to balance economic, social and environmental



factors, and meet the long term needs of the community. This report focuses on Open Space and is environmentally biased in relation to recommendations.

This report refers to opportunities to expand Craigie Leisure Centre and makes recommendations in relation to outdoor café, pools, and picnic areas. This report provides no evidence of substantiated research or findings in relation to these recommendations. As such we have determined that we should not be influenced by such recommendations in relation to planning for the Craigie Leisure Centre redevelopment. The recommendations made are subjective and not supported by any research results.

**CERM PI Performance Indicators review for the Craigie Leisure Centre. June 1999.**

*Heather March and Gary Howat.*

This report is a level one CERM report comparing participating similar facilities across Australia in a number of identified key performance areas and benchmarking results based on these comparisons.

From the findings the following Overview was provided:

“Based on these indicators, Craigie Leisure Centre appears to be performing well in terms of customer service quality, attaining relatively small CSQ gaps for most attributes. If these indicators are a focus for improvement, the following could be considered as priorities:

- Examination of the safety and security of parking facilities, with a focus on customers attending the centre in the evening and later afternoon.
- Monitoring of cleaning and maintenance schedules and expenditure at the centre.
- Monitoring of equipment quality and maintenance at the Centre.

These matters will be further explored through research and recommendations of this current report.

**Selected Strategic Areas to Inform the Strategic Planning Process for the City of Joondalup. February 2002.**

*Barbara Gatter & Associates*

This report was commissioned by the City of Joondalup to identify key community planning issues facing the City – now and in ten (10) to fifteen (15) years and to identify a planning principles framework that can be used for future community service planning and development.

Findings relative to the Needs study for the Craigie Leisure Centre included;



“the need to develop "social hubs" throughout the City... to encourage people to "live outside their homes." The "hubs" would provide informal meeting places, and locations for social recreation and community cultural events - to counter the increasing availability for “home based” entertainment and communication.”

Also in relation to the demographic characteristics this report recommended –

“greater attention to the needs and role of seniors in Joondalup, especially in the context of the demographic change to Joondalup which will result in significantly higher proportion of seniors as residents in the future.”

The report identifies that –

“Formal sport and recreation services can expect increasing demand for low impact fitness programs, and activities which already attract older participants such as tai chi, and water aerobics. It should also be anticipated that there will be increasing demand for sports centres and sporting clubs to provide games with modified rules to reduce injury risks, and cater for reduced levels of flexibility and endurance”.

It is noteworthy that Gatter concluded that there were no gaps in relation to facility provision. This was while Craigie Leisure Centre was intact, and prior to the knowledge of any pending closure of local facilities. This finding also supports the need to consolidate and improve existing facilities as opposed to concentrating on developing new facilities in the City. As stated by Gatter –

“No significant "gaps" have been identified. The City is regarded as relatively advantaged in terms of its built facilities and recreational environments. The challenge is more a behavioural one, in getting people motivated to participate.”

This report has provided valuable insight into various matters of facility and provision for Joondalup at that time.

**Relocation Marmion Squash Club – Application for financial support for the construction of a community facility. September 2002.**

*Marmion Squash Club*

This document is a detailed funding application in support of the development of Squash Courts in the City of Joondalup. Due to the closure of a significant Squash facility (7 Courts) the Marmion Squash Club is seeking to establish itself at a new base.

This application provides details related to the club and costs and benefits associated with the development of a new Squash facility. In 2001 the club had 249 active competitive squash members.



Squash is further reviewed through the survey undertaken as part of this project, and as such will be considered with the redevelopment plans.

**Craigie Leisure Centre Redevelopment Opportunity Review. March 2002.**  
*SGL Consulting Group*

This report was commissioned by RANS Management Group in preparation for the Capital Improvements that they were to execute as part of their agreement with the City of Joondalup. “The key aims of the report were (are) to :

- Review previous business and usage data to identify potential future business expansion opportunities.
- Conduct market research to consolidate key user catchment zones and high user spend profiles.
- Integrate market research data to identify future demands for new priority activities and facility improvements.
- Identify and review facility development opportunities.
- Complete a draft redevelopment program, identifying likely capital cost impact, operating performance targets and schematic plans for the City of Joondalup and RANS Management Group reviews.”

This report included a review of current users, the Centre’s Business Plan and overall business performance. Research by means of 300 telephone surveys was undertaken. A finding in relation to the positioning of the Centre is as follows:

“The Centre’s current business plan indicates many of the aquatic entry programs are being affected by close by or more modern leisure facilities being opened in recent years. Linked to these factors are the gradual ageing of the Craigie Leisure Centre’s pools and associated areas. The static and uninteresting water play features at the Centre are not competitive in attracting family and children users compared to some surrounding centres.”

Through the surveys undertaken a question relating to what features may attract respondents to make greater use of the facility. As stated in the report:

“These results indicate a broad range of future improvement wishes for the Craigie leisure Centre. Expanded health and fitness facilities, programs and memberships, the main improvement plus specialist aquatic areas such as spa / sauna expansions and water slides.”

In reviewing usage through the study SGL’s statement in regard to trends related to Aquatic use at Craigie Leisure Centre states that the Centre has:



“Been dropping aquatic market share for a number of years, principally due to new Centres built close by, management changeover periods and aging facilities which has seen reductions in casual swimming, school swimming and learn to swim classes.”

In surveying satisfaction a key finding was that the:

“Main issues of dissatisfaction at Craigie Leisure Centre relate to water temperature, quality of filtration, cleanliness of facilities and limited fun/play water areas for children.

In considering redevelopment options SGL note that expansion of the Health and Fitness areas (Gym and Aerobics) will provide the greatest net effect in regards to producing a much higher spend per visit. It is also stated in regard to potential redevelopment that:

“New water play equipment, water slides and redeveloped spa and sauna area (to meet health codes and user needs), will make the Centre more attractive to the recreation/leisure market.”

The findings of the SGL report contribute to the weighting of arguments for future redevelopment options. The upgrade of the aquatic and health and fitness areas of the Centre are certainly reinforced throughout the report and supported by the findings of the research undertaken.



## **INDUSTRY TRENDS**

In considering a redevelopment for the Craigie Leisure Centre it is critical that the current, and future projected, Industry Trends are examined. The shifting dynamics of the leisure industry are shaped by broader social changes. Society has become more flexible and specialised, therefore so have our leisure needs. An example of this relates to changing work patterns away from the traditional five (5) day working week, which has lead to non-regular periods of leisure time. As result of this there is greater need to provide a more flexible range of leisure opportunities.

Participation levels in formal sport have reportedly been declining in Australia for a number of years, and more recent studies show that general activity levels are as well. The most recent DSRWA survey of activity levels in WA found that overall 58% of adult Western Australians were involved in sufficient physical activity to achieve meaningful health gains (63% of males and 53% of females). However, this figure declined from a peak of 68% in 18-29 year olds down to just 49% of those over 60.

In 2000 Sport and Recreation WA, the Health Department of WA and the University of WA conducted a joint project entitled *Physical Activity Levels of Western Australian Adults 1999* (Bull, Milligan, Rosenberg & MacGowan). There are a number of findings and comments in this report which are relevant to the current project. Some of these include:

- Local streets and paths were the most frequently used facility for activity and recreation. Local parks were also highly used as facilities for physical activity.
- Only 16% of working adults reported having access to physical activity facilities through their workplace – however facilities that were convenient to their workplace would make activity before or after work, or during lunch breaks, more convenient and practical.
- 40% of adults were overweight or obese.

A significant finding of the report was that:

“Increased efforts are needed to raise the level of physical activity undertaken by all Western Australian adults...efforts should aim to create, promote and support more ways for Western Australians to be active and more places for them to be active by providing all adults with access to structured (eg: recreation and sport clubs) and unstructured (eg: open park space, informal sports) opportunities to be active in groups, with their families and on their own. The physical environment



should be designed to provide and support ‘active choices’ such as taking stairs, cycling to work and walking to the shops.

Combined efforts across all sectors and levels of government working together with non-government agencies and the community are most likely to lead to success and could include innovative programs, education campaigns and improved access to safe and convenient facilities” (p.10)

Further studies researched identify other key trends of leisure participation including:

- Increased female participation in the labour market has led to a shift in the programming and planning of services and facilities.
- The aging population has led to greater participation in older adult specific programming. This older population is more educated and informed on matters relating to health and well being and as such demand greater resources, services, and programs than in the past. This trend will continue as the population continues to age, have more time, and be more informed as to the social and physical benefits of active leisure participation.
- The decrease in proportion of young children effects the planning of programs and facilities for the future.
- There is a higher expectation in relation to quality of services, equipment and facilities.
- There is a clear trend toward greater participation in passive, individual recreation pursuits as opposed to group or team participation. This highlighted by the finding that Walking, Cycling, Fishing, Swimming and Water sports have recorded the greatest percentage change of positive growth in the last seven years.
- A shift toward “Fast Food Sports” (where the participant goes to a facility, pays their fee, does their activity, and leaves) allows people to participate in sports without further commitment and less responsibilities.

To determine contemporary thinking in Western Australia on Industry Trends for facility and program provision in the Leisure Industry, a number of senior industry professionals were consulted for their thoughts. These people included; current senior facility managers in WA and Victoria, international architect and local Perth architect with Recreation and Aquatic Centre experiences, WA Swimming Association (Inc.), Department of Education (In-term Swimming) representative from Royal Life Saving Society WA and Leisure Institute of WA (Aquatics).

**Identification of recent trends in facility provision (and programs).**

- Spinning -immature in Perth in comparison to the Eastern States.
- Spread demand over whole facility at peak times thus increasing overall facility capacity.



- Packaged products, for example, Les Mills - off the shelf products.
- Personal training – more for local government facilities following the private sector lead.
- Increased community demand for learn to swim programs through deaths / drownings, perhaps more structured swim programs focussed on safety and less parents dropping off children at aquatic facilities.
- Piggy back marketing of facility programs on major international events, i.e. tennis usage, after a grand slam event or lap swimming programs leading up to and following Olympic and Commonwealth games (i.e. Rotto Swim, Jetty to Freo, swim thru's)
- Increase in seniors gentle exercises, focused on classes for seniors (designed specifically), for example silver circuit gym circuit.
- Increase in aqua aerobics – (deep water and warm water)
- Reached a plateau of new facilities. Minimal new facilities over recent years have been built. More emphasis will be on refurbishment of existing.
- Squeeze out of competitive swimming from aquatic centres, with a subsequent slow shift away from clubs having major positions within centres and lessening time availability (lower profitability to other programs).
- Increase in commercial operations, with an increase in user pays, therefore less available times for pool space. Private operators are generally becoming harder to deal with for community groups, as they require profit. Councils need to be prepared to accept a realistic loss as a social cost.
- Less involvement of general population in club environment
- Facility management working with schools to assist with groups / masters.

#### **Trends over the next 5-10 years**

- Aquatics – pool supervision levels to increase dramatically and adequate provision will be forced on all facilities via legislation.
- More fitness orientated.
- Government alignment / take on more of a role like private fitness operators.
- More bottom line emphasis.
- Core business emphasis i.e. less focus on term programs and arts / crafts which will go to specialist operators with low overheads or heavy subsidies (i.e. crèche and cafes outsourced).
- Learn to swim - warmer pools.
- 50m pools increase catchments area (regional facility) sprinkled across suburbs, with regional pull and supported by smaller local aquatic facilities.
- Further shortage of qualified staff.





- Demand for continued upgrade and re-fits to existing facilities, to keep them at state of the art, (brought about through outsourcing, as per demands on a landlord)
- Need for smaller niche market facilities such as Ballajura Aquatic Centre.
- Industrial problems and costs of staffing i.e. penalty rates (geared to traditional Local Government pay rates).
- Running costs are increasing and will be addressed, i.e. energy consumption predictions and forced commitment of consultants to their projected operational results.

### **Viability of trends**

- More correct / standard accounting practices are highlighting true operating performances which are worse than people think. This will also allow improved benchmarking to occur and assist in prudent management.
- Potential to increase viability (i.e. private operators) via
  - a) Reducing service level commensurate with price paid,
  - b) Freed up management restrictions, operate more along lines of private operators to enable deficit reduction i.e. reducing customer service levels, gym floor supervision etc (Realisation of costs involved with best practice provision)
- Local Governments trying to be all things to all people is not viable.
- Niche targeting will increase viability and enable survival in competitive environment.
- There are unrealistic expectations of facilities in terms of operational return.
- Councils to determine “Social Value” of a swim to consider in overall viability.
- Community expectations are extremely high yet prices are very low!
- Perhaps running outdoor pools for 5-6 months of the year (Less costs / through heating and providing facilities and services in low peak to ensure viability and opportunity).
- Emerging User Pays concepts will increase charges and assist viability.
- Older adults (aqua for the aged) will increase as this demographic has more time and more income. Dramatic increase in population over 55 will result in need to tailor facilities for older people, considering access needs (including user friendly steps, chair lifts, built in steps and beach entry) if facilities are to have any hope of being viable.
- Further maximising multi-use of facilities to appeal to the widest audience.
- Recognition for non-profit users. Some form of pricing structures that recognises this. State Government need to subsidise in some way for the support of these groups in large facilities. The return on investment on smaller /minority groups for worthwhile social groups must be factored in.



Other benefits from clubs i.e. youth for social development and growth, and social fabric generators should be costed into the argument.

### **Relevance of Trends to Craigie Leisure Centre Redevelopment**

There are a number of trends in relation to leisure facility utilisation that must be considered in relation to the Craigie Leisure Centre redevelopment to ensure that the works undertaken are relevant to the current trends and future demand. The key trends that emerge for consideration in relation to the Craigie Leisure Centre development include:

- Increased responsibilities in regard to supervision of swimming pools (relevant to the current outdoor pool situation)
- Demand for more interesting and interactive water features (Slide and features)
- Growing demand for “fast food” services (improved gym)
- Increased awareness of “wellness” (Spa / steam, massage, gym)
- More educated ageing population that has become more active and health conscious (warm water, spa / steam)
- Increased demand for “warm water” pools (Hydro / warm water pool)
- Population with higher expectations in regard to quality of services, equipment and facilities (Upgraded and modernised facilities).

These trends must be considered in evaluating options for redevelopment as they will determine the success in relation to financial viability and the meeting of community needs in the future.

## **DEMOGRAPHICS**

### **Population Profile**



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The following tables depict the current and projected population for the City of Joondalup.

**Estimated and Projected Population, 1994-2016**

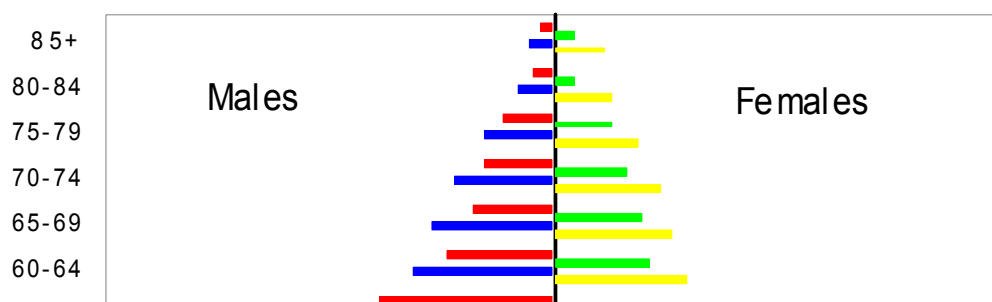
<i>Year</i>	<i>Population no.</i>	<i>Change no.</i>	<i>Change %</i>
1994	141065	-	-
1999	156482	15417	10.9
2001	166447	9965	6.4
2006	185965	19518	11.7
2011	205235	19270	10.4
2016	224337	19102	9.3

*Source: Demography, ABS*

**Estimated Resident Population by Age Structure, 1999**

<i>Age group</i>	<i>Males</i>	<i>Females</i>	<i>Persons - %</i>
0-4	5067	4867	6.3
5-9	6188	5589	7.5
10-14	7299	6775	9.0
15-19	7521	6861	9.2
20-24	5746	5133	7.0
25-29	4618	4582	5.9
30-34	4850	5423	6.6
35-39	6133	7035	8.4
40-44	7195	7743	9.5
45-49	7182	7346	9.3
50-54	6069	5464	7.4
55-59	3621	3069	4.3
60-64	2218	2120	2.8
65-69	1658	1883	2.3
70-74	1455	1577	1.9
75-79	1045	1295	1.5

**Age Structure, 1999 ERP**  
Selected Region compared to WA  
(Percentage of age group as proportion of total persons)





The graphical depiction (above) of age distribution of the City of Joondalup compared to WA statistics shows that the City has more youth, and adults between 40 and 60 years of age, but less older adults (over 60) and fewer young children than the State average.

