



**Proposal for an Indoor Aquatic Facility:
Assessment of historical information and suggested
next steps**

Prepared for Mansfield Shire Council

26 August 2021

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1.0 Introduction

This report has been prompted by a request from the community organisation Year-Round Aquatic Facility Inc. (YAFM) for Council to confirm they will make available a parcel of land for the development of an Indoor aquatic Facility.

The purpose of the report is to:

- Outline the past reports, studies and Council decisions regarding the proposal to develop an indoor swimming pool in Mansfield.
- Provide an assessment of the currency and relevance of the past planning and investigative work
- Outline a suggested roadmap for Council to progress the proposal and respond to the request from YAFM.

2.0 Background

Community interest in the development of an indoor aquatic facility in Mansfield has been evident since at least 2001. A local community-based organisation, Year-Round Aquatic Facility Inc. (YAFM), was formed at around this time to promote and progress the proposal, and extensive correspondence and interaction with Council is evident since then. A number of reports and studies have been prepared since 2001, and extensive correspondence and engagement with YAFM has occurred in relation to each report.

YAFM has recently written to Council requesting Council confirm the land adjacent to the Mansfield Secondary College at Malcolm Street be designated as the preferred site by Council and be allocated in Council Plans for an indoor aquatic facility. This site has previously been considered as the preferred for the development of an indoor facility. A map of the precinct and proposed site is provided on the following page (**Figure 1**).

2.1 Existing aquatic facilities

Mansfield Swimming Pool is located in Mansfield Recreation Reserve on Apollo Street, Mansfield. It is a seasonal outdoor unheated facility operating from November to March each year. The Pool has a 33m lap pool, learner's pool and toddler's pool. The site also has shading, a kiosk and men's and women's change room facilities. The pool is situated close to Mansfield Primary School and Mansfield District Hospital.

There are no other public swimming pools in the Shire with the nearest public pool being in Benalla (63 km away). Strathbogie Shire has pools to the north west of Mansfield Shire at Avenel, Euroa and Violet Town and Murrindindi Shire has pools in Alexandra, Yea and Eildon to the south and west.



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Figure 1: Map of precinct and proposed location of indoor aquatic facility, Malcolm Street Mansfield

3.0 Historical project timeline

Council commissioned a Feasibility Study in 2001 by consultant Kayleen Sumner and Associates to assess the future of the existing outdoor pool. The Study recommended the development of a new indoor pool at the existing site. Since that time, planning work undertaken directly about the proposal for an indoor pool or which confirms or recognises it includes:

- A Feasibility Study for Recreation and Aquatic Facilities in 2006 by Thompson Tregear.
- A Mansfield Health and Wellbeing Precinct and Business Plan prepared by Urban Enterprise, Stratcorp and ML Design in 2006.
- A report titled Future Improved Aquatic Facility Options Assessment Summary in 2011 by SGL Group.
- Mansfield Aquatic Facility Community Engagement Report in 2011 by Conway Alliance that sought to understand community attitudes towards an indoor aquatic facility.
- A Sport and Recreation Strategy 2014-2019 prepared by Council and recommended review of the previous aquatic planning work.
- The Mansfield Township Structure Plan in 2015 by The Planning Group which recommended review of the 2011 Aquatic Facility Options Assessment Summary.
- A Sports Facilities Strategy by Insight Leisure Planning completed in 2018 which recommended retention of the existing outdoor pool.

Council has considered the proposal to develop an indoor aquatic facility on numerous occasions in recent years. The key dates and decisions made are listed below:

19 June 2007	Council considered the Mansfield Health and Wellbeing Precinct and Business Plan by consultants Urban Enterprise, Stratcorp and ML Design and resolved to develop a strategy to secure the necessary funding to progress the project and in negotiation with Mansfield Secondary College, secure the required land for the project.
19 April 2011	Council considered the Future Improved Aquatic Facility Options Assessment Summary Report by SGL which looked at options for improved aquatic facilities and recommending community consultation phase and site assessment. Council resolved to retain and refurbish the existing pool.
19 April 2011	Council considered the work that has been undertaken by SGL in developing options for improved aquatic facilities. Council resolved to undertake a community consultation program to test attitudes to the contents of the Report into future improved aquatic facility options and consider the results of that feedback at the August 2011 meeting.
18 October 2011	Council received the Mansfield Aquatic Facility Community Engagement report by Conway Alliance and resolved to consider it in determining its preferred future direction.