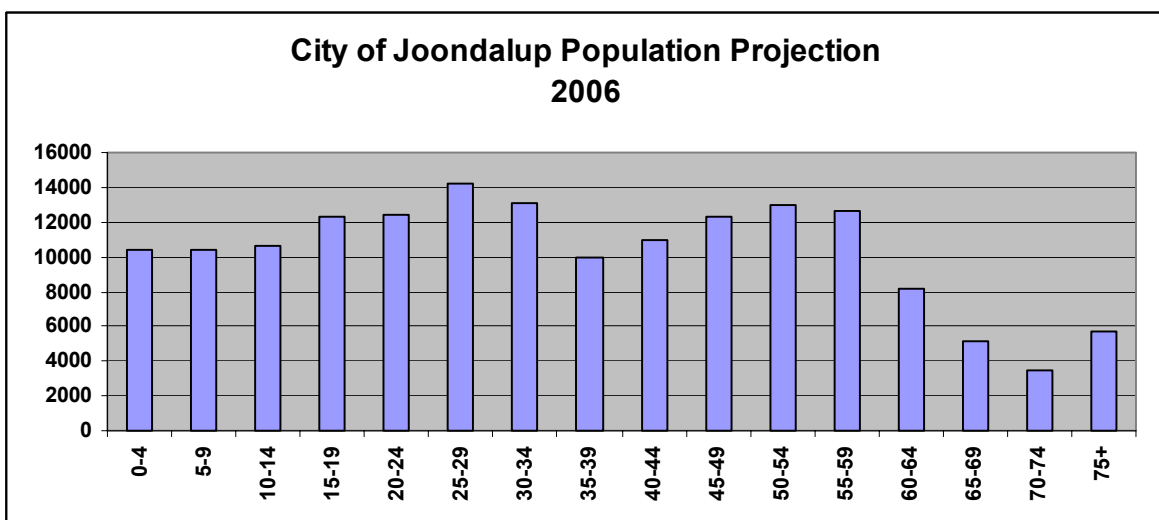
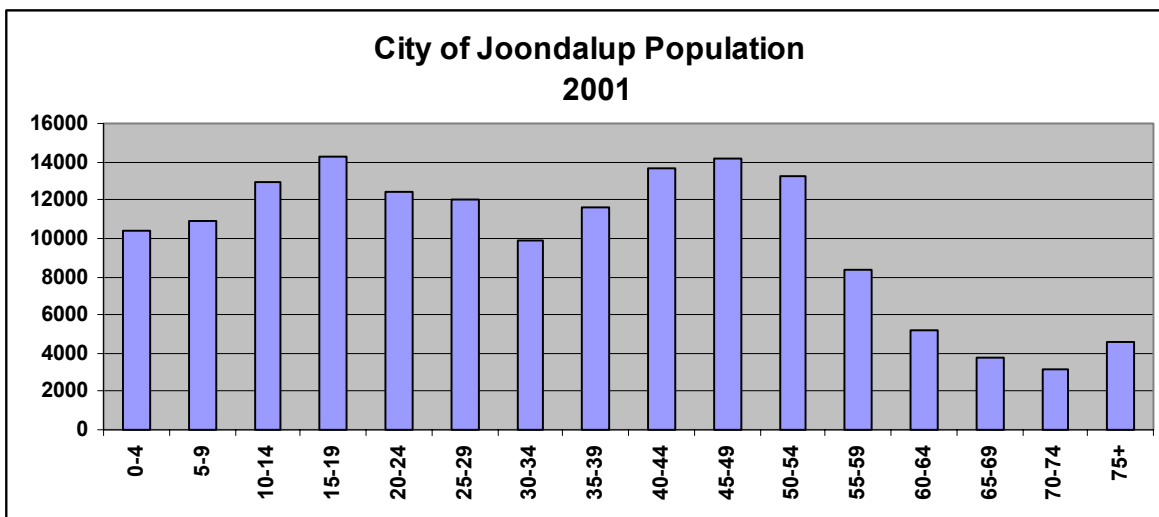
ABS statistics, based on the 1996 Census confirm Joondalup as a "young" metropolitan Perth city, with only 6.2 per cent of its population aged 65 years or more. In contrast, the Towns of Claremont and Victoria Park had 23 percent of their populations aged 65 or more, and Stirling, Belmont, Nedlands, and Cambridge all have between 22 and 20 percent.

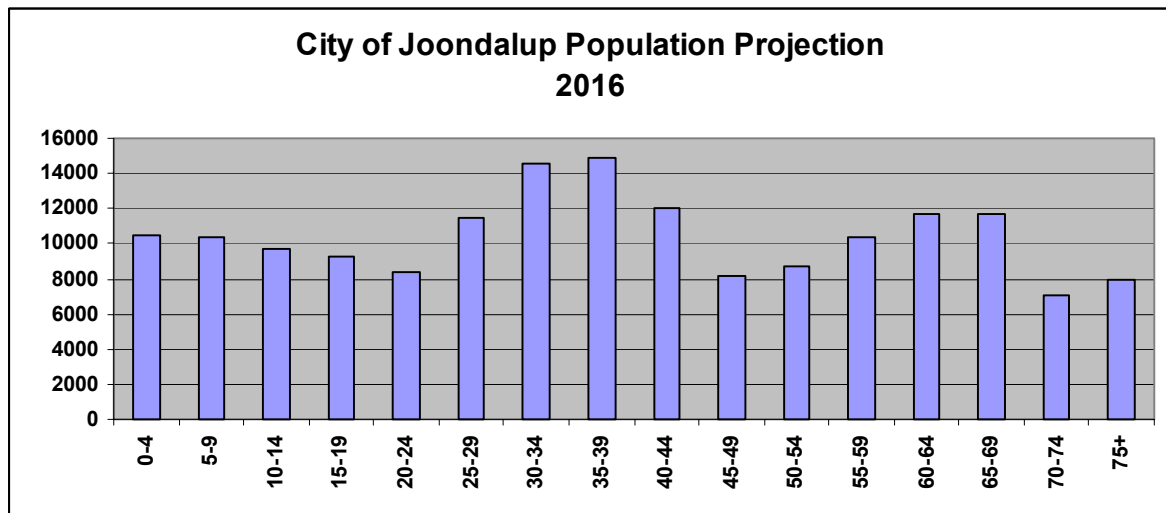
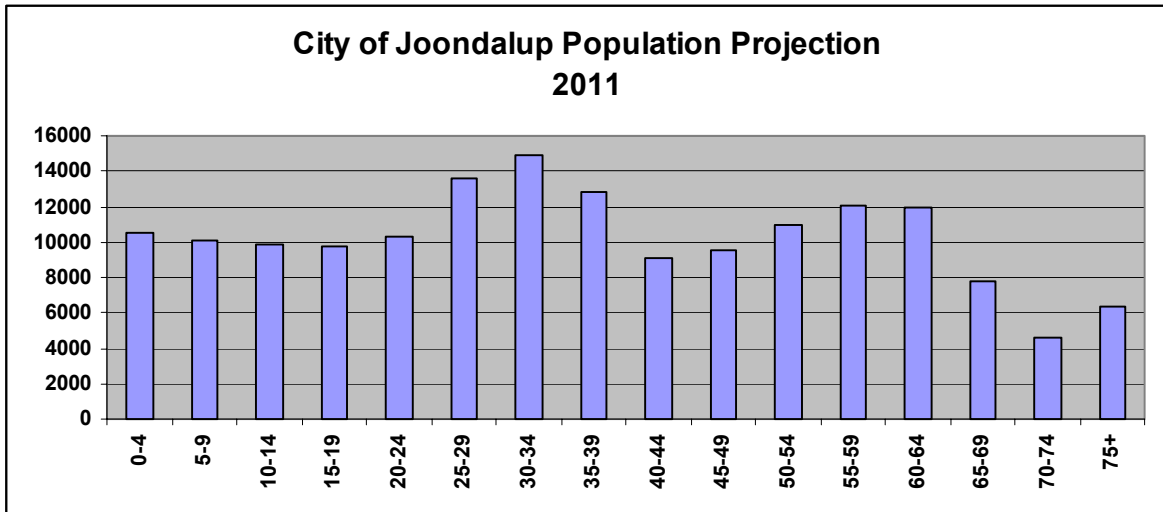
The forthcoming generation of older people will have had very different life experiences than the current one. They will have greater economic independence and very different expectations.



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### Population Projections





### **Demographic Relationship to Craigie Leisure Centre**

The demographics of Joondalup (both current and future projected) must be considered in relation to future redevelopment of the Craigie Leisure Centre. The population of the immediate catchment areas have a significant impact on future utilisation of the Centre. It is critical that the changing demographics are regularly reviewed in order to ensure that the programs, facilities and services offered at the Centre remain relevant.

The current age distribution of Joondalup shows two distinct “humps” in relation to higher population numbers related to age. These groups represent the 10 – 20 year old and 40 - 55 year old age ranges. In looking to cater for these groups as they progress



through age groups over time, we can note that in future years the demand on older adult related facilities (Spa, steam, and Hydro) will increase. Current demand by this group is related to the demand for improved health and fitness facilities including cardio equipment in the gym. Also as the current youth, who will in the short term, be provided for through active aquatic facilities (Slide) will in future years progress to provide the basis of demand on lap swimming, and the Gym and health and fitness programs and facilities.

As an ongoing practice, through the business planning process, management of Craigie Leisure Centre and the City of Joondalup must continue to review the demographics of the population in order to ensure that educated decisions are made in regard to future developments, programming and service provision. These demographics provide the profile of the users of the Centre and as such should be treated as a significant contributor to all future planning.

### **Craigie Leisure Centre Specific Demographics**

Salmat, a market research company specialising in demographic profiling has identified the population living within the immediate five (5) km radius of the Craigie Leisure centre at 88,187. The five (5) to ten (10) km radius of the centre is populated by another 49,187 people.

It is generally accepted that the five km radius is the “primary catchment” area of a leisure centre. Therefore it is of interest to note that Salmat define the primary catchment as containing three (3) major demographic profile groups that make up over 50% of the catchment population. These are as follows;

- Mid Status Family – Described as, Middle aged family with young and teenage children, owned and mortgaged separate homes. Skilled vocationally. Primarily white collar and trades people. Middle range individual and household incomes. Two or three vehicles. Stable population.
- Young Family – Described as middle income families with young children. Purchasing separate home. Two vehicles. Vocationally qualified. Work as sales, clerical and trades people. Outer establishing suburban areas.
- Family Achievers – Described as high income, middle aged managers and administrators. Large teen families, many at non- government schools. Two incomes. High home ownership and mortgages. Degree qualified. Two or more vehicles.



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**COMPETITOR ANALYSIS**

A review of Craigie Leisure Centres competitors has been undertaken to define the key business units of the various competitors. A summary of key prices, facilities, programs and services has been detailed with an overall summary on how the competitor impacts on potential and current Craigie Leisure Centre customers. A 'Summary of Business' is detailed after each competitor to outline the key strengths and potential market advantages the competitor may have over Craigie Leisure Centre. The review on competitors was limited to major facilities that catered for the health and fitness, learn to swim and sports competitions markets in the northern corridor from Perth.

A Regional review of leisure facilities shows that a large area South of the Craigie Leisure Centre is void of aquatic and sports facilities. This area is bounded by the Balga Aquatic Centre (outdoor only), Bold Park (outdoor only) Inglewood Aquatic Centre, and Challenge Stadium. Craigie is situated at the Northern end of this area, therefore draws the market directly south almost exclusively in its primary catchment zone. The major competitor outlined in the review is the Arena Joondalup due primarily to its close proximity, similar range of facilities, programs and services. There are also competitors that compete in specialist market segments with the Craigie Leisure Centre.

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**COMPETITOR ANALYSIS – LEISURE FACILITIES**

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Facility	Wet							Dry								
	50 Metre Pool	25 Metre Pool	Leisure Pool	Hydro Pool	Spa	Sauna/ Steam Room	Water Slide	Meeting Room	Aerobic Studio	Crèche	Café	Gym	Gym Circuit	Spinning Studio	Sport Court	Distance from Centre
<b>Craigie Leisure</b>	√	√	√		√	√		√	√	√	√	√	√		4	0km
<b>Arena Joondalup</b>	√	√	√		√	√		√	√	√	√	√	√	√	3	9km
<b>Aquamotion</b>		√	√		√	√		√	√	√		√				15km
<b>Bouncer Indoor Sports</b>										√	√				8	8km
<b>Edith Cowen University</b>								√	√		√	√	√		2	7km
<b>Fitness First</b>		√			√				√	√		√	√	√		6km
<b>Inglewood-Terry Tyzack</b>	Out door	√	√		√	√			√	√	√	√				22km
<b>State Swim</b>		√														3km
<b>Wanneroo Basketball</b>											√				4	8km
<b>Warwick High School</b>		√														4km
<b>Warwick Leisure</b>								√	√	√					3	4.5km
<b>Zest Fitness</b>		√			√	√			√	√		√				5km
<b>Kicks</b>					√	√			√	√	√	√	√	√		2km



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COMPETITOR ANALYSIS FOR CRAIGIE LEISURE CENTRE			
Competitor	Location	Price	Facilities / Programs / Services
Craigie Leisure Centre	Whitfords Avenue Craigie	<p><b><u>Aquatic Entry</u></b></p> <ul style="list-style-type: none"> <li>▪ Adult Swim \$3.80</li> <li>▪ Child Swim \$2.25</li> <li>▪ Spa/Sauna \$free</li> <li>▪ Family \$10.90</li> <li>▪ Concession / student \$2.70</li> <li>▪ Aged pensioner \$2.25</li> <li>▪ Spectator \$1.25</li> </ul> <p><b><u>Learn to Swim</u></b></p> <ul style="list-style-type: none"> <li>▪ Pre-school \$7.00</li> <li>▪ School Age \$8.50</li> <li>▪ Adult \$8.50</li> <li>▪ Squads \$60.00 p mth</li> </ul> <p><b><u>Memberships</u></b></p> <p>Including Gym, Aerobics, Pool,</p> <ul style="list-style-type: none"> <li>• 3 Month \$230.00</li> <li>• 12 Month \$575.00</li> </ul> <p><b><u>Aerobics</u></b></p> <ul style="list-style-type: none"> <li>• Casual - \$7.15</li> </ul> <p><b><u>Aqua aerobics</u></b></p> <ul style="list-style-type: none"> <li>• Casual - \$6.75</li> </ul> <p><b><u>Courts Sports</u></b></p> <ul style="list-style-type: none"> <li>• Team Fee \$38.00</li> <li>• Registration \$45.00</li> </ul>	<p><b><u>Facilities</u></b></p> <ul style="list-style-type: none"> <li>▪ 50m pool 6 lanes (combines / shares with 25m)</li> <li>▪ 25m 8 lane pool</li> <li>▪ Shallow water leisure pool adjoining above 2 pools (1 body of water)</li> <li>▪ All pools heated to 27.5 – 28.5 degrees</li> <li>▪ Spa (same temp as pool)</li> <li>▪ Sauna</li> <li>▪ Function room</li> <li>▪ Crèche</li> <li>▪ Gymnasium</li> <li>▪ Aerobics studio</li> <li>▪ 4 Multi-purpose sports courts</li> <li>▪ Meeting rooms</li> </ul> <p><b><u>Programs</u></b></p> <ul style="list-style-type: none"> <li>▪ Learn to Swim</li> <li>▪ Aqua – Aerobics</li> <li>▪ Ministry of Education lessons</li> <li>▪ School Carnivals</li> <li>▪ Pool Parties</li> <li>▪ Aerobics</li> <li>▪ Physio classes</li> <li>▪ Birthday parties</li> <li>▪ Team sports</li> </ul> <p><b><u>Services</u></b></p> <ul style="list-style-type: none"> <li>▪ Concession swim tickets</li> <li>▪ Membership options inc pool</li> </ul>



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**Summary of Business**

Craigie Leisure Centre is one of the oldest Leisure facilities in the region. It enjoys a well-known status in the area and is located immediately off the Mitchell freeway on Whitfords avenue, less than 2 kms from Whitfords City Shopping centre. The aquatic component of the facility is over 13 years old, is a single body of water (same temperature) and is showing definite signs of not having had significant improvements in that time. Cleanliness and maintenance issues have led to the facility needing to compete on the basis of its location (to primary market) and for the price sensitive end of the market.

The prices at CLC are generally lower than its competitors and have not been increased for approximately 2 years. This has resulted in the facilities and services being very affordable but also contributing to the ongoing deficit. Particular areas of low prices in comparison with competitors are; gym, team sports, learn to swim and memberships.

The business is somewhat underdeveloped in certain areas compared to potential and overall market share available in the region. Such areas are; Learn to Swim market, (averaging 2-400 per week over last few years), General Leisure Programs such as holiday and leisure/craft activities, and sports coaching, Spa /sauna market (due largely to the decision not to charge extra for these facilities due to water temperature being same as main pool).

The centre has a fully supervised gymnasium and in general appears somewhat overstaffed, however this can be a market edge if service levels are identified as market reasons for loyalty. The centre suffers from a lack of visual cross promotion. That is, it is difficult to see what other activities that one can enjoy as most activities are exclusive of others and limited vision of other areas is possible.

Feature attractions include; ideal water depths for aqua aerobic programs, ideal large area of shallow water for learn to swim programs, 2 metre depth for water polo and deep water programs, free form leisure water for families (although there is limited interactive features within that area), show court for multi sports capable of seating 800 people.

The centre has a control weakness from aquatic areas to gym, sauna and spa areas, and at the poorly designed reception area where traffic flows are difficult to control and recover all monies owed for entry.



## A Balanced View (ABV) Leisure Consultancy Services

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COMPETITOR ANALYSIS FOR CRAIGIE LEISURE CENTRE			
Competitor	Location	Price	Facilities / Programs / Services
Joondalup Arena	Joondalup 9kms Kennedya Drive Joondalup	<p><b><u>Aquatic Entry</u></b></p> <ul style="list-style-type: none"> <li>▪ Adult Swim \$4.40</li> <li>▪ Child Swim \$3.10</li> <li>▪ Spa/Sauna \$6.00</li> <li>▪ Family \$18.00</li> </ul> <p><b><u>Learn to Swim</u></b></p> <ul style="list-style-type: none"> <li>▪ Pre-school \$6.60</li> <li>▪ School Age \$11.00</li> <li>▪ Adult \$11.00</li> <li>▪ Squads \$6.50</li> </ul> <p><b><u>Memberships</u></b></p> <p>Inc Gym, Aerobics, Pool, Spinning</p> <ul style="list-style-type: none"> <li>• 1 Month \$77.00</li> <li>• 12 Month \$643.50</li> </ul> <p><b><u>Aqua-Aerobics</u></b></p> <ul style="list-style-type: none"> <li>• Casual - \$6.60</li> </ul> <p><b><u>Courts Sports</u></b></p> <ul style="list-style-type: none"> <li>• Team Fee \$38.50</li> </ul>	<p><b><u>Facilities</u></b></p> <ul style="list-style-type: none"> <li>▪ 50m pool</li> <li>▪ 25m adventure-learn to swim pool</li> <li>▪ Waterslide</li> <li>▪ Lazy River</li> <li>▪ Spa</li> <li>▪ Sauna</li> <li>▪ Steam room</li> <li>▪ Crèche</li> <li>▪ Disabled change rooms</li> <li>▪ Gymnasium</li> <li>▪ Aerobics studio</li> <li>▪ Spinning studio</li> <li>▪ 3 Multi-purpose sports courts</li> </ul> <p><b><u>Programs</u></b></p> <ul style="list-style-type: none"> <li>▪ Learn to Swim</li> <li>▪ Aqua – Aerobics</li> <li>▪ Ministry of Education lessons</li> <li>▪ School Carnivals</li> <li>▪ Pool Parties</li> <li>▪ Aerobics</li> <li>▪ Physio classes</li> <li>▪ Birthday parties</li> </ul> <p><b><u>Services</u></b></p> <ul style="list-style-type: none"> <li>▪ Concession swim tickets</li> <li>▪ Membership options inc pool</li> <li>▪ LTS discounts for families</li> </ul>



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### **Summary of Business**

Joondalup Arena's opening of their all indoor aquatic facility has had a significant impact on Craigie Leisure Centres share of the lap swimming, learn to swim, squads and schools market. The Arena's new all indoor, climate controlled aquatic facility has highlighted the age, the lower standard and limited range of facilities currently available at Craigie Leisure Centre. The opening of the aquatic facility also meant the Arena was a true multi-purpose recreation facility, a market edge previously held in the area by Craigie Leisure Centre.

The key strengths of the Arena's aquatics design is that it can accommodate for various user groups and programs at the same time by having two separate bodies of water. The two bodies of water also allows the temperatures of each pool to be set in accordance with the pre-dominant activities conducted in those areas. The design of the adventure pool features a beach entry, dedicated learn to swim area, play features, lazy river and water slides. The adventure pool also features a twenty-five metre three lane pool developed especially for the learn to swim and aqua-aerobic markets. A feature for customers of the Learn to Swim program is the family discounts that apply when two or more family members enrol into the program. Whilst the fifty-metre pool has attracted a strong base of squad and lap swimmers the pool's lower temperature may have an impact on the pools true potential of developing and maintaining a strong lap swimming market. The casual lap swimmer is less inclined to swim in a cool fifty-metre pool, particularly over the winter months. As compared to Craigie Leisure Centre the Arena's spa, sauna and steam room facilities are larger and offer a spa to thirty-six degrees.

Water quality and clarity is another feature the Arena holds over Craigie Leisure Centre. The facility has been designed with three separate plants for each body of water (25m, 50m, Spa) that use ultra-violet as part of the disinfection system, providing exceptional water clarity with out the strong chlorine smell typically associated with indoor pools.

The Arena has three multi-purpose sports courts, which accommodate for in-house competitions of Basketball, Netball, Volleyball and Soccer. Whilst the centre has excellent facilities a strong base of teams across the various competitions has not been developed. This would be one of the key business units at Arena that has not reached its true potential. Key factors that have contributed to the low sports numbers include the communities perception of the Centre being a regional facility rather than a community sports centre plus the Centre has experienced administration and staff difficulties that have had an impact on teams currently in the competition. It is estimated that Arena lost up to 50% of teams due to poor staffing and administration procedures. Currently the sports courts



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competitions at Arena would not be considered a direct competitor with Craigie Leisure Centre yet with improved marketing and administration the program could become a well-established competitor.

The Arena provides an excellent range of health and fitness facilities including a large aerobics studio, an indoor cycling studio and a large gymnasium. The gymnasium provides a good range of electronic, pin loaded and free weights. The gym also specialises for people with special needs with a range of specifically designed equipment. The gym is fully supervised and offers additional services of personal training, appraisals and programs for customers at an additional charge. The gym is well laid out with an outlook over the aquatic facility. The only weakness of the gym is that the pin-loaded equipment is showing signs of its age. A market difference that Arena offers all competitors is their indoor cycling studio, which forms part of the aerobics and total membership package. The classes are extremely popular requiring positions to be booked prior to a class. The range of health and fitness facilities available means Arena directly competes with Craigie Leisure Centre for the fitness market, although due to the Centres proximity this would be limited to customers living north of Craigie Leisure Centre.

Arena has a broad range of memberships that are available for individual areas (Gym or Aerobics), or as a combination (Gym & Swim) that includes the pool, spa, sauna and steam room or a complete membership that includes access to all areas.

Arena does not have an aquatic only membership, having the option of 10, 20 or 40 concession pass tickets available for regular swimmers. Arena casual entries and membership prices are on average 20%-30% above Craigie Leisure Centres.

The Arena is still trying to brand itself as a community recreation facility, trying to break the mould of being a facility designed only for competitive or elite athletes. Whilst Arena is just over nine kilometres from Craigie leisure Centre the two Centre share catchment suburbs north of Craigie Leisure Centre and south of Arena.

In summary Craigie Leisure Centre is competing with a new multi-purpose, well-designed facility that can cater for all aspects of the communities leisure needs. The Centre is priced above Craigie Leisure Centre across key casual entries and memberships. The facilities location shares catchment areas with Craigie Leisure Centre and has initially taken a share of this market whilst customers test their new facilities and programs. It will be interesting to see if they can maintain their current customer base, particularly if Craigie Leisure Centre undertakes major capital upgrades.



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COMPETITOR ANALYSIS FOR CRAIGIE LEISURE CENTRE			
Competitor	Location	Price	Facilities / Programs / Services
State Swim	Hillaries -3km Cnr Marmion & Banks Avenue Hillaries	<u><b>Aquatic Entry</b></u> <ul style="list-style-type: none"><li>▪ Adult \$4.30</li><li>▪ 15 pass \$57.00</li></ul> <u><b>Learn to Swim</b></u> <ul style="list-style-type: none"><li>▪ Water babies \$9.95</li><li>▪ Preschool \$12.45</li><li>▪ School Age \$12.45</li><li>▪ Adult \$12.45</li><li>▪ Squads \$12.45</li></ul>	<u><b>Facilities</b></u> <ul style="list-style-type: none"><li>▪ 25m indoor pool</li><li>▪ Heated change rooms</li></ul> <u><b>Programs</b></u> <ul style="list-style-type: none"><li>▪ Learn to swim</li><li>▪ Squads</li><li>▪ Teenage learn to Swim</li><li>▪ Swim for Fitness</li><li>▪ Evening swimming lessons</li></ul> <u><b>Services</b></u> <ul style="list-style-type: none"><li>▪ Pay as you go option</li><li>▪ Frequent swimmer card</li></ul>



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**Summary Of Business**

State Swim is national franchises of learn to swim programs operated from private swimming facilities. The State Swim program offers a full range of learn to swim programs from infants through to squads and adults. State Swim is a direct competitor of Craigie leisure Centres learn to swim market being situated only minutes away from the Centre. State Swim is a recognised by the community as a reputable provider of swimming lessons, developed in part by strong corporate marketing initiatives conducted at all Centres. State swim provide a structured program, offered in thirty-two degree water all year round with a weekly or monthly payment option. Families with two or more children enrolled are offered discounts, with further discounts being offered for advanced payments.

State Swim provides public swimming Monday to Friday from 6am – 8.30am and 12pm – 2pm and on Saturday and Sunday from 7am – 8.30am. Casual entry or concession tickets are available for regular swimmers.

Whilst the Centre provides ideal water temperatures for learn to swim lessons, the facilities presentation, internal humidity and poor water quality detract from the programs overall experience. The twenty-five metres pool shallow depth limits the flexibility and range of programs offered at the Centre. The Centre does not provide lifeguard supervision to the public during lap swimming sessions. Craigie leisure Centre crèche provides a competitive advantage over state swim by allowing parents with young children to participate in a class whilst the other children are cared for in the crèche.

State Swim is priced significantly above all of Craigie Leisure Centres learn to swim, squad and adult programs.

State Swim is a direct competitor of Craigie Leisure Centres learns to swim program, with their competitive advantage being the ability to provide warmer water all year round. And their recognised brand in the community.





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COMPETITOR ANALYSIS FOR CRAIGIE LEISURE CENTRE			
Competitor	Location	Key Prices Summary	Facilities / Programs / Services
Aquamotion	Wanneroo – 15kms Civic Drive Wanneroo	<p style="text-align: center;"><b><u>Aquatic Entry</u></b></p> <ul style="list-style-type: none"> <li>▪ Adult \$3.50</li> <li>▪ 10 pass \$31.50</li> <li>▪ Child \$2.20</li> <li>▪ 10 pass \$19.80</li> </ul> <p style="text-align: center;"><b><u>Learn to Swim</u></b></p> <ul style="list-style-type: none"> <li>▪ Parent &amp; Child \$65.00 term</li> <li>▪ Preschool \$85.00 per term</li> <li>▪ School Age \$85.00 per term</li> <li>▪ Adult \$85.00 per term</li> <li>▪ Squads \$2 entry only</li> </ul> <p style="text-align: center;"><b><u>Aqua – Aerobics</u></b></p> <ul style="list-style-type: none"> <li>▪ Casual \$5.50</li> </ul> <p style="text-align: center;"><b><u>Membership</u></b></p> <ul style="list-style-type: none"> <li>▪ Inc Gym, Aerobics, Swim</li> <li>▪ \$77.00 month</li> <li>▪ 12 month full access\$495.00</li> </ul>	<p style="text-align: center;"><b><u>Facilities</u></b></p> <ul style="list-style-type: none"> <li>▪ 8 lane 25m/adventure indoor pool</li> <li>▪ Spa</li> <li>▪ Sauna</li> <li>▪ Steam room</li> <li>▪ Disabled change rooms</li> <li>▪ Gymnasium</li> <li>▪ Aerobics studio</li> <li>▪ Crèche</li> </ul> <p style="text-align: center;"><b><u>Programs</u></b></p> <ul style="list-style-type: none"> <li>▪ Learn to swim</li> <li>▪ Squads</li> <li>▪ Aqua-aerobics</li> <li>▪ Aerobics</li> <li>▪ Birthday parties</li> </ul> <p style="text-align: center;"><b><u>Services</u></b></p> <ul style="list-style-type: none"> <li>▪ Individual and total memberships</li> <li>▪ Off peak memberships</li> <li>▪ Concession cards</li> </ul>



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Aquamotion would not be considered a major competitor of Craigie Leisure Centre, even though it provides similar facilities, programs and potentially shares catchments suburbs of Pearsall, Wanneroo and Hocking due to their location between the two centres. Aqua-motion is a small multi-purpose recreation facility offering standard programs including Learn to Swim, Aerobics, Aqua aerobics and general lap swimming. Aqua motion facilities are showing sign of its age yet has been designed well to accommodate for the family swimming market. Aquamotion has two bodies of water, which are both heated to twenty-seven degrees. One pool is designed as a six lane twenty-five metre pool and the other is a small family/adventure pool. The spa's at the Centre operate on a separate plant and provide water temperature at thirty-four degrees, well above the temperature of spas at Craigie Leisure Centre.

Aqua-motion is priced very competitively with all prices cheaper than Craigie Leisure Centre. Aqua-motion offers a broad range of casual entry, concession tickets and membership packages. Premium membership packages allow access to all facilities at the Centre and are priced below Craigie Leisure Centre.

Aqua-motion does not have any key characteristics that give it a competitive edge in the surrounding market and would only attract customers over Craigie Leisure Centre in the shared catchment areas on price and convenience of location.



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COMPETITOR ANALYSIS FOR CRAIGIE LEISURE CENTRE			
Competitor	Location	Key Prices Summary	Facilities / Programs / Services
Terry Tyzack Centre	Inglewood – 22kms Alexander Drive Inglewood	<u><b>Aquatic Entry</b></u>	<u><b>Facilities</b></u>
		<ul style="list-style-type: none"> <li>▪ Adult \$3.50</li> <li>▪ 10 pass \$31.50</li> <li>▪ Child \$2.50</li> <li>▪ 10 pass \$21.60</li> <li>▪ Family Swim \$10.00</li> </ul>	<ul style="list-style-type: none"> <li>▪ 8 lane 25m</li> <li>▪ Adventure indoor pool</li> <li>▪ Outdoor 50m pool</li> <li>▪ Spa</li> <li>▪ Sauna</li> <li>▪ Steam room</li> <li>▪ Family Change rooms</li> <li>▪ Gymnasium</li> <li>▪ Aerobics studio</li> <li>▪ Crèche</li> </ul>
		<u><b>Learn to Swim</b></u>	
		<ul style="list-style-type: none"> <li>▪ 1 session \$80</li> <li>▪ 2 Session \$144</li> <li>▪ Squads \$2.50 entry only</li> </ul>	
		<u><b>Aqua – Aerobics</b></u>	<u><b>Programs</b></u>
		<ul style="list-style-type: none"> <li>▪ Casual \$7.00</li> </ul>	<ul style="list-style-type: none"> <li>▪ Learn to swim</li> <li>▪ Squads</li> <li>▪ Aerobics</li> <li>▪ Aqua-aerobics</li> <li>▪ Birthday parties</li> <li>▪ Carnivals</li> <li>▪ Interm Swimming</li> </ul>
		<u><b>Membership</b></u>	<u><b>Services</b></u>
		<ul style="list-style-type: none"> <li>▪ Inc Gym, Aerobics, Swim</li> <li>▪ 12 month full access\$500.00</li> </ul>	<ul style="list-style-type: none"> <li>▪ Individual and total memberships</li> <li>▪ Family LTS discounts</li> <li>▪ Concession cards</li> </ul>



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**Summary of Business**

Whilst the geographical location of the Terry Tyzack Centre from Craigie Leisure Centre would typically mean the Centre's are not considered competitors, the fact that no similar facilities exists in the south eastern corridor between the two Centre's changes this scenario. Potential customers located north west of Inglewood and south of Craigie Leisure Centre seeking multipurpose aquatic facilities would consider the options available at both Centre's.

The Terry Tyzack Centre is a new multipurpose recreation centre comprising of both indoor and outdoor facilities. The centre has three separate pools designed particularly to accommodate for specific user groups including learn to swim, seniors, lap swimmers and the family market. The indoor adventure pool is heated to 32 degrees, the eight lane twenty-five metre pool is heated to 30 degrees and the outdoor fifty-metre pool is heated to 27 degrees. This presents a significant advantage over Craigie Leisure Centre providing the customer with a choice of pool temperatures, and importantly a learn to swim program offered in a warm teaching environment. The facilities disinfection system uses ultra-violet technology producing a high standard of water clarity with out the typical chlorine smell associated with indoor pools.

The Centre has structured their swim school pricing on a flat per session fee, with discounts offered if a child attends more than once a week (not typical in a swim school) or if more than one child enrolls in the program. The term fee includes an adult spectator but would be considered expensive for the lower levels of the swim school (parent/child) and very competitive for the higher levels (school age) in the swim school. The Centre leases out lanes for squad coaching charging squad members a special entry price of \$2.00.

The Centre has a well-structured membership package that allows for individual, combined and complete access to all facilities. The Diamond membership offers exceptional value for money allowing full access to all facilities from five hundred dollars per year. Casual swim entries and aqua-aerobics prices are in line with Craigie Leisure Centre.

The Terry Tyzack Centre offers a new facility that is competitively priced, with a broad range of programs. The Centre has been designed with three bodies of water providing programming flexibility for management and a variety of choice for the customer. The impact of Terry Tyzack Centre on Craigie would be limited yet provides a good example of a new multi-purpose recreation facility.



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COMPETITOR ANALYSIS FOR CRAIGIE LEISURE CENTRE			
Competitor	Location	Key Prices Summary	Facilities / Programs / Services
<b>Zest Health &amp; Fitness - previously BC the Body Club.</b>	<b>Madeley – 5 kms Kingsway Shopping Centre Cnr Wanneroo &amp; Hepburn Ave Madeley</b>	<b><u>Membership</u></b> <ul style="list-style-type: none"><li>▪ Inc Gym, Aerobics, Swim</li><li>▪ Joining fee \$50 - \$200</li><li>▪ 12 month full access \$439.00 with up front payment plus joining fee</li><li>▪ 12 month direct debit \$777.00</li></ul>	<b><u>Facilities</u></b> <ul style="list-style-type: none"><li>▪ 20m pool</li><li>▪ Spa</li><li>▪ Sauna</li><li>▪ Gymnasium</li><li>▪ Aerobics studio</li><li>▪ Crèche</li></ul>
	<b>Joondalup – 9 kms Cnr Boas Ave &amp; Lakeside Drive Joondalup</b>		<b><u>Programs</u></b> <ul style="list-style-type: none"><li>▪ Personal training</li><li>▪ Aerobics</li><li>▪ Aqua-aerobics</li></ul> <b><u>Services</u></b> Inter-facility Memberships



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### **Summary of Business**

Zest Health and Fitness is a national company that has bought out the previous owners of BC the Body Club. Zest Health and Fitness is not expected to make dramatic changes to the sales orientated business developed by BC the Body Club. However, Zest is planning to invest into capital upgrades of facilities and equipment at all eleven sites throughout Perth to help improve the club's image and reputation. BC the Body Club is expected to officially change name and logo's to Zest Health and Fitness in October 2002. The review was undertaken of two facilities located in Madeley and Joondalup with both facilities having very similar facilities and equipment.