20 December 2011	<p>Council resolved that “having considered all the evidence including public opinion and responsibility as an equitable provider of services in the best interests of the Mansfield Shire community as well as financial implications:</p> <ol style="list-style-type: none"> 1. To retain and refurbish the existing outdoor pool, implement recommendations of previous condition assessments; 2. To request that officers report back on timeframes and resourcing to achieve this; and 3. To continue to work toward a more viable option for a year round facility within the next two years”.
19 August 2014	<p>Council considered and adopted the Sport and Recreation Strategy 2014-2019 that was prepared by Council. The Strategy recommended that Council review previous planning work undertaken and investigate feasible financial models for provision of indoor aquatic facilities.</p>
26 June 2018	<p>Council considered the Mansfield Shire Sport Facilities Strategy 2018-2028. The Strategy recommended retention and progressive improvements to the existing outdoor swimming pool. The Strategy had been the subject of extensive community consultation. Council endorsed the Strategy as presented.</p>

Appendix 1. provides a summary of the planning work completed, the key focus and outcomes from each project and shows that the most recent aquatic planning work occurred in 2011. The appendix also includes relevant Council decisions discussed above.

4.0 Community engagement

Council undertook an extensive community consultation and engagement process to support and complement consideration of the Future Improved Aquatic Facility Options Assessment Summary report prepared for Council by SGL in 2011. This report was used as the basis for consultation and two options including retention of the existing outdoor pool, and construction of an indoor aquatic facility were canvassed.

Conway Alliance was engaged to design and implement an engagement process to “provide Council with a quantifiable indication of ratepayers preference (and willingness or not to pay) for an indoor versus an outdoor aquatic facility in Mansfield”. The process involved the following activities and was conducted during July to October 2011:

- Extensive public communication and information including flyer and letter sent to 7,136 ratepayers
- Two public forums
- Invitation to 369 community groups to make submission
- Invitation for submissions
- Frequently asked questions published.

The response to the engagement process was as follows:

- Public forums attended by 182 people and 34 feedback forms completed
- Ratepayer surveys returned 2,975 (42% response rate)
- 117 submissions received including 7 from community groups
- Extensive local media coverage
- 5 YAFM newspaper advertisements.

The results of the ratepayer survey were as follows:

- **83.8% of respondents were aware** that if a new indoor facility were built the existing outdoor pool would close.
- If respondents had access to an indoor heating aquatic facility, **48.5% said they/their family would never use the pool**, 23% would use it a few times a year, 6.2% once a month, 14.3% once a week and 6% most days. A total of **49.5% of respondents/their families would use the pool**.
- Regarding their preferred option for the future of aquatics in Mansfield, **54.02% opted to refurbish and retain the outdoor pool**, while 29.68% preferred the new indoor aquatic facility, and 12.77% respondents did not mind either way.
- In principle, **70.73% respondents would not be prepared to pay** the levy and increased rates necessary to finance a new indoor heated aquatic facility.

- 28.23% respondents would be prepared to pay.
- **77.21% of respondents would not consider** making a donation towards construction of a new indoor aquatic facility, in addition to the levy and rate increase. 21.48% would be willing to consider making a donation.

Of the 117 submissions received, 12 were unsigned and therefore invalid, and 10 submissions provided no clear preference for one option or the other. Of the remaining submissions received, 57 were in favour of building a new indoor pool and 38 were in favour of retaining the outdoor pool.

Council considered the results of the consultation and engagement process at its meeting on 20 December 2011 and resolved as follows:

1. "To retain and refurbish the existing outdoor pool and implement recommendations of previous condition assessments;
2. To request that officers report back on timeframes and resourcing to achieve this; and
3. To continue to work toward a more viable option for a year round facility within the next two years".

5.0 Condition of existing outdoor pool

Available information has been reviewed in relation to the condition of the existing outdoor pool and maintenance and improvement works undertaken. This is summarised below:

Assessment	Findings
<p>A Preliminary Technical Assessment of the Mansfield Aquatic Centre was completed by Dennis Hunt and Associates in 2008. The assessment included:</p> <ul style="list-style-type: none"> • Condition assessment • Disabled access and facilities assessment • Assessment of compliance to the Guidelines for Safe Pool Operation (RLSSA) • Occupational Health and Public Safety assessment • BCA building assessment <p><i>Extract from briefing report to Council in October 2011.</i></p>	<p>The report outlines areas requiring attention and/or upgrading with an estimated cost for these works to provide maintenance, capital and compliance with all aspects assessed coming to \$994,100 (approximately \$1.3million in 2011).</p> <p>The average expected remaining life of the components in this analysis at the time of assessment was 18.5 years. Further investment would increase the expected life.</p>
<p>Assessment of options undertaken by consultants SGL in 2011 in preparing the Future Improved Aquatic Facility Options Assessment Summary Report.</p> <p>Option 1. Maintain the current facility with only upgrades as per recommended condition assessment 2008.</p> <p><i>Extract from SGL Aquatic Facility Options report 2011.</i></p>	<p>In preparing the Options Report the 2008 Technical Assessment report was reviewed and costs escalated for inflation. Works recommended:</p> <ul style="list-style-type: none"> • Allocate \$630,000 for maintenance and capital upgrades. • A vinyl liner be installed in the main pool at an estimated cost of \$332,000. • Works to meet disabled access requirements and to meet compliance to cost \$32,100 for disabled moveable hoist and associated works. <p>The 2008 technical assessment recommended that the estimated total cost to meet recommended maintenance, capital and compliance works was \$994,100.</p> <p>These costs have been escalated to meet 2011 costs with a 6% increase seeing the new total works estimated at \$1.055M.</p>

Assessment	Findings
<p>Review of works undertaken on outdoor pool as part of preparing strategy to guide sports facilities development and management in Mansfield Shire.</p> <p><i>Extract from Insight Leisure Planning Sports Facility Strategy 2018.</i></p>	<p>Review of Council's capital works expenditure reflected the following works in the period 2012/2013 to 2016/2017.</p> <ul style="list-style-type: none"> • 2012/2013 - Whole pool refurbishment including lining and pipe work for filtration, redirect backwash to sewer - \$265,173. • 2013/2014 - Painting of changerooms, preseason and general maintenance \$20,673. • 2014/2015 - Preseason and general maintenance \$7,795. • 2015/2016 - Repairs to solar, preseason and general maintenance \$15,281. • 2016/2017 - Change sand in filters, replace loose tiles in learner pool, new shade sail, solar repairs, preseason and general maintenance \$27,942. <p>Total cost of works for period \$336,864. Average annual cost \$67,372.</p>

5.0 Planning for an aquatic facility

The development of an aquatic facility or any community infrastructure, requires careful planning and consideration of both current and future community needs. Core components generally include:

- An assessment of community need to determine demand and identify facility components
- Identifying and assessing possible sites for a community facility
- Development of concept plans showing how the facility could be accommodated on a particular site/s, and the capital costs associated with developing the facility
- Development of a business plan to understand the ongoing costs of operating the facility.

This planning work is generally described as a Feasibility Study and can be completed as one large project or alternatively be staged. Integral to the feasibility process and achieving a positive outcome for the community and Council, is the active involvement of local communities and key stakeholders through consultation and engagement. This can and should occur at multiple points throughout the feasibility process, and will take various forms depending upon the particular stage of the project or specific issues or conversations Council may wish to have with the community.

It is recommended that Council map out a clear Community Consultation and Engagement Plan early in the feasibility process, agreeing upon the extent of engagement that will occur, and the principles that will underpin how Council engages with the community about the project.