The facilities at both Zest Health and Fitness are new and present well. The gymnasium and aerobics studio are both large and well equipped with a pool, spa and sauna completing the facilities that are included as part of all memberships. Zest Health and Fitness provides crèche and one personal training session as part of all memberships. Memberships are structured to accommodate for use of all facilities and can be divided into three, six and twelve months. The core business of Zest Health and Fitness is personal training. Personal Trainers are the only staff on the gym floor; members seeking help or advice with their programs are encouraged to book a personal training session. The gymnasium, pool and spas are not directly supervised by staff. Zest Health and Fitness provides a core range of aerobics classes, which includes the Les Mills range of products.

Currently both Zest Health and Fitness has a good range of high quality pin loaded, electronic and free weights equipment. BC the Body Club are well known in the industry for providing poor maintenance to their equipment. It will be interesting to see if this is a trend that Zest Health and Fitness will change.

The two Zest Health and Fitness facilities provide a twenty-metre pool, spa and sauna, which are used as a key promotional tool for increasing the perceived value to the memberships offered. The designed length of the pool seems to be a deliberate strategy across all centres as a way of not targeting or promoting to the lap swimming market. The twenty-metre length of the pool means it does not compete with Craigie Leisure Centre in attracting a lap swimming market. The aquatic facilities are small and humid, with a lower standard of water quality as compared with Craigie Leisure Centre. In addition the aquatic areas are not supervised by any staff, and no staff at the Centre are required to have any formal lifesaving qualifications (as they do not fall under the Public Health requirements as a private club operation). Whilst the pool provides members with another option the area is not typically highly used.



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Zest Health and Fitness membership packages are more expensive than Craigie Leisure Centre. The prices on various packages regularly change depending on the current promotion being offered across the chain of clubs. In addition memberships have a joining fee that again changes depending on the type of promotion being offered. The discounting cycle adopted currently by BC the Body Club is known for having a negative impact on current members who perceive they have previously been overcharged for their membership. A market edge that Zest Health and Fitness has over Craigie Leisure is the ability to be able to offer members the flexibility to be able to use any facility throughout the state. Whilst this benefit is rarely used it does add a perceived value to the membership.

Zest Health and Fitness will carryover with it the reputation of providing poor customer service to members once signed with the club, a definite market edge that the well supervised and customer focused team at Craigie Leisure Centre holds. Strong main media marketing campaigns helps attract a strong base of new customers to the club, although the retention rate of these customers is poor.

Zest Health and Fitness directly competes with Craigie Leisure Centre, as it is a multi-purpose fitness centre that can cater for clientele wanting gymnasium, aerobics and swimming facilities as part of their membership. Craigie's competitive advantage over BC the Body Club or Zest Health and Fitness are the service, supervision and range of facilities available at lower membership prices.

Zest Fitness centres have recently (Oct 2002) advertised for a Swim School Coordinators position for the group of clubs. This will most likely mean that a new Learn to Swim competitor will compete in the Craigie Leisure Centre catchment area. This strategy is followed within Zest's Eastern states clubs and will broaden the market appeal for their clubs.



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COMPETITOR ANALYSIS FOR CRAIGIE LEISURE CENTRE			
Competitor	Location	Key Prices Summary	Facilities / Programs / Services
Bouncer Indoor Sports	Joondalup 8kms 4 Eclar Lane Joondalup	<u>Court Sports</u> <ul style="list-style-type: none"><li>▪ Netball \$49 team</li><li>▪ Cricket \$80 team</li><li>▪ Soccer \$48 team</li></ul>	<u>Facilities</u> <ul style="list-style-type: none"><li>▪ 2 x Soccer courts</li><li>▪ 3 x Netball courts</li><li>▪ 3 x Cricket courts</li><li>▪ Crèche</li><li>▪ Bar / outdoor social area.</li></ul> <u>Programs</u> <ul style="list-style-type: none"><li>▪ Mixed Netball</li><li>▪ Netball</li><li>▪ Cricket</li><li>▪ Soccer</li></ul> <u>Services</u> <ul style="list-style-type: none"><li>▪ Licensed bar facilities</li><li>▪ Sports shop</li></ul>





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**Summary of Business**

Bouncer Indoor Sports is a privately managed, professionally programmed indoor sports complex that specializes in the provision of Soccer, Netball and Cricket. The air-conditioned facility is just over ten years old and has recently expanded their facilities to include three netball courts, complimenting the existing three cricket and two soccer courts. The facilities are clean and present well.

The Centre has developed a strong demand at the facility with over 300 teams currently competing. This is a reflection on the quality of programs, fixtures, umpires and social aspect of competitions at the Centre. A key market edge that Bouncer Indoor Sports has over Craigie Leisure Centre is the licensed bar that is available to all players. The licensed bar promotes the play and stay aspect of each sport which helps build a strong social atmosphere within and amongst teams, whilst also providing another income stream to the Centre.

The success of the daytime sports particularly targeted to the female market, has been strengthened by the Centre's crèche, which operates when all daytime competitions are conducted and on a needs basis for evening competitions.

The fees for team's sports are well above Craigie Leisure Centre, with air-conditioned facilities being the only real additional services, which could justify the price difference to customers.

Whilst Bouncer Indoor Sports competitive advantage over Craigie Leisure Centre is the air conditioned and licensed bar facilities, the team fees and geographical location of the Bouncer Indoor Sports would minimize their impact in drawing teams from Craigie Leisure Centre's established catchment areas.



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COMPETITOR ANALYSIS FOR CRAIGIE LEISURE CENTRE			
Competitor	Location	Key Prices Summary	Facilities / Programs / Services
Warwick Leisure Centre	4.5kms Cnr Warwick and Wanneroo Road Warwick	<u>Court Sports</u> <ul style="list-style-type: none"><li>▪ Netball \$42 team</li><li>▪ Basketball \$40 team</li><li>▪ Volleyball \$36 team</li></ul> <u>Aerobics</u> <ul style="list-style-type: none"><li>▪ Casual \$6.60</li></ul>	<u>Facilities</u> <ul style="list-style-type: none"><li>▪ 3 x Multi –purpose sports courts</li><li>▪ Multi purpose room</li><li>▪ Function Centre</li><li>▪ Crèche</li></ul> <u>Programs</u> <ul style="list-style-type: none"><li>▪ Basketball</li><li>▪ Netball</li><li>▪ Volleyball</li></ul>



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### **Summary of Business**

Warwick Leisure Centre is Craigie Leisure Centre's closest indoor sports competitor. The Centre offers Basketball, Netball and Volleyball for juniors and seniors with both morning and evening competitions. The Volleyball competition is currently managed by Volleyball W.A, which conducts both local and regional competitions from the Centre. This is a major benefit to the Centre as across the industry Volleyball participation numbers are on the decline so by having the sports headquarters located on site means a broad range of programs and coaching can be offered from the Centre. Team numbers across all competitions are very strong with the total number of teams in all competitions being close to 250. The Centre currently holds a very good reputation in the community for the provision of professionally run sports competitions. A key strength and focus of the Centre is its basketball competitions that caters for all levels including a State League Basketball Team.

The facility itself is starting to show signs of its age. The branding of Warwick Leisure Centre is very similar to that of City of Joondalup particularly Craigie Leisure Centre's logo. This branding may add value to the business by limiting the community's initial impression that the Centre is a religious based, church operated facility. The goodwill of this branding would be hard to determine and may be a deliberate strategy of the City of Joondalup for aligning all their facilities no matter who is the operator.

The pricing of competitions at the Warwick Leisure Centre is above Craigie Leisure Centre although there are no apparent facility or program differences that can account for the price variance. In particular teams are charged a \$185 nomination fee for each season as compared to Craigie Leisure Centre's \$45 nomination fee. The main competitive advantage that Warwick Leisure Centre holds over Craigie is the higher standard of competitions for each sport, which creates a feeder system for teams and players below the state level competitions. It also provides juniors with an opportunity to play as a representative for the Centre.

The Centre also provides additional services, which includes a small aerobics program, a crèche and a variety of Term Program activities including Yoga, Tai Chi, and Pilate's. The small size of these programs would limit their impact on similar services offered by Craigie Leisure Centre.

Warwick Leisure Centre is a genuine indoor sports competitor to Craigie Leisure Centre, offering a broad range of programs. The competitive edge that Craigie Leisure holds over Warwick Leisure Centre is the cheaper pricing of similar court sports.



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COMPETITOR ANALYSIS FOR CRAIGIE LEISURE CENTRE			
Competitor	Location	Key Prices Summary	Facilities / Programs / Services
Fitness First – formerly Westins Fitness.	Warwick – 6 kms 680 Wanneroo Road Warwick	<u>Membership</u> <ul style="list-style-type: none"><li>Inc Gym, Aerobics, Swim</li><li>Joining fee \$150</li><li>12 month full access \$999.00 with up front payment.</li><li>12 month direct debit includes \$150 joining fee and \$61.95 per month – Total \$893.40</li></ul>	<u>Facilities</u> <ul style="list-style-type: none"><li>Gymnasium</li><li>Aerobics Studio</li><li>Spinning Studio</li><li>25metre Indoor pool</li><li>Cardio Theatre</li><li>Caf�</li><li>Disabled change rooms</li><li>Cr�che</li><li>?</li></ul>
		<u>Casual Entry</u> <ul style="list-style-type: none"><li>Aerobics \$25</li><li>Gym \$25</li><li>Aqua Aerobics \$25</li></ul>	<u>Programs</u> <ul style="list-style-type: none"><li>Aerobics</li><li>Aqua-aerobics</li><li>Personal Training</li><li>Gym Circuit</li><li>Massage</li></ul> <u>Services</u> <ul style="list-style-type: none"><li>Two separate aged Cr�ches</li><li>Inter facility memberships</li></ul>



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### **Summary of Business**

Westins Fitness (now owned by Fitness First) was the second health and fitness facility opened in Western Australia under the Fitness First organizational umbrella. Fitness First is one of One Hundred and Fifty Centre's located throughout the world. Fitness First focuses on providing premium facilities, service and programs to the fitness market. Fitness First provides one membership, which includes access to all facilities and can be paid in monthly instalments or as a lump sum. The prices for memberships are significantly higher than Craigie Leisure Centre with the Centre positioning itself as an up-market premium provider of fitness facilities. The excessive fees discourage casual entry to the Centre, which is used as a tool for helping promote the value of the memberships on offer.

The facilities are well equipped with the latest in electronic, pin loaded and free weight equipment. The gymnasium has a large Cardio Theatre that allows customers to watch and listen to a variety of pay television channels, through headphones located on all the pieces of electronic equipment. The range and quality of equipment provided in the gym is exceptional, clearly above the range currently offered at Craigie Leisure Centre.

The aerobics studio is well designed to accommodate for forty to fifty participants per class with a quality sound system and range of specific aerobics equipment. The range of classes available are based on the Les Mills products including Body Combat, Body Pump, Body Balance and Body Jam, with approximately twenty-five classes per week.

A feature of the Centre is the spinning studio (indoor cycling), which can accommodate for twenty participants per class. Similar to Arena Joondalup this form of exercise is becoming increasingly popular and adds real value to the membership on offer.

The swimming pool is twenty-five metres in length and heated to twenty-eight degrees. The pool is available for general lap swimming and also accommodates for a range of aqua-aerobic classes. The length of the pool would help attract lap swimmers and is another option that adds perceived value to the membership.

A unique feature of the Fitness First is the Crèche facilities and services offered. The crèche provides care for two separate ages groups from three months to five years and from five years to ten years of age. The Crèche facility itself is well laid out with a wide range of equipment and fully qualified staff.

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Similar to BC the Body Club, Fitness First is a very sales orientated business that places particular focus on generating new customers more so than retaining customers. The core business of Fitness First is personal training with the facility having no gym staff supervising the gym floor. The Personal Trainers in the Fitness First facilities are contractors who tendered for the opportunity to be able to base their business at the Centre, operating under the guise of being Fitness First staff.

Ancillary features are also on site and have outsourced management. These include; beautician services, physiotherapy services and a weight loss specialist centre, utilizing a small lecture theatre.

Whilst the facilities provided at Fitness First are market leading, the membership prices, low socio-economic area and distance from the Centre minimizes the impact on Craigie Leisure Centre. A price point variance on memberships close to Three Hundred and Fifty dollars on a twelve-month membership highlights that both Centre's are targeted towards different audiences.



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COMPETITOR ANALYSIS FOR CRAIGIE LEISURE CENTRE			
Competitor	Location	Key Prices Summary	Facilities / Programs / Services
Edith Cowan University	7 kms Joondalup Cnr Joondalup Drive & Grand Boulevard Joondalup	<p style="text-align: center;"><u><b>Court Sports</b></u></p> <ul style="list-style-type: none"><li>▪ Netball \$8 per player</li><li>▪ Basketball \$8 per player</li><li>▪ Volleyball \$8 per player</li><li>▪ Soccer \$8 per player</li></ul> <p style="text-align: center;"><u><b>Memberships</b></u></p> <ul style="list-style-type: none"><li>▪ 12 months full access \$499 or \$44 per month*</li></ul> <p style="text-align: center;"><u><b>Aerobics</b></u></p> <ul style="list-style-type: none"><li>▪ Casual \$7.00</li></ul>	<p style="text-align: center;"><u><b>Facilities</b></u></p> <ul style="list-style-type: none"><li>▪ 2 x Multi –purpose sports courts</li><li>▪ Multi purpose room</li><li>▪ Function Centre</li><li>▪ Crèche</li><li>▪ Aerobics Studio</li><li>▪ Gymnasium</li><li>▪ Gym Circuit Studio</li><li>▪ Tennis Courts</li></ul> <p style="text-align: center;"><u><b>Programs</b></u></p> <ul style="list-style-type: none"><li>▪ Basketball</li><li>▪ Netball</li><li>▪ Volleyball</li><li>▪ Soccer</li></ul> <p style="text-align: center;"><u><b>Services</b></u></p> <ul style="list-style-type: none"><li>▪ Membership includes free daytime Tennis court hire</li><li>▪ Lifetime membership fee</li></ul>



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### **Summary of Business**

Edith Cowan University sports complex is located at the southern side of the university. The location of the facility is isolated and is not visible from any major roadways. The facility is approximately five years old, yet the presentation and cleanliness of the facility is poor. The sports complex location and design would indicate it has been designed predominately for university students and staff, although current marketing initiatives are promoting the facility to the general community. The sports complex shares similar programs and facilities with Craigie on three fronts including court sports, the gymnasium and the aerobics program. Courts sports are conducted every evening from Monday to Thursday. The programs are still in the developmental phase with only limited team numbers across all sports. Teams fees are similar to Craigie Leisure Centre.

The gym and aerobic facilities are adequately equipped providing a range of mid-level pin loaded, electronic and free weights. The Centre membership offers exceptional value with appraisals, programs, workouts, gym circuits and daytime tennis court hire included. In addition the fees for memberships offer excellent value. A unique yet (from a financial viability perspective) questionable marketing initiative offered to all memberships is the ability to pay monthly for memberships via direct debit and be rewarded by having the monthly membership fee fixed at the joining rate for as long as the member remains current. The facility currently has members who joined when the facility opened still paying eighteen dollars a month. In addition the gym is fully supervised, by staff undergraduate students completing Sports Science degrees. Originally, plans were to include a swimming pool as part of the overall facility. This has not occurred as yet, however as the University is planned to grow further in student and staff numbers, this may be a future possibility.

Edith Cowan University Sports Complex offers excellent member services, benefits and pricing options, yet it fails to offer any real market edge over Craigie Leisure in terms of facilities and equipment. In addition the facility is poorly located being isolated from any major roadways, with parking situated a considerable distance from the Centre. This distance from the car park to the Centre would have a significant impact on the female market, who typically rate their sense of safety as a key factor in determining a suitable recreation facility to use in the evening. The similar facilities, programs and cheaper membership and game fees make Edith Cowan University a competitor of Craigie Leisure Centre although the Centre's location, poor access and limited community awareness means the Centre is currently not a major competitor.





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COMPETITOR ANALYSIS FOR CRAIGIE LEISURE CENTRE			
Competitor	Location	Key Prices Summary	Facilities / Programs / Services
<b>Wanneroo Basketball Stadium – Wanneroo Wolves</b>	<b>8 kms Joondalup Joondalup Drive Joondalup</b>	<p><b><u>Team Sports</u></b></p> <p><b><u>Off Peak Seasons</u></b> <b>(Jan to Apr / Sept to Dec)</b></p> <ul style="list-style-type: none"><li>▪ \$110 team nomination</li><li>▪ \$10 player nomination</li><li>▪ \$5.50 per player per game</li></ul> <p><b><u>Peak Season</u></b> <b>(Apr / Sept)</b></p> <ul style="list-style-type: none"><li>▪ \$150 team nomination</li><li>▪ \$20 player nomination</li><li>▪ \$5.50 per player per game</li></ul>	<p><b><u>Facilities</u></b></p> <ul style="list-style-type: none"><li>▪ 4 x Basketball Courts</li><li>▪ Cafe</li></ul> <p><b><u>Programs</u></b></p> <ul style="list-style-type: none"><li>▪ Basketball (mens, ladies, juniors)</li></ul>



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### Summary of Business

Wanneroo Basketball stadium is well situated in the heart of Joondalup. However the Centre has failed to capitalize on its premium location with a poorly presented facility, offering limited signage with limited information. The Centre only caters for Basketball and is based around its State League Basketball team the Wanneroo Wolves. The grades of basketball range from social through to 'A' Grade. The progression of grades through the Centre provides an opportunity for players to develop to the highest level at the Centre and subsequently in the State Basketball League. As the Centre is affiliated with the State Basketball League all players are required to pay a player registration fee each season which covers their insurance and their nomination into the State League Basketball association. The Wanneroo Basketball Stadium key strength over Craigie Leisure Centre is their association with the state basketball league and their ability to be able to offer a progression for players to be able to play through a variety of grades to the highest grade as a representative for the Wanneroo Wolves, and the provision of quality referees. For serious basketball players this is a definite advantage. The fact that the Centre only provides basketball also allows the stadium to offer a higher standard of competitions, equipment and umpires.