5.1 Value of previous planning work

While a number of planning reports and studies have been undertaken since 2001 in relation to developing an indoor aquatic facility in Mansfield, the most recent study was undertaken in 2011. This report (*The Future Improved Aquatic Facility Options Assessment Summary Report*) was prepared by SGL and included the following:

- Reviewed all previous aquatic studies/findings.
- Reviewed similar population areas with similar sized new aquatic facilities to identify operational and capital trends.
- Investigated options for improved aquatics in Mansfield including:
 - A refurbishment of existing facility to extend the season
 - New temporary/or permanent enclosure of the existing facility
 - New indoor heated facility/closure of current facility
 - Alternative options resulting in a best outcome for Mansfield Shire
- Recommend preferred direction for Council based on capacity of Council/residents to sustain such a proposed facility.
- Develop a concept for a preferred option, identify capital costs and funding options and develop a 10-year business model/plan for the preferred option.

The Aquatic Facility Options Report addressed most of the requirements of a full feasibility study with

the exception of community engagement. Council implemented a separate community engagement process in order to provide Council with a quantifiable indication of resident’s preference (and willingness or not to pay) for an indoor versus outdoor aquatic facility in Mansfield. The Community Engagement Report was formally considered by Council in late 2011.

The 2011 Aquatic Facility Options Report is now of limited value and relevance for the following reasons:

- The existing swimming pool is 10 years older;
- Aquatic facility design and trends in activities and participation patterns have changed significantly in recent years;
- Population change in Mansfield Shire since 2011 which has seen significant population growth especially in the 0 to 9 and over 60 age cohorts;
- The need to ascertain the availability and suitability of potential sites previously assessed;
- Community infrastructure changes in Mansfield township since 2011;
- Development patterns since 2011 and projected into the future;
- Availability of utilities and connection to services.

The estimates of capital and operational costs were developed 10 years ago and provide little guidance to Council in understanding the financial implications of developing an indoor aquatic facility. In addition, contemporary approaches to community infrastructure provision focus on intergenerational facilities and incorporate sustainability principles in design, construction and operation.

5.2 Recommended approach to planning for an aquatic facility

If Council wishes to establish the community impact and viability of developing an indoor aquatic facility it will be necessary to complete a Feasibility Study, as one large project or in key stages/ components. In summary this will include:

Step 1:	Complete an assessment of community need and demand.
Step 2:	Assessing the proposed site for the aquatic facility.
Step 3:	Develop concept plans that reflect the findings from the community needs assessment and site assessment and establishes the capital costs involved.
Step 4:	Develop a business plan to understand the costs of operating the aquatic facility proposed in the concept plans. NOTE: Typically steps 3 and 4 are developed together, to ensure there is careful consideration of the building design in relation to the operating capacity and costs.

As noted above, the process should have a strong focus upon engagement and consultation with the community to understand their needs, aspirations, and expectations, and to provide opportunities for open conversations about priorities and the resources available to deliver the community's aspirations.

More detail about what is involved in each of the steps is outlined below.

Step 1: Assessing Community Need / Demand

Assessing community need is a critical element of the feasibility process, because it provides clear evidence about whether the facility is needed and is the key driver for determining the facility components that will be required. Core components of the Needs Assessment would generally include:

- A review of previous planning work completed by Council and other key stakeholders to understand how an aquatic facility helps to deliver on existing strategic directions and priorities.
- An analysis of current and projected demographic characteristics for the Mansfield Shire community including the population size, age profile, income, education and employment levels, cultural background, and key health determinants. These factors will influence whether demand for a facility might change (eg: increasing population), the types of programs, activities and facilities a community may wish to access, and the capacity of the community to pay.
- An assessment of general trends in aquatic leisure participation and facility development, and how these might be relevant to the Mansfield community.
- Analysis and mapping of other aquatic leisure opportunities available in and around the region, including where they are located, the communities and target markets they serve, and any evidence of gaps in the aquatic leisure market.
- Consultation and engagement with the community (including key stakeholder organisations) to understand existing use of aquatic leisure facilities, any difficulties community members or organisations experience accessing aquatic leisure opportunities, and the types of facilities, services, or programs they believe should be incorporated into a newly developed aquatic leisure facility. Council could also use this consultation to understand community preferences about the location of a facility. Consultation could include:
 - Targeted workshops with different sectors of the community eg: aquatic groups., health sector, education sector etc
 - A community survey available online and in key locations
 - Pop up consultation sessions in key community places eg: libraries, sporting events and facilities, community markets etc
 - One on one discussions with some key stakeholder groups eg: YAFM.
- A second stage of consultation and engagement with the community may occur once the Needs Assessment is completed, to inform the community about the outcomes from the planning work and the next steps Council proposes to take.