However for players who are not seeking to play at the highest level the additional fees incurred to be a registered player may seem excessive when compared to Craigie Leisure Centre. The fact that the Centre breaks each year into three seasons to coincide with the State League Season means that players have to incur the costs of registration three times as compared to Craigie Leisure Centre who offer two seasons.

The Wanneroo Basketball Stadium is a definite competitor to Craigie Leisure Centre in the provision of basketball competitions providing a broad range of competitions across the week. The advantage Craigie Leisure Centre does have is the lower registration fees and well-presented facilities.

In determining strategies to combat this facility it should be noted that the facility offers a narrow, specialised range of options to the market that Craigie Leisure Centre does not need to compete with for market share. In fact by not competing at the same level, considerable market share and differentiation exists in which to operate within.

The longer term of the centre is uncertain due to the forced departure from the existing site. Currently the facility managers are lobbying the City of Joondalup for a new premises.



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COMPETITOR ANALYSIS FOR CRAIGIE LEISURE CENTRE			
Competitor	Location	Price	Facilities / Programs / Services
Kicks Health and Fitness	2km Whitfords Shopping Centre Marmion Avenue	<u>Prices</u> Memberships start from \$13 a week, with joining fees between \$0 - \$150.	<u>Facilities</u> 25m Gymnasium Electronic Cardio-studio Aerobics studio Spinning studio Massage room Spa/Sauna/Steam Room  <u>Programs</u> Personal Training Yoga Belly Dancing Pilates  <u>Memberships</u> All-inclusive memberships with 1,3,6,12 month memberships or direct debit.



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### Summary of Business

Kicks Health and Fitness has just completed a major refurbishment that included the repainting of facilities, the installation of a spinning studio and purchase of new pin loaded machine weights. Kicks Health and Fitness was originally an old squash centre, which is still reflected in the facility today, with the upstairs area divided by the old squash walls. The Centre is jointly located with State Swim, which provides good cross-promotional exposure to parents attending learn to swim lessons. The Centre is located at the south-eastern side of Whitfords Shopping Centre providing good access and parking facilities.

Due to the facilities set up they have separated all the cardio-vascular electronic equipment down stairs with all the pin loaded and free weights in the up stairs area. Whilst this would be seen as a benefit to members only wanting to use cardio equipment, members wishing to warm up on the cardio equipment before commencing their weights training may find this set up an inconvenience. Another disadvantage of the cardio equipment studio is that it is located in a room with windows at ceiling and only four televisions, giving the room a closed in dungeon type atmosphere. The range of equipment is very good providing over 20 pieces of electronic equipment.

The upstairs area of Kicks Health and Fitness has benefited from the painting and purchase of new Cybex pin loaded equipment. The upstairs area is divided into a free weights section, a pin loaded machine weights sections, a spinning studio and a separate aerobics studio. The areas have been made very functional considering they were squash courts, although the areas do not provide the same open feel as the gym at Craigie Leisure Centre.

The aerobics studio is large yet again suffers from major poles in the middle of floor, again a reflection of the squash courts.

Kicks Health and Fitness has very similar operating concepts as Zest Health and Fitness, with a major sales emphasis and focus on personal training. The gyms are not supervised directly, instead personal trainers on duty indirectly supervise the gym floor. Although customers seeking help or assistance with their programs are encouraged to purchase personal training sessions.

The memberships are all inclusive of all facilities with personal training, Pilate's, Yoga, and Belly dancing separated charged for in addition to the membership.

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The membership prices are very competitive although the nature of discounting joining fees and regular specials may have a similar impact as Zest Health and Fitness, where memberships can be seen to be de-valued by existing members.

Kicks Health and Fitness is a definite competitor to Craigie Leisure Centre providing a similar range of facilities and equipment at competitive prices. The major advantage Craigie Leisure Centre provides is added value benefits on memberships (appraisals, workouts etc), a fully supervised gymnasium and the range of swimming facilities.



## **SITE ANALYSIS**

An extensive site inspection of Craigie Leisure Centre has been undertaken as a component of this study. This site inspection included accessing and visually assessing all facilities within the Craigie Leisure Centre.

The Site Audit undertaken was not a technical audit in regard to life of infrastructure but more so an inspection of facilities in regard to general condition, presentation, appropriateness, and patron comfort.

This overview of the findings provides detail pertaining to the key matters identified through the site audit. It should not be considered as an exhaustive schedule of matters for attention but more a guide for future consideration in regard to development, enhancement, or redevelopment opportunities.

### **Spa / Sauna**

<b>Item</b>	<b>Comments</b>
Spa	<ul style="list-style-type: none"><li>▪ Due to the plant configuration the water is comparatively cold and as such the spa's therapeutic function is significantly diminished.</li><li>▪ No disabled access.</li><li>▪ Not inviting due to the above two points.</li></ul>
Spa Shower	<ul style="list-style-type: none"><li>▪ The tiled area of the shower is poor.</li><li>▪ The presentation both in colour and quality of this area is not inviting, and requires attention.</li></ul>
Sauna	<ul style="list-style-type: none"><li>▪ Sauna has undergone repairs recently and will require upgrade or replacement in the near future.</li></ul>

### **Change rooms – Aquatic**

<b>Item</b>	<b>Comments</b>
Showers (4)	<ul style="list-style-type: none"><li>▪ Tiles in poor condition, with many requiring replacement.</li><li>▪ Shower heads and tap fittings out dated and unsightly.</li></ul>



Basins (6)	<ul style="list-style-type: none"><li>▪ Only one providing hot water</li></ul>
Mirrors (6)	<ul style="list-style-type: none"><li>▪ Some damaged</li></ul>
Toilets (6)	<ul style="list-style-type: none"><li>▪ All fair in condition</li><li>▪ Doors require painting or replacement.</li></ul>
Urinal (1)	<ul style="list-style-type: none"><li>▪ Fair condition</li></ul>
Flooring	<ul style="list-style-type: none"><li>▪ Discoloured and unsightly in main traffic areas</li></ul>
Doors	<ul style="list-style-type: none"><li>▪ Require painting and potential new colour scheme</li></ul>
Change tables	<ul style="list-style-type: none"><li>▪ Require painting of fixture</li><li>▪ Outdated style.</li></ul>
General	<ul style="list-style-type: none"><li>▪ Cold, damp ambience.</li></ul>

### **Aquatics Area**

<b>Item</b>	<b>Comments</b>
Pool Hall	<ul style="list-style-type: none"><li>▪ The lighting is dull and as such no vibrancy of atmosphere.</li><li>▪ The concourse area is discolored and unsightly in some areas.</li><li>▪ There are low-lying areas where water pools on the concourse.</li><li>▪ Air circulation is inconsistent in different areas of the pool hall and quite extreme in some areas.</li></ul>
Pool	<ul style="list-style-type: none"><li>▪ The pool floor surface is discolored and detracts substantially for the presentation of the pool and water quality.</li><li>▪ Usage of the 50m lap area not effective in its current form.</li><li>▪ The water features are outdated and create little interest or interaction from young patrons.</li><li>▪ The most popular space being the lap space is the furthest point from the change rooms.</li></ul>



	<ul style="list-style-type: none"><li>▪ Permanent blocks are located at one end of the pool which is an outdated (and potentially unsafe) design feature.</li><li>▪ Circulation of the pools is reduced due to the reliance on filter boxes rather than scum gutters.</li><li>▪ The outdoor pool that is isolated and plays no relevant function.</li><li>▪ The demand for the outdoor pools will need to be determined as they replicate other facilities in the centre, and require dedicated supervision.</li><li>▪ Deep outdoor pool is limited in what function it offers to users and is potentially unsafe.</li></ul>
Wet Cafe	<ul style="list-style-type: none"><li>▪ The café area s very open and not defined detracting from the atmosphere that may otherwise be created.</li><li>▪ The lighting in the café area is dull and the ambience poor.</li></ul>
General	<ul style="list-style-type: none"><li>▪ There is a lot of space within the pool hall not used effectively, that is excess concourse.</li><li>▪ A lot of concourse space (wasted between gym 2 and pool)</li><li>▪ The location of the first aid room is far from ideal being mid-pool hall and a significant distance from the other areas of the facility.</li><li>▪ Disabled access needs to be enhanced especially for older adults aqua exercise classes.</li><li>▪ The bridge type structure adjacent to the 25M pool is inappropriate.</li><li>▪ Lane hooks are outdated and somewhat dangerous.</li><li>▪ Lack of hand rails.</li><li>▪ Dangerous ramp structure (obstruction) into wading area of pool.</li><li>▪ Pool water required vacuum and as such suggests that either filtration or vacuum quality is poor.</li></ul>

## Gym





<b>Item</b>	<b>Comments</b>
Gym Room (1)	<ul style="list-style-type: none"><li>▪ Air circulation and treatment requires attention or change in operating procedures. Pool hall atmosphere entering gym.</li><li>▪ Brickwork outdated and requires treatment to brighten ambience of facility.</li><li>▪ Ceiling low and as such detracts from atmosphere.</li><li>▪ Ceiling dull and discolored in places.</li></ul>
Equipment	<ul style="list-style-type: none"><li>▪ Multi station equipment showing signs of corrosion due to pool hall atmosphere.</li><li>▪ Free weights outdated and poorly presented.</li><li>▪ Upholstery of equipment is inconsistent with different colors.</li><li>▪ Location of multi station equipment is too close</li></ul>
Gym Room (2)	<ul style="list-style-type: none"><li>▪ Brick wall dull</li><li>▪ See also Gym 1.</li></ul>
Gym Room (3)	<ul style="list-style-type: none"><li>▪ Ceiling condition poor</li><li>▪ Bench quality poor</li><li>▪ See also gym 1.</li></ul>
Appraisal room	<ul style="list-style-type: none"><li>▪ Location poor – furthest and darkest point</li></ul>
Other	<ul style="list-style-type: none"><li>▪ Old fans throughout gym detract from quality</li><li>▪ Carpet in poor condition and outdated.</li><li>▪ Emphasis on free weights throughout facility.</li><li>▪ Ambience effected by ceilings and walls as detailed.</li><li>▪ Wasted areas as you move between distinct gym spaces.</li></ul>

### **Entry Area**

<b>Item</b>	<b>Comments</b>
Foyer	<ul style="list-style-type: none"><li>▪ No air lock from foyer to pool hall.</li><li>▪ Dark walk to pool hall.</li><li>▪ Reception a long way from entry point.</li><li>▪ Large under utilised space.</li><li>▪ Poor signage</li><li>▪ Dull lighting</li><li>▪ No merchandise</li></ul>



	<ul style="list-style-type: none"><li>▪ Lack of information brochures.</li></ul>
Crèche	<ul style="list-style-type: none"><li>▪ Toilets old</li><li>▪ Painting requires redoing</li><li>▪ Significant water / moisture damage to wall adjacent to spa area.</li><li>▪ Leaching of moisture in various parts of the wall and ceiling.</li><li>▪ Requires treatment and paint.</li><li>▪ Dull lighting.</li></ul>

**Dry**

<b>Item</b>	<b>Comments</b>
Walkway/Passage	<ul style="list-style-type: none"><li>▪ Poor lighting, detracts from the entry statement to area. Plans for rectifying soon</li><li>▪ Display features are dated and detract rather than enhance</li><li>▪ Oversupplied with toilets and change rooms leading to wasted space, and inefficient cleaning time</li></ul>
Court One	<ul style="list-style-type: none"><li>▪ Good seating – green benches &amp; handrails need paint and laminex scratched at ends</li><li>▪ Backboards poor but functional.</li><li>▪ Floor surface worn and requires recoating</li><li>▪ Good natural light.</li></ul>
Court 2 & 3	<ul style="list-style-type: none"><li>▪ No benches (just loose seating)</li><li>▪ Backboards poor but functional.</li><li>▪ Multi lines of courts need to be redone and more distinctive for each sport.</li></ul>
Court 4	<ul style="list-style-type: none"><li>▪ Court surface will require recoating in near future.</li><li>▪ Backboards poor but functional.</li><li>▪ Roof over court 4 has some water damage and will require repair.</li></ul>
Change rooms / toilets	<ul style="list-style-type: none"><li>▪ In good condition.</li></ul>
Meeting room	<ul style="list-style-type: none"><li>▪ Dull lighting requires upgrade.</li><li>▪ Generally in good condition</li></ul>
Aerobics room	<ul style="list-style-type: none"><li>▪ Dull lighting requires upgrade.</li><li>▪ Generally in good condition</li><li>▪ Limited size and irregular shape.</li></ul>



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**General**

<b>Item</b>	<b>Comments</b>
Lighting	Lighting throughout the facility is generally poor
Ambience	The ambience is effected by the lighting and the outdated décor of the facility.
Maintenance	Maintenance from an operational perspective seems to be good but the facility in general is outdated and as such difficult to maintain to a standard.
Water Quality	Water circulation is effected by the reliance on filter boxes and the water looks poor due to the pool floor surface.
Open spaces	There is a lot of wasted open space in the Centre.
Air Treatment	The air circulation is inconsistent and also does not allow for pressure changes and as such the pool hall atmosphere dominates the Centre.
Floor surface	The concourse surface is poor and detracts from the presentation of the facility.
Spa	The spa does not serve as a spa due to the lack of independent plant, and the lack of access for those with special needs.
Outdoor pool	The outdoor pool is not relevant to the service provided and some pool areas are replicated in and outdoors.
Pool Configuration	The configuration of the pool is outdated and not relevant to the current market.

**CONSULTATION**

Consultation provided the basis of this Craigie Leisure Centre Needs Study. Consultation undertaken throughout this review included the following:

- An extensive Needs Survey



- Regular meetings with Council officers and the Craigie Leisure Centre Working Party.
- Interviews with user group representatives.
- Interviews with key stake holders including swimming associations and the Education Department
- Interview with Marmion Squash Club representative
- Interviews with neighbouring Council officers
- Consultation with Craigie Leisure Centre staff and management
- Interviews with other leisure centre managers and industry professionals.
- Consultation with Department of Sport and Recreation (WA) representatives.

## **NEEDS SURVEY**

In order to ensure that all views and information available was considered an extensive survey was developed and distributed in order to gain information related to facilities and services from the broader Joondalup community. The results of this survey, in conjunction with the results of the other various means of consultation largely interview based, demographic analysis, and review of current and projected future use, provided the basis of recommendations through this report.

The survey was administered via the following methods;

- City of Joondalup web site (complete and return electronically)
- Location for completion and submission at Craigie, Ocean Ridge and Sorrento Duncraig Leisure Centres, Joondalup, Woodvale, Duncraig and Whitfords Library, and the City's Customer Service Centre at the Whitfords Shopping Centre
- Personal interviews were conducted at Belridge Shopping Centre and Whitfords Shopping Centre in order to ensure non-user input.

The survey was promoted via adverts in the two (2) local newspapers, Joondalup Community News and The Wanneroo Times Community News (See Appendix 1). The local newspaper feature "Our City, Our Mayor", was also used to advertise the availability of the survey and its purpose to the Joondalup community.

City of Joondalup Library, Civic Centre and Recreation facilities also carried promotional flyers detailing the impending survey.

An incredible response to the survey was received with 930 completed surveys. A summary of responses is provided later within this report. A sample survey is included as Appendix 2 within this report.





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**USER GROUP CONSULTATION**

Throughout this study an extensive regime of consultation was undertaken. This consultation was interview based and included discussions with the following key stakeholder representatives:

**User Group Details**

<b>Representative</b>	<b>Group</b>	<b>Current Use</b>
Diving Frontiers	Glen Bailey	<ul style="list-style-type: none"><li>• Pool</li><li>• 4 hours per week/2 nights</li><li>• 5-6 persons per/week or 400 persons per year</li></ul>
Living Waters Anglican Church	Andrew Beel	<ul style="list-style-type: none"><li>• Function room</li><li>• 4 hours / Sun</li><li>• 100-120 persons per/week</li></ul>
Water Polo	Joe Balczer	<ul style="list-style-type: none"><li>• Pool</li><li>• 4 hours per week/ 2 days</li><li>• 2 teams / 30 participants / -50-60 persons per/week</li></ul>
Prime Movers	Peter Blyth	<ul style="list-style-type: none"><li>• Function room</li><li>• 2 hours per week/2 classes</li><li>• 110 participants per week</li></ul>
Craigie SHS	Michaela Lawrence	<ul style="list-style-type: none"><li>• Not using at present</li><li>• Utilised pool and gym in past</li><li>• Normally – block of 10 weeks using both facilities, with 3 groups of 20-25 per week during school hours only</li></ul>
School Sport WA	Sandra Smith	<ul style="list-style-type: none"><li>• Pool, courts and aerobics room for training and camp</li><li>• Use Sun am, 2 hours, total 15 participants</li></ul>
Silhouette Dance	Caillin Hunt	<ul style="list-style-type: none"><li>• Crèche floor space</li><li>• 5 hours / Sat</li><li>• 55 participants per week</li></ul>



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WA Netball Association	Ms G Hunter	<ul style="list-style-type: none"><li>• Courts &amp; conference / meeting room</li><li>• Usage varies throughout the year (0-10 hours per week)</li><li>• Use weekends/ week days and nights (12 – 50 persons per week)</li></ul>
Yoseikaen Ryu Karate	Mr B Bratich	<ul style="list-style-type: none"><li>• Function room</li><li>• 4 hours per week / 2 nights</li><li>• 200-300 participants per week</li></ul>
Woodvale SHS	Avil	<ul style="list-style-type: none"><li>• Utilised most indoor facilities</li><li>• Utilise Mon – Fri and sometimes before school</li><li>• 6 – 10 hours per week</li><li>• avg 120 per week</li></ul>
Wanneroo Breakers	Kevin Shaw	<ul style="list-style-type: none"><li>• Meeting room, swimming room and BBQ area</li><li>• Utilise approximately 26 hours per week</li><li>• 330 participants per week</li></ul>
St. Stephens Anglican School	John	<ul style="list-style-type: none"><li>• Swimming Pool (Bronze medallion)</li><li>• 2 hours per/week</li><li>• 30-40 participants per week (up to 4 groups)</li></ul>
Jan De Jong	Ms M De Jong	<ul style="list-style-type: none"><li>• Aerobics room</li><li>• 1 hours per week</li><li>• 30 participants per week</li></ul>
Greenwood SHS	John Vincent	<ul style="list-style-type: none"><li>• Court area (ball sports)</li><li>• 1 hour per week</li><li>• 120 participants</li></ul>



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Community Physiotherapy	Katheyron Devereux	<ul style="list-style-type: none"><li>• Pool area</li><li>• 3 hours per week</li><li>• 45-60 participants per week</li><li>• Note – encourage uses to use in own time in addition to class time</li></ul>
Kingsley Physiotherapy	Nicole Weir	<ul style="list-style-type: none"><li>• Pool (antenatal classes)</li><li>• 1 hour per week</li><li>• 6 person per week</li><li>• Note – used to run hydro at CLC however has changed venues as pool too cold</li></ul>
Ocean Reef SHS	Barry Johnson	<ul style="list-style-type: none"><li>• Courts, pool, gym</li><li>• 0-6 hours per week</li><li>• 100-120 persons per week</li></ul>
Asthma Foundation	Koreena Preston	<ul style="list-style-type: none"><li>• Pool only</li><li>• 1 hour per week</li><li>• 20 children per week</li></ul>
Sacred Heart College	Paul Clements	<ul style="list-style-type: none"><li>• Main pool and 25 meter pool</li><li>• Seasonal use</li><li>• 3 hours per week</li><li>• 13-17 participants</li></ul>
Duncraig SHS	Peter Wherrett	<ul style="list-style-type: none"><li>• Pool, indoor courts</li><li>• Uses 2-3 hours per week</li><li>• 50-80 participants per week</li></ul>
Spear Do Jo	Mr W Spear	<ul style="list-style-type: none"><li>• Crèche</li><li>• 10 hours per week during week</li><li>• 100 participants per week</li></ul>





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Home Schooling	Lisa Kenrick	<ul style="list-style-type: none"><li>• Swimming pool</li><li>• 2.5 hours per week</li><li>• 32 participants per week</li></ul>
Whitfords Aussie Swim Club	Trevor Brown	<ul style="list-style-type: none"><li>• Lap Pool</li><li>• 4 hours per week (4 lanes)</li><li>• 44 members</li><li>• Avg. 25 per session</li></ul>
Aqua Aerobics	Sue McKinnel	<ul style="list-style-type: none"><li>• Pool</li><li>• 16 classes (in-house program)</li><li>• avg. 20 per class (max 40 – summer there is an increase in numbers)</li></ul>
Swim Squads	Ian Mills	<ul style="list-style-type: none"><li>• Lap Pool</li><li>• 85 members</li><li>• Swim up to 5 * per week (for those members)</li><li>• 20 hours per/week</li></ul>

### User Group Findings

User Group	Needs satisfied by facility	Best Aspects	Worst Aspects	Ideal	Use of Other facilities	Why
<b>Diving Frontiers (Commercial diving school)</b>	-No, restricted by times available in pool facility	-Good access to centre and pool	-Availability of pool -Restricted outdoor access	-If outdoor pool facility was available would increase usage	-Beatty Park -Challenge Stadium	-Facility availability



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User Group	Needs satisfied by facility	Best Aspects	Worst Aspects	Ideal	Use of Other facilities	Why
<b>Living Waters Anglican Church</b>	Yes	Size of room	-Room cold in winter -Noise travels into room from other activity areas	-Controlled room temperature -Decrease noise -Ability to advertise i.e. from road	-No, but currently looking at renting out office space for during week	
<b>Water Polo</b>	-Yes for training purposes only -Players also access gym facilities during personal time	-Can utilize facility all year round -Storage space -Ability to anchor goals to pool	Chlorine fumes	Water polo pool	-Bicton Baths -Challenge -Somerset	For competition purposes
<b>Prime Movers (low impact aerobics)</b>	Yes, most suitable in the area	-Evaporative a/conditioner -Room lines / retains temp	-Coffee shop crowded and requires more chairs	-Closer storage space to function room to avoid lugging fold up platform from courts	Multiple in metro area	Provided services throughout metro area.



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User Group	Needs satisfied by facility	Best Aspects	Worst Aspects	Ideal	Use of Other facilities	Why
<b>Craigie SHS</b>	Yes, satisfies needs of Dept, and location is in close proximity to school.	-Gym well stocked / best body building equipment	-Facilities need updating, e.g. bathroom -Provision of CD player etc for aerobics room	-More multi-purpose for example, deeper pool for water polo, extend skateboard park to allow use of by school group, bush track for BMX riding	No	
<b>School Sport WA (netball)</b>	Yes	Offers both pool and courts	-Court area cold -Had water leaks on courts	-Increase size of courts – not enough run of space at back of court -Availability of courts during afternoon would increase usage	Challenge Stadium	Competition
<b>Silhouette Dance</b>	Yes	-Lots of publicity available by running dance at centre -Convenient location /close to users	No comment	Mirrors and bars	-Warwick -Lords Sports Club	Locality for clients



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User Group	Needs satisfied by facility	Best Aspects	Worst Aspects	Ideal	Use of Other facilities	Why
<b>WA Netball Association</b>	Yes, good location	Number of courts	State of courts / cleanliness	More court space available in the evening would increase usage	Multiple throughout metro area	Training and competition purposes
<b>Yoseikan Ryu Karate</b>	-Yes, lots of children in the area, and available space when required -Note- started when first open and facility had no karate	Unable to answer	-Kiosk area – requires upgrade -Function room size -Cost -Noise from Aerobics room	Increase room size	-5 other centres in metro area : -Leeming SHS -Morley Rec Centre -Melville Rec Centre -ECU -Kingsway	Teach karate in different areas
<b>Woodvale SHS</b>	Yes, proximity to school and cost is good	-Range of activities -Most indoor sports available	-No Circuit room -Security in car park	Circuit room	ECU	Circuit room a/v
<b>Wanneroo Breakers</b>	Yes, most centrally located / swimmers local	Location Accessible	-Security -Quality of water -Pool dated	Modernization of facility Would increase usage and hold events if improvement occurred but require better seating facilities	No	



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User Group	Needs satisfied by facility	Best Aspects	Worst Aspects	Ideal	Use of Other facilities	Why
<b>St Stephens Anglican School</b>	No, pool noisy with other classes therefore difficult to teach	Proximity	Noise, available space, and cost	Outdoor area	-Arena -Hillary's beach	Swimming team – training as bigger
<b>Jan De Jong</b>	Yes	-Location -Big centre with a lot of traffic which is good for promotion	When privatised unable to market	Increase ability to promote user groups through CLC brochure	-Hamersley -Melville -Duncraig -Kalamunda -Morley -Midland -Perth	Location
<b>Greenwood SHS</b>	Yes	-Can accommodate large groups, - location, and - facilities good	No comment	No comment	Warwick LC	Volleyball Note – have own pool at school



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User Group	Needs satisfied by facility	Best Aspects	Worst Aspects	Ideal	Use of Other facilities	Why
<b>Community Physio</b>	No, pool entry access requires bilateral rails for entry	-Change rooms, -coffee shop, - location, - cleanliness good, -depth in walking lane deepens	-Lack of space for needy group, - temperature (cold as with Belmont) - access - slippery tiles (pool lane divider tiles)	-Increase temp -Improved access – don't want hoists, want to be able to use steps with rails or ramp with rails -Commented on Melville aquatic and Ballajura entry access and Swan division of pools to allow higher temp for physio classes	-Bayswater Waves -Belmont -Melville	Location
<b>Kingsley Physiotherapy</b>	-Use facility, as was only one available at time required. -Are considering moving as lost clients.	Pool entry	-Cold water temp -Change rooms cleanliness	-Hydro pool -Clean change rooms	-State swim -Whitfords	Warmer pool
<b>Ocean Reef SHS</b>	Yes, go there because of what facilities it offers	-Access -location, - always available when requested	Cost only issue	No comment	Arena ECU	Closer Gym circuit room



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User Group	Needs satisfied by facility	Best Aspects	Worst Aspects	Ideal	Use of Other facilities	Why
<b>Asthma Foundation</b>	Yes, but water is cool	Indoors and heated	Water cool	Increase water temp	Swan Park Southlake Karratha Gosnells Leeming	Location
<b>Sacred Heart College</b>	No, not enough lanes, looking at going to Arena	Close	Not enough space with structured swimming	8 lane 50 meter pool	Arena	Outdoor ed (water polo) and can gain extra space
<b>Duncraig SHS</b>	Yes	-Convenient -Courts good -Quality	Not amenable to school groups (pool specifically)	Pool to focus on not just public activities but use of school groups	-Arena -Warwick -Hamersley	Pool only as able to book
<b>Spear Do Jo</b>	Yes	Location	-Security (stereo stolen from storage area) -Maintenance e.g. of light fittings falling out of ceiling	Publicity outlet	Karrinyup Community Centre	Run a group there / not hired
<b>Home Schooling</b>	Yes, except when in-term swimming is on as unable to use facility	Deep water area and shallow area	Renovation / upgrade required	If 50 meter pool Improved space when in-term swimming on	-Beach (term 1) -Aqua motion (term 4)	Unable to book Craigie



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User Group	Needs satisfied by facility	Best Aspects	Worst Aspects	Ideal	Use of Other facilities	Why
<b>Whitfords Aussie Swim Club</b>		No lane hire fee	-Water quality -No 50m lanes -Showers regularly out of order	-A 50m lane -Improved water quality	Formerly Arena	50m lane Water quality (but too expensive)
<b>Aqua Aerobics</b>		-Width of lane allocation -Water temperature	-Change rooms (insufficient showers) -Pool access for older participants	-Require beach entrance to close to class area or easy access steps. -3 bordering edges to class. Water depth – a consistent 1.1m for general classes & minimum 1.6m for deep water classes	no	
<b>Swim Squads</b>		-storage space -25m pool depth is good	-air quality -change rooms (not enough showers & too far from lap area) -water temp too warm	-26 degree water -permanent diving blocks -backstroke flags -2.5m wide lanes -min 1.5m depth -darkness of area	no	





## **Stakeholders**

### **Department of Education (DOE)**

- **Contact** – Gary Shaw, Manager, Swimming and Water Safety
- **Usage** – 2002 in-term program approx 75,000 visitations
- **Needs satisfied by facility** – Craigie Leisure Centre is the number one facility in terms of design and utilisation for the DOE. The Manager advised the current depth and functionality is most appropriate to their needs in the state.
- **Worst Aspects** – lighting, ventilation, change rooms (size, suitable for 120 per session & aesthetics), acoustics and seating for parents.
- **Ideal** - The ideal depth for teaching primary school children is .7 meter, 1.2 is determined as too deep. Rectangular is shape, gradual sloping floor depth, separate lap pool to program pool, warmer water, 28 degree minimum but 30 ideal, teacher retreat area suitable for 15 maximum with power supply and sink (could be swim club room), storage space, (lockable 3m \* 3m space).
- **Other comments** - Craigie has experienced a considerable drop of in numbers due to Arena being available. The area that Craigie services is expansive as minimal facilities are located south of Craigie. DOE consider Craigie aquatic component as integral to their overall program. Desire for similar water provision suitable to their needs has been expressed.

### **Western Australian Swimming Association.**

- **Contact** – Ian Scott, Executive Director, Western Australia Swimming Association (Inc.)
- **Usage** – Nil
- **Ideal** – 10 lane, 25m pool, blocks for swimming (removable & requires minimal depth of 1.2 to meet insurance requirements), opportunity for water polo, opportunity for timing equipment to be inserted within facility (25.2 meter long pool required).
- **Other comments** – The facility needs to have a long range view in providing resources for swimming clubs in terms of coaching for mainstream and other swim associations such as Aussie Masters, swimmers with disabilities etc. Swimming via membership with swim club provides the community with valuable social and sporting outlets. This social benefit needs to be acknowledged via swimming pool providers. WA Swimming realise a competitor 50m regional facility is provided via Joondalup Arena, therefore a realistic need for the Craigie Leisure Centre is as described above providing a community outlet and support centre for Arena.



## **Potential User Group**

### **Marmion Squash Club**

- **Contact** – Sue Cowell, President
- **Usage** – No usage of Craigie Leisure Centre. Marmion Squash Centre closed June 2002
- **Worst Aspects** - Nil
- **Ideal** – 6 glass back squash courts, one a show court with moveable wall to allow doubles court. Club to lease the facility at certain times, for example 4pm onwards. Require a separate reception area and club room. Require club license as per Kings Park and Mirrabooka. Club dimensions as per Timberlane proposal. Require retractable seating for 75 (5 rows of 15 per court) per court for tournaments for 2 courts.
- **Other comments** – Jnr members currently 44, 82 prior to closure currently operating out of Scarborough Beach. 18 pennant teams. Current location of Craigie would suit group's needs especially juniors who largely come from Padbury. Court with moveable wall would be only second in Australia (MSAC). This would provide considerable publicity opportunities, Commonwealth training and enable high profile tournament attraction. Also allows for racquet ball to be played. The Marmion Squash club can provide financial contribution towards establishment of facility.

Marmion Squash club envisage stand alone management of this area with a separate management office, club room, food preparation area. WA squash have also shown an interest in locating their state operations at Craigie Leisure Centre and would require 100sqmeter of office space and board room (Advice has been given that no new squash courts have been built in WA within 18 years in which time 30 centres have closed).



## **Neighbouring Municipalities**

### **City of Stirling**

*Mr. Jim McNelly, Acting Manager Recreation Services.*

The City of Stirling has one project likely to be developed within the next five years, namely a sports hall on the site of the former Scarborough High School. This project is likely to be completed by December 2003 and will incorporate a one court stadium to accommodate indoor team sports.

A needs study for the future use of the Balga Aquatic Centre (outdoor) is likely to be performed within this time frame also.

A redevelopment within the Karrinyup region, potentially including some Leisure facilities, is tentatively planned for some time after five years.

### **City of Wanneroo**

*Mr. Geoff Whyte Manager, Leisure and Cultural Services.*

The City of Wanneroo advised that apart from the Kingsway Reserve they do not have any leisure facility development planned within a ten km radius of the Craigie Leisure centre. Future potential planning could see the addition of a “top quality water playground” added to the Aquamotion aquatic facility.

A Master Plan for the Kingsway Recreational Reserve is planned for the mid term, and this is approximately 4.5 kms from the Craigie Leisure Centre.



**Edith Cowan University**

*Mr. David Ernst, Manager Edith Cowan Sports.*

ECU has no immediate plans to build an aquatic complex. It is tentatively planned for five - ten years when the student population at ECU Joondalup campus is estimated to be around 10-12000.

The more immediate development plans for the sports centre will see doubling in size of the floor space of the gymnasium and group fitness areas. This development will start inside the next 12 months.

David advised that within three years, ECU will have built four squash courts to cater for casual users and potentially a small University club. It is intended that this facility will not play host to a competitive squash club.

Currently the University is considering a proposal to build four sports courts and one show, sport court to house the Wanneroo Wolves Basketball Club, which competes in the State basketball League. David advises that this facility provision would not be pursued until an independent feasibility study is completed.



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**Industry Representatives**

The following industry representatives were consulted for their opinions on the current and future trends in facility design management and operations. They were also asked about the viability of these trends. (For detailed comment see Industry Trends section of report).

<b>Industry Representative</b>	<b>Position</b>	<b>Company</b>
Murray Etherington	Principle	Cox Howlett Bailey Woodland Architects
Jeffrey Considine	Director	Considine Griffiths Architects P/L
Ian Scott	Executive Director	W.A. Swimming Association (Inc.)
Gary Shaw	Manager	W.A. Education Department Swimming and Water Safety
Tony Head	President Vocational Education & Training Officer	Leisure Institute W.A. Aquatics Royal Life Saving Society W.A.
Michael Graham	General Manager	Wyndham Leisure and Events Centre (Vic)
Gavin Taylor	Centre Manager	Melville Aquatic and Fitness Centre
Paul Morris	Centre Manager	Inglewood Aquatic Centre
Jenny Brown	Centre Manager	Swan Park Leisure Centre



## **SURVEY RESULTS SUMMARY**

***Total Survey Respondents - 930***

### **What is your Age?**

Age Group	Respondents	% of responses
0-9	23	2.47%
10-19	79	8.49%
20-29	86	9.24%
30-39	177	19.03%
40-49	223	23.97%
50-59	151	16.23%
60+	184	19.78%
N/A	7	0.75%

**Are you**    ☐ **Male**        ☐ **Female**

Female	63.80%
Male	33.65%
NA	2.55%

### **Do you have any special needs or disability?**

Special needs & disabilities respondents totalled 10.75% of the total respondents.

### **What is your Postcode?**

Top 8 suburbs;

6025	28.67%
6026	18.49%
6027	14.19%
6023	9.24%
6020	7.50%
6024	4.62%
6028	2.68%
6030	2.15%



**How far is Craigie Leisure Centre from your home?**

10km+	9.67%
5-10km	35.37%
<5kms	54.19%

**Do you use the Craigie Leisure Centre?**

Non-users	90 respondents	9.67%
Users	832 respondents	91.33%

**If “No” (above) – what may attract you to use Craigie Leisure Centre in the future?**

Of the non-users, 34.45% said they would be attracted to use the Craigie Leisure centre and listed the attractions likely to make them use the facility. The most common were as follows;

- Cleanliness of Change-rooms & Pools were listed by 8 respondents
- Warmer water Hydrotherapy pool 7 respondents
- 50m pool 5 respondents
- Better, larger gym was listed by 4 respondents

**How often do you use Craigie Leisure Centre?**

- |                                |        |
|--------------------------------|--------|
| ▪ Less than once per week      | 3.22%  |
| ▪ Once per week                | 16.99% |
| ▪ Twice per week               | 19.35% |
| ▪ Three or more times per week | 50.00% |

**When do you normally use Craigie Leisure Centre?**

- |              |        |
|--------------|--------|
| ▪ Before 9am | 22.90% |
| ▪ 9-12       | 20.10% |
| ▪ 12-3       | 13.60% |
| ▪ 3-6        | 16.63% |
| ▪ After 6pm  | 17.06% |
| ▪ Weekends   | 27.86% |

**How long have you been a user of the Craigie Leisure Centre?**



N/A responses 10.75%

- Less than a year 18.19%
- One to Two Years 18.07%
- More than Three years 63.85%

**What is the one main activity that you participate in?**

Of the respondents, the following percentages were recorded;

**Aquatics 55.00%**

Aquatics breakdown

- Laps 189
- Aquaerobics 117
- Learn to Swim 39
- Recreational 37
- Sauna 5
- Spa 2

**Fitness 34.80%**

Fitness breakdown

- Gym 176
- Group Fitness 68
- Fitness 1

**Sports 5.96%**

Sports breakdown

- Training 19
- Competition 13
- Gymnastics 6
- Recreation 4

**Are you a member?**

Of the respondents who answered correctly;

36.6% were not members

63.4% were members.

**Type of member respondents =** 54.06% Full Members  
36.36% Off peak members  
9.57% Group fitness





**If yes, how long have you been a member?**

26.77%	Less than 1 Year
29.92%	1-3 years
43.30%	More than 3 years

**What is the aim of your participation at Craigie Leisure Centre?**

Fitness	85.98%
Social	6.56%
Competition	2.18%
Other	5.40%

**How satisfied are you with the facilities of Craigie Leisure Centre in their current form?**

Extremely Satisfied	17.09%
Satisfied	53.81%
Neutral	12.45%
Dissatisfied	14.30%
Extremely Dissatisfied	2.42%

**Does Craigie Leisure Centre meet your current leisure needs?**

Yes	87.70%
No	12.30%

**Any further comments from those not satisfied above**

Of the not satisfied responses, 41 comments were received. The aquatic area (including change rooms) accounted for 32 of these comments with 4 being received for the gymnasium and 5 regarding group fitness.



**What are the top 5 features of Craigie Leisure Centre that attract you to use the Centre?**

The top 6 results;

▪ Lap Pool	574
▪ Gym	369
▪ Car Park	305
▪ Spa	289
▪ Sauna	240
▪ Aerobics/Group Fitness room	159

**What elements of the Craigie Leisure Centre do you believe require improvement, upgrade or redevelopment?**

The top 5 results;

▪ Lap Pool	364
▪ Spa	196
▪ Pool Change rooms	149
▪ Sauna	139
▪ Gym	110

**Would you utilise the facilities identified above more often if improved, upgraded or redeveloped?**

Yes	79.56%
No	20.40%

**Do you use any other Leisure Centre?**

74 respondents said that they did.

**What other Centres?**

Of the other centres used the following were identified as the major ones;

▪ Arena	94%
▪ Beatty Park	21%
▪ Warwick	8%
▪ Aquamotion	6%
▪ Challenge	5%

**What features of the other Centre attract you to use it?**



The features listed as attractors to utilise the other centres showed a clear number one was a 50 Metre pool, with a number of other frequently mentioned features such as; warmer water, children's water features, facility cleanliness, gym and group fitness.

**What additional facilities (1–3) would attract you to utilise the Craigie Leisure Centre more regularly?**

The top 10 results were;

No.	Feature	Total	First Preference
1	Hydrotherapy pool	202	79
2	New change rooms	199	105
3	Water slide	138	61
4	Massage rooms	125	26
5	New gym	116	83
6	Wave pool	95	32
7	Steam room	92	36
8	Squash courts	86	39
9	Circuit room	78	28
10	Climbing wall	70	22

**Of the selected priority, how often would you utilise those facilities identified above (c)?**

No.	Feature	First Pref.	< 1 per week	Once per week	Twice per week	3 < per week
1	Hydrotherapy pool	79	1%	29%	38%	32%
2	New change rooms	105	6%	18%	30%	51%
3	Water slide	61	17%	34%	34%	15%
4	Massage rooms	28	43%	39%	14%	4%
5	New gym	83	4%	4%	22%	70%
6	Wave pool	32	19%	31%	25%	25%
7	Steam room	36	3%	13%	32%	52%
8	Squash courts	39	7%	50%	40%	3%
9	Circuit room	28	4%	23%	43%	30%
10	Climbing wall	22	31%	31%	26%	12%

This table shows the first choice preferences, with anticipated frequency of use.

**KEY FINDINGS**



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<b>Finding</b>	<b>Development Action</b>
<ul style="list-style-type: none"><li>• That there is demand for 50 Metre lap lane space, as depicted by the majority response in relation to why people use other centres.</li></ul>	Development of formalised 50 Metre Pool
<ul style="list-style-type: none"><li>• That the Lap Pool is the main attractor of people to the Craigie Leisure Centre.</li></ul>	Development of formalised 50 Metre Pool
<ul style="list-style-type: none"><li>• The Lap Pool was listed as the main feature which required upgrade or redevelopment</li></ul>	Development of formalised 50 Metre Pool
<ul style="list-style-type: none"><li>• The Lap Pool was listed as one of the main features as to why current non-users may be attracted to use CLC in the future.</li></ul>	Development of formalised 50 Metre Pool
<ul style="list-style-type: none"><li>• That the WA Education Department contributes 75,000 visitations per annum through their swim programs. These program require appropriate lane space and depth in order to continue at the Centre.</li></ul>	Development of formalised 50 Metre Pool
<ul style="list-style-type: none"><li>• That there is demand for a warm water (hydro) pool evidenced by it being the number 1 “additional facility”, that would attract people to use the facility more regularly.</li></ul>	Development of warm water (hydro) pool.
<ul style="list-style-type: none"><li>• The warm water (hydro) pool was listed as one of the main features as to why current non-users may be attracted to use CLC in the future.</li></ul>	Development of warm water (hydro) pool.
<ul style="list-style-type: none"><li>• That there is demand for a warm water (hydro) pool, as depicted by the high response of why people currently use other centres.</li></ul>	Development of warm water (hydro) pool.
<ul style="list-style-type: none"><li>• With over 10% of responding users having special needs or disabilities, there will be therapeutic advantages for this group through the introduction of a warm water pool.</li></ul>	Development of warm water (hydro) pool
<ul style="list-style-type: none"><li>• That there is demand for the introduction of a slide and children’s interactive water features, being Number 3 on the list of responses regarding what additional feature would attract you to utilise the Centre more regularly.</li></ul>	Introduction of slide and interactive water play features
<ul style="list-style-type: none"><li>• Demand for interactive water features were expressed through prominent responses questions relating to future improvements.</li></ul>	Introduction of slide and interactive water play features



<b>Finding</b>	<b>Development Action</b>
<ul style="list-style-type: none"><li>• That the change rooms should be upgraded as supported by the Top 5 response to, facilities within the Centre requiring improvement, upgrade or redevelopment.</li></ul>	Upgraded change rooms
<ul style="list-style-type: none"><li>• Upgraded change rooms were listed As the second highest additional feature that would attract people to utilise the Centre more regularly.</li></ul>	Upgraded change rooms
<ul style="list-style-type: none"><li>• That the spa and sauna facilities are well regarded and should be upgraded as demonstrated by the top 5 response as to what attracts people to utilise Craigie Leisure Centre.</li></ul>	Redevelopment of a new spa and steam room
<ul style="list-style-type: none"><li>• Both the spa and sauna feature in the Top 4 facilities that respondents believe require improvement, upgrade or redevelopment.</li></ul>	Redevelopment of a new spa and steam room
<ul style="list-style-type: none"><li>• Steam room was rated the seventh highest feature that would attract people to use the Centre in the future.</li></ul>	Redevelopment of a new spa and steam room
<ul style="list-style-type: none"><li>• The gym feature of the facility is highly regarded (listed as one of the two main activities of all respondents) and that redevelopment of this area is sought.</li></ul>	Upgraded and expanded gym facility
<ul style="list-style-type: none"><li>• The gym is the No 2 feature that attracts users to the Centre</li></ul>	Upgraded and expanded gym facility
<ul style="list-style-type: none"><li>• The gym is listed in the top 5 elements of the Centre that require improvement, upgrade or redevelopment.</li></ul>	Upgraded and expanded gym facility
<ul style="list-style-type: none"><li>• A new gym is listed in Top 5 of additional facilities that would attract respondents to utilise CLC more regularly</li></ul>	Upgraded and expanded gym facility
<ul style="list-style-type: none"><li>• A facility to accommodate Massage and health / wellness consulting is in demand as demonstrated through the No 4 response to what additional facilities would attract respondents to utilise CLC more regularly</li></ul>	Development of a massage / consulting suite



<b>Finding</b>	<b>Development Action</b>
<ul style="list-style-type: none"><li>That gym and aerobics / group fitness should be located in proximity to one another and in an area of profile within the Centre. Conversely, passive activities (Massage, yoga, crèche etc) should be located together, away from the gym and group fitness.</li></ul>	Relocation of Aerobics and crèche.
<ul style="list-style-type: none"><li>That the development of squash courts at CLC should be considered as supported by the No 8 response as to what additional facilities would attract respondents to utilise CLC more regularly</li></ul>	Development of new Squash courts and supporting facilities (after further investigation)
<ul style="list-style-type: none"><li>That Marmion Squash Centre has closed and this Club is seeking to establish itself at Craigie Leisure Centre. WA Squash have also indicated that they would consider relocation of their administration to CLC.</li></ul>	Development of new Squash courts and supporting facilities (after further investigation)
<ul style="list-style-type: none"><li>That the car park is identified as the No 3 feature that attracts people to use Craigie Leisure Centre, and is also listed as an element that requires improvement, upgrade or redevelopment.</li></ul>	Improved car park facility
<ul style="list-style-type: none"><li>That walking and cycling now lead the list of recreational activities undertaken by Western Australians and that paths to facilitate these are in high demand.</li></ul>	Walk / bike path construction



## **FUTURE DEVELOPMENT**

The outcome of this study supports the “Need” to redevelop Craigie Leisure Centre. The Centre, which was once regarded as the leading leisure facility in WA, is now in an ageing condition. Some aspects of the Centre now require replacement as they are at the end of their operational life, while others are either outdated or not relevant to current (and future) demands.

The following section of this report provides an overview of Development Features that should be considered for the future redevelopment of Craigie Leisure Centre.



## **DEVELOPMENT FEATURES**

### **Indoor Pool Hall**

- General

- Improve lighting throughout the pool hall by means of both natural light and increased lamp illumination.
- Expand glazed area along North East wall (see plant room relocation note).
- Introduce bench seating along far side of 50 M pool

*The pool hall requires improved lighting to improve safety and amenity. Seating within the pool hall, particularly to encourage parental viewing of programs, needs to be improved.*

- Pools

- Separate 50 Metre pool as an independent pool with a 2 Metre wide wall along near edge. Depth to be 0.9 M graduating to 1.6 M.
- 25 Metre lap pool to be converted to ½ of 50 Metre stand alone (as above) and create space for independent Program Pool
- New Program pool (warm water / hydro) 10 M x 20 M in place of near end of existing 25 M lap pool.

*There is tremendous opportunity to redevelop the aquatic facilities so as to bring them up to date with other modern facilities and to provide for future trends. The current arrangement of one space of water is no longer relevant to the needs of the facility. The new development will enable specific programming spaces and independent spaces appropriate for their purpose. The new configuration of the pools will also enable independent heating of water spaces appropriate to their functions.*

- New Features

- Introduce retractable Boom in 50 M pool at 25 M point.
- Introduce moveable (depth) floor in Program Pool.
- Introduce slide at café end of current shallow water with splash pool also at this end.
- Introduce lazy river / whirlpool feature
- Introduce water spray features and characters
- Removable starting blocks at deep end of 50 M pool.
- Family / Special needs change rooms at end of pool hall opposite Program pool (Adjacent to spa / steam area)





*The introduction of new features will enable greater flexibility in use of water spaces and provide features, which are now considered necessary to attract greater utilisation. The introduction of a boom and also moveable floor are examples of such features, which can be utilised to adapt water space requirements in accordance with programming demands. These features will be unique to Craigie and again position the Centre as a leader in the industry.*

*The introduction of a passive wellness precinct, which includes Spa, Steam room, and special needs change rooms adjacent to the warm water program (hydro) pool will provide an area attractive to older adults and rehabilitation patrons.*

- Spa
  - Close existing spa and sauna (becomes consumed by Gym access area)
  - Introduce new Spa into end of existing end of Circuit room (opposite end of Program Pool)

*The current spa does not meet industry standards, and it is not able to produce income specific to its function. The introduction of a new spa, requiring identification by paying patrons, will provide a further income stream and contribute to the wellness precinct of the facility.*

- Steam
  - Introduce Steam room (to replace closed sauna) adjacent to spa (at end of Program Pool)

*The current sauna is nearing the end of its functional life and requires replacement. The current site will become consumed through the gym redevelopment, and as such the new Steam room will be moved to add to the wellness precinct. Steam rooms are becoming more popular than saunas and are less of a maintenance liability. Steam rooms are not as harsh in regard to heat and as such may attract greater use than a sauna. The introduction of the steam room will provide a further income stream and contribute to the wellness precinct of the facility.*

## **Mechanical Services**

- Water Treatment
  - Replace existing plant with new system capable of treating new configuration of water spaces
  - Move from current location to behind bleaches at end of 50 M pool.
  - 50 M pool to be heated independent (28) from Program Pool and leisure water space (31). Spa to have independent system (34).



*Recent audits of the water treatment plant highlight that it is nearing the end of its functional life. As the plant will require major overhaul, it is recommended that the total plant be replaced, appropriate to the requirements of the new bodies of water, and relocated to enable more natural light into the venue.*

- **Air Handling**
  - Upgrade or replace current Air Handling system so as to be appropriate for the spaces to be heated.

*The current air handling plant is inconsistent and ineffective. There are areas of the facility where there is significant air flow and other areas where there is inadequate ventilation. A review of the air handling system is required and should be upgraded so as to provide for the future needs of the facility.*

### **Change rooms (Wet)**

- Upgrade to modern standards
- Introduce central change benches

*The current wet change rooms are outdated and as such require redevelopment. This should include the introduction of a central bench so as to provide for larger crowds (eg. School groups). The fittings and décor needs to be updated and made more appropriate to today's standards.*

### **Outdoor Pools**

- Decommission all outdoor aquatic facilities and remove pool structures
- Introduce more relevant play ground and family social area (picnic)
- Improve landscaped amenity of area

*The outdoor pools in their current state are inappropriate and contribute significantly to the operational deficit of the Centre. The current outdoor pools require dedicated staffing and are a risk due to their characteristics, including depth. There is little evidence of demonstrated demand for outdoor pools, and with the proposed redevelopment of the indoor water spaces, including the additional features, the experiences offered in the past by the outdoor pools will now be met by the new indoor facilities.*

### **Foyer / Reception / Administration**

- Introduce double door to create air lock



- Remove glassed in reception
- Reconfigure reception further into dry foyer
- Reconfigure offices to provide greater access to reception

*The current reception area is obstructed by the glass panelling that is in place to minimise the wind and elements form this area. With the addition of an air lock these panes could be removed resulting in a more friendly reception structure. The reception should be modified in order to gain the most efficient traffic flow, and access for staff from behind, after the final design of the newly configured Dry (Gym / Aerobics) area has been determined.*

### **Café**

- Review location and configuration in accordance with reception and administration developments
- Modernise facia and amenity of current structure

*The current café consumes a significant space within the facility. This use of space should be reviewed when the design of the new reception/ administration space is designed.*

### **Dry Courts**

- Court 4, Near end of court to have brick work removed and modified to enable viewing of court for spectators and improved lighting into this amenity area.

*Currently there is a very limited viewing area for Court 4. This could be overcome by removing a length of the end wall. This will also enable more light into the amenity area, which is located in this vicinity.*

### **Function Room (Current)**

- Develop new crèche facility

*As it is recommended in this report that the existing crèche be converted into an Aerobics Studio, the current Function Room should be converted to replace this crèche.*

### **Squash Courts (x6)**



- Design and build new squash court facilities (x 6) with glass back and viewing area adjacent to Court 4 with access through current Aerobics room.

*The development of new squash courts is the only “new” feature of the redevelopment in response to demand that has arisen from the recent closure of a local squash centre. Further design investigation (consultation and feasibility) may be required specific to this element of the development.*

#### **Aerobics Studio (Current)**

- Develop entry hub for squash
- Develop new offices and supporting administration facility for squash
- Introduce new Board / Meeting rooms (Multi-purpose)
- Develop a Massage room / consultation suite

*With the development of a new Aerobics Studio in the existing Crèche the current Aerobics Studio will be converted to provide for Administration and meeting spaces. These spaces will service the squash facility as well as providing for the general needs of the Centre. The introduction of a Massage / Consultation suite also provides for the demands of massage, wellness, physiotherapy and/or any other related sports, rehabilitation consultation that may be provided in the future.*

#### **Gymnasium (Current)**

- Remove all pool access points
- Glaze entire length of pool side wall
- Adjoin all indented building features eg. At current emergency exit point.
- Develop to a more open single space rather than three interconnecting rooms.
- Create new gym reception at entry
- Introduce walkway to gym reception from dry entry point.
- New consultation room to be developed in proximity to reception

*The current gymnasium will remain as the site for a new expanded gymnasium. The redevelopment of this area will increase the size, open up the space to be more consistent along its length, and glazed along the poolside so as to provide greater amenity. This space will also have improved access and staff areas.*

#### **Crèche (Current)**

- Develop space to accommodate requirement of Aerobics, including floor covering
- Develop waiting space near entry away from reception



- Remove all current crèche infrastructure
- Expand wall to farthest point to car park to gain greater floor space
- Introduce moveable wall to enable space to be divided into two for the conduct of specific programs
- Introduce required storage
- Consume outdoor play area (current) into expanded aerobics space

*The current crèche facility could be developed as the new Aerobics Studio, which will consolidate the active fitness areas to this one precinct within the centre. This space will be slightly expanded and have the ability to be divided (by retractable wall) so as to enable two programmed activities to be conducted at any one time.*

### **Car park**

- Remove obstructive vegetation and replace with ground cover and low shrubbery
- Prune or remove vegetation that detracts from illumination of car park
- Review level of lighting
- Introduce an additional entry / exit access to car park from Whitfords Avenue
- Extend the drop off zone and provide sheltered area of drop off

*Research has found that Car Park safety was considered an issue and even a barrier to attending the facility. The level of lighting and ability to see individuals in the car park were the main matters of concern. Access into and out of the car park was also mentioned as a safety concern.*

### **Craigie Open Space**

- Provide link from car park to Sterling Close, Craigie, by means of lit and well surfaced walk / bike path.
- Review opportunity to link paths from the Centre into a regional path network.

*With the increased popularity of walking and cycling it makes sense to benefit from these trends through incorporating facilities that will attract participants in these pursuits to the Centre. By linking the facility to Sterling Close a natural walking experience is provided for through the natural setting, and also greater access to the facility is provided to the residents of Craigie.*

### **DEVELOPMENT PLAN**

ITEM	DEVELOPMENT
Indoor Pool Hall	Improved lighting (brighten) and general comfort <ul style="list-style-type: none"><li>• Improve lighting throughout the pool hall by means</li></ul>



	<p>of both natural light and increased lamp illumination.</p> <ul style="list-style-type: none"><li>• Expand glazed area along North East wall (see plant room relocation note).</li><li>• Introduce bench seating along far side of 50 M pool</li></ul>
<b>Pools</b>	<p>Three independent pools to be established, being a 50 M x 6 lane in current position, 20 x 10 program (Warm water / hydro) pool at gym end of current 25 meter lap space, and a leisure water space in its current location but modified.</p> <ul style="list-style-type: none"><li>• Separate 50 Metre pool as an independent pool with a 2 Metre wide wall along near edge. Depth to be 0.9 M graduating to 1.6 M.</li><li>• 25 Metre lap pool to be converted to ½ of 50 Metre stand alone (as above) and create space for independent Program Pool</li><li>• New Program pool (warm water / hydro) 10 M x 20 M in place of near end of existing 25 M lap pool.</li></ul>
<b>New Features</b>	<ul style="list-style-type: none"><li>• Introduce retractable Boom in 50 M pool at 25 M point.</li><li>• Introduce moveable (depth) floor in Program Pool.</li><li>• Introduce Slide at café end of current shallow water with splash pool also at this end.</li><li>• Introduce lazy river / whirlpool feature</li><li>• Introduce water spray features and characters</li><li>• Removable starting blocks at deep end of 50 M pool.</li><li>• Family / Special needs change rooms at end of pool hall opposite Program Pool (Adjacent to spa / steam area)</li></ul>
<b>Spa</b>	<ul style="list-style-type: none"><li>• Close existing spa and sauna (becomes consumed by Gym access area)</li><li>• Introduce new Spa into end of existing end of Circuit room (opposite end of Program Pool)</li></ul>
<b>Steam Room</b>	<ul style="list-style-type: none"><li>• Introduce Steam room (to replace closed sauna) adjacent to spa (at end of Program Pool)</li></ul>
<b>Mechanical Services</b> Water treatment	<ul style="list-style-type: none"><li>• Replace existing plant with new system capable of treating new configuration of water spaces</li><li>• In order to increase natural light within pool hall,</li></ul>



Air Handling	<p>the new water treatment plant could be located (eg, behind bleaches at end of 50 M pool) to provide increased glazing.</p> <ul style="list-style-type: none"><li>• 50 M pool to be heated independent (28) from Program Pool and leisure water space (31). Spa to have independent system (34).</li><li>• Upgrade or replace current Air Handling system so as to be appropriate for the spaces to be heated.</li><li>• Potential exists to remove the air handling ducts to allow more natural light within pool hall.</li></ul>
<b>Wet Change rooms</b>	<ul style="list-style-type: none"><li>▪ Upgrade to modern standards</li><li>▪ Introduce central change bench</li></ul>
<b>Outdoor Pools</b>	<ul style="list-style-type: none"><li>• Remove and return to open space including improved playground and picnic area</li><li>▪ Decommission all outdoor aquatic facilities and remove pool structures</li><li>▪ Introduce more relevant play ground and family social area (picnic)</li><li>▪ Improve landscaped amenity of area</li></ul>
<b>Foyer / Reception / Administration</b>	<ul style="list-style-type: none"><li>▪ Introduce double door to create air lock</li><li>▪ Remove glassed in reception</li><li>▪ Reconfigure reception further into dry foyer</li><li>▪ Further investigate the benefits of a potential reconfiguration and relocate offices to allow greater access to reception, allowing increased waiting foyer space.</li></ul>
<b>Café</b>	<ul style="list-style-type: none"><li>▪ Review location and configuration in accordance with reception and administration developments</li><li>▪ Modernise facia and amenity of current structure</li></ul>
<b>Dry Courts</b>	<ul style="list-style-type: none"><li>▪ Court 4 has limited viewing capability, therefore near end of court could be modified to enable viewing of court for spectators and improved lighting into this amenity area.</li></ul>



<b>Squash Courts (x 6)</b>	<p>New development element of project to be further researched in regards to feasibility</p> <ul style="list-style-type: none"><li>▪ Design and build new squash court facilities (x 6) with glass back and viewing area in proximity to Court 4 to allow squash facility to operate independent of CLC if required.</li></ul>
<b>Aerobics Studio (Current)</b>	<ul style="list-style-type: none"><li>▪ Could be modified to allow entry hub for squash</li><li>▪ Develop new offices and supporting administration facility for squash</li><li>▪ Introduce new Board / Meeting rooms (Multi-purpose)</li><li>▪ Develop a Massage room / consultation suite</li></ul>
<b>Gymnasium (Current)</b>	<ul style="list-style-type: none"><li>▪ Remove all pool access points</li><li>▪ Glaze entire length of pool side wall</li><li>▪ Adjoin all indented building features eg. At current emergency exit point.</li><li>▪ Develop to a more open single space rather than three interconnecting rooms.</li><li>▪ Create new gym reception at entry</li><li>▪ Introduce walkway to gym reception from dry entry point.</li><li>▪ New consultation room to be developed in proximity to reception</li></ul>
<b>Crèche (Current)</b>	<ul style="list-style-type: none"><li>▪ Develop space to accommodate requirement of Aerobics, including floor covering</li><li>▪ Develop waiting space near entry away from reception</li><li>▪ Remove all current crèche infrastructure</li><li>▪ Introduce moveable wall to enable space to be divided into two for the conduct of specific programs</li><li>▪ Introduce required storage.</li><li>▪ Consider consuming outdoor play area (current) into expanded aerobics space</li></ul>
<b>Car park</b>	<ul style="list-style-type: none"><li>▪ Remove obstructive vegetation and replace with ground cover and low shrubbery</li><li>▪ Prune or remove vegetation that detracts from illumination of car park</li><li>▪ Review level of lighting</li></ul>





	<ul style="list-style-type: none"><li>▪ Introduce an additional entry / exit access to car park from Whitfords Avenue</li><li>▪ Extend the drop off zone and provide sheltered area of drop off</li></ul>
<b>Craigie Open Space</b>	<ul style="list-style-type: none"><li>▪ Provide link from car park to Sterling Close, Craigie, by means of lit and well surfaced walk / bike path.</li><li>▪ Review opportunity to link paths from the Centre into a regional path network.</li></ul>

## **KEY RECOMMENDATIONS**

- That Council considers and commits to the proposed redevelopment of the Craigie Leisure Centre in response to the established needs of this report.
- That concept planning for the proposed redevelopments be commenced.
- That the concept plans be costed through detailed QS.
- That the Feasibility of the development be undertaken.
- That the development of Squash be further investigated in regards to feasibility, and commitment from Marmion Squash Club and WA Squash
- That City of Joondalup make Budget allowance for the redevelopment.
- That application for CSRFF funding toward the redevelopment is made for the 2002 funding round.







## **APPENDICES**



## **Appendix 1**



**Craigie  
Leisure  
Centre**

**City of  
Joondalup**


## **Craigie Leisure Centre - Needs Assessment**


The City of Joondalup is currently investigating the leisure centre needs of the Joondalup Community. This research will assist the City in making decisions regarding the potential redevelopment or upgrade of the facilities at the Craigie Leisure Centre.

### **Community input into this review is highly valued!**

The comments received from the community will help the City of Joondalup to better understand the community's needs and priorities with regards the Craigie Leisure Centre.

### **Providing your ideas is easy!**

**On-line Survey**  
Complete a questionnaire online by visiting  
[www.joondalup.wa.gov.au/links/craigie.htm](http://www.joondalup.wa.gov.au/links/craigie.htm)

**Complete a Survey Form**  
You can collect and submit a survey form at any one of these convenient locations:

- Craigie Leisure Centre: 785 Whitfords Avenue, Craigie
- Sorrento Duncraig Leisure Centre: Cnr Warwick Road and Marmion Avenue, Duncraig
- Ocean Ridge Leisure Centre: 1/16 Sail Terrace. Heathridge
- City of Joondalup Libraries at Joondalup, Whitfords, Duncraig & Woodvale
- City of Joondalup Customer Service Centre at Whitfords Shopping Centre
- City of Joondalup Administration Building, Boas Avenue Joondalup

**Closing date for surveys is FRIDAY 27th SEPTEMBER 2002  
- SO DON'T MISS OUT.**

If you have any enquires please contact The City of Joondalup on 9400 4918.

[www.joondalup.wa.gov.au](http://www.joondalup.wa.gov.au)



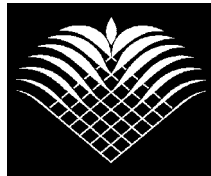
## **Appendix 2**



**A Balanced View (ABV)  
Leisure Consultancy Services**

ABN 23 541 668 717

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*City of*  
**Joondalup**

***CRAIGIE LEISURE CENTRE***

***Needs Study***

***SURVEY***

**August 2002**



### **Introduction**

The City of Joondalup have committed to undertake research into the leisure needs of the Joondalup community. This research will provide the basis for decisions regarding the potential development of leisure facilities and in particular the future redevelopment or upgrade of the Craigie Leisure Centre.

Should you have any difficulty in answering any of the questions please contact Ruth Malley at Craigie Leisure Centre on 9307 4566. Thank you for participating in this key element of planning for the future.

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### **1. Demographics**

a) What is your Age? ☐ 0 – 9 ☐ 10 – 19 ☐ 20 - 29

☐ 30 – 39 ☐ 40 – 49 ☐ 50 – 59 ☐ 60 +

b) Are you ☐ Male ☐ Female

c) Do you have any special needs or disability?

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d) What is your Postcode?

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i. How far is Craigie Leisure Centre from your home?

☐ Less than 5 km ☐ 5 - 10 km ☐ 10 + km



**2. Utilisation**

**a) Do you use the Craigie Leisure Centre?**

☐ No      ☐ Yes

**b) If “No” (above) – what may attract you to use Craigie Leisure Centre in the future?**

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**(Go to d)**

**c) How often do you use Craigie Leisure Centre?**

☐ Less than 1 x per week      ☐ Once per week  
☐ About twice per week      ☐ Three or more times per week

**d) When do you normally use Craigie Leisure Centre?**

☐ Before 9.00 am      ☐ 9.00 – 12 .00 noon  
☐ 12.00 noon – 3.00 pm      ☐ 3.00pm – 6.00pm  
☐ After 6.00 pm      ☐ Weekends

**e) How long have you been a user of the Craigie Leisure Centre?**

☐ Less than 1 Year      ☐ 1 – 2 Years      ☐ More than 3 Years

**f) What is the one main activity that you participate in?**

**Aquatic**

☐ Laps   ☐ Learn to Swim   ☐ Recreational   ☐ Aquaerobics  
☐ Spa   ☐ Sauna

**Fitness**





- ☐ Group Fitness   ☐ Gym,  
**Sports**  
☐ Competition   ☐ Training   ☐ Recreation   ☐ Gymnastics.  
**Other - .....**

**g) What other Craigie Leisure Centre facilities do you use?**

**Aquatic**

- ☐ Laps   ☐ Learn to Swim   ☐ Recreational   ☐ Aquaerobics  
☐ Spa   ☐ Sauna

**Fitness**

- ☐ Group Fitness   ☐ Gym,  
**Sports**  
☐ Competition   ☐ Training   ☐ Recreation   ☐ Gymnastics.  
**Other - .....**

**h) Are you a member?**

- ☐ No   ☐ Yes   **Type**   ☐ Craigie Full Membership  
☐ Craigie Off Peak Membership  
☐ Group Fitness Membership

- If yes, how long have you been a member?**   ☐ less than one year  
☐ 1-3 years  
☐ more than 3 years

**i) What is the aim of your participation at Craigie Leisure Centre?**

- ☐ Social   ☐ Fitness   ☐ Competition   ☐ Other

**j) Do you use any other Leisure Centre?**

- ☐ No   ☐ Yes

**If Yes, which other Centres?.....**



**If No go to 3 c).**

**k) What features of the other Centre attract you to use it?**

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**l) How often do you use other Centres?**

- ☐ Less than 1 x per week      ☐ Once per week  
☐ About twice per week      ☐ Three or more times per week

**3. Satisfaction**

**a) What are the features of Craigie Leisure Centre that attract you to use the Centre? (Tick a maximum of 5).**

Lap Pool		Children's indoor pool area	
Spa		Outdoor toddlers pool	
Sauna		Pool Change-rooms	
Play ground		Aerobics / Group Fitness Room	
Barbeque area		Meeting / Function Room	
Cafe		Show Court	
Gym		Multi – sports courts	
Crèche		Crèche as multi - purpose	
Car Park		Sports Change-rooms	

**b) What elements of the Craigie Leisure Centre do you believe require improvement, upgrade or redevelopment? (Tick a maximum of 5).**

Lap Pool		Children's indoor pool area	
Spa		Outdoor toddlers pool	
Sauna		Pool Change-rooms	
Play ground		Aerobics / Group Fitness Room	
Barbeque area		Meeting / Function Room	
Cafe		Show Court	
Gym		Multi – sports courts	
Crèche		Crèche as multi - purpose	
Car Park		Sports Change-rooms	



Would you utilise the facilities identified above more often if improved, upgraded or redeveloped?

☐ No ☐ Yes

**c) What additional facilities (1–3) would attract you to utilise the Craigie Leisure Centre more regularly?**

Please select top three in priority order, ie. 1 as top priority.

New Gym		Interactive water features	
Water Slide		Steam room	
Water Sprays		Plunge pools	
Lazy river		Hydrotherapy pool	
Wave pool		Diving boards	
Whirl pool		Children's Soft play area	
Squash Courts		New change-rooms	
Social lounge		Massage Rooms	
Climbing wall		Indoor Tennis courts	
Craft room		Salon Facilities	
Retail shop		Performing Arts room	
Circuit room		Health Consulting rooms	
Party room		Community meeting room	
Youth lounge		Family change rooms	

**d) Of the 3 selected priorities, how often would you utilise those facilities identified above (c)?**

1. ☐ Less than 1 x per week ☐ Once per week  
☐ About twice per week ☐ Three or more times per week

2. ☐ Less than 1 x per week ☐ Once per week



☐ About twice per week      ☐ Three or more times per week

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**3. ☐ Less than 1 x per week      ☐ Once per week**

☐ About twice per week      ☐ Three or more times per week

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(Non-users, thank you for your time)

**e) How satisfied are you with the facilities of Craigie Leisure Centre in their current form?**

- ☐ Extremely satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Extremely Dissatisfied

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**4, Needs**

**a) Does Craigie Leisure Centre meet your current leisure needs?**

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**ANY FURTHER COMMENTS:**

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**A Balanced View (ABV)  
Leisure Consultancy Services**

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**THANK YOU FOR YOUR TIME**