Step 2: Assessing the proposed site

Site selection can be a challenging issue with sometimes wide-ranging views about the localities in which facilities should be developed. A site located at the corner of Malcolm Street and Reynolds Street in Mansfield and adjacent to Mansfield Secondary College has been identified. This site is publicly owned and centrally located in Mansfield township. The precinct includes the Secondary School playing fields and indoor stadium which is currently under construction. Assessment of the site to confirm its suitability should consider the following:

- The area of land available
- Site conditions and topography (including presence of contamination)
- Location of services
- Proximity to main roads / visibility
- Proximity to public transport options
- Proximity to walking and cycling pathways
- Additional co-location opportunities
- Site aesthetics
- Traffic accessibility
- Land use planning consideration eg: is the proposed development consistent with the current zoning

A preliminary assessment of ground conditions, to understand whether there are any factors likely to make development on any part of the site unachievable or more costly will assist concept planning.

This assessment will assist in ensuring that the design and orientation of an aquatic facility would relate to the facilities and activity in the Secondary School precinct, maximise visibility and street presence and optimise links with walking and cycleways and links to the road network.

Step 3: Developing a Concept Plan

A Concept Plan is developed using the information gathered from steps 1 and 2. The Needs Analysis is a key determinant of the size of a facility and the specific components of a facility e.g. indoor water, outdoor water, water play, health and fitness facilities etc. Other factors which will impact upon the size of a facility are the likely resources available to fund capital and operational costs and any constraints associated with the site.

Community consultation and engagement will be an important part of this step, specifically to understand community views about the proposed concept/s. Council may for example, choose to invite the community to assist in the decision-making process if there are multiple concepts to be considered. Alternatively, Council may decide that engagement will focus upon informing the community about the Concept Plan and outlining the next steps.

Step 4: Developing a Business Plan

The development of a Business Plan is the final step in preparing a Feasibility Study but as noted previously this would typically occur together with the concept design process to ensure there is careful consideration of the building design in relation to the operating capacity and costs.

The Business Plan is based upon the facility size and components outlined in the Concept Plan, and key factors such as the size of the catchment population, the particular demographic characteristics of the catchment population such as the age profile and the capacity of the community to pay, and the resources available to fund the operation of a facility. It should provide clear information about the options for managing the facility and the ongoing operating costs over a minimum of 5 years.

At the conclusion of this step, Council will have clear information about the capital and operational implications of the proposed aquatic development. Community consultation and engagement may therefore be centred around a conversation between Council and the community about Council resources, and the community's capacity to pay. It should also have a focus upon informing the community about the next steps.

5.3 Indicative cost of a feasibility study

The likely cost to complete a feasibility study will be impacted by a number of factors including:

- The extent of community consultation;
- The extent of any assessment of ground conditions;
- The number of options for which concept plans and cost estimates are prepared; and
- Whether the steps are completed as part of one large project or as individual steps. The cost will be reduced by bundling all or some of the steps.

The cost to undertake a feasibility study for a small indoor aquatic facility is typically in the range of \$80,000 to \$100,000 and takes up to 12 months to complete. The State Government may provide funding to assist with development of the feasibility study.

6.0 Next steps

YAFM has recently written to Council seeking to confirm and clarify Council's intentions on the proposal to develop an indoor aquatic facility in Mansfield and specifically regarding a potential site fronting Malcolm Street adjacent to Mansfield Secondary College.

As discussed above, a number of reports and studies have been prepared about the indoor aquatic facility proposal since 2001, but the amount of time that has elapsed since the most recent study in 2011 means that Council does not have current information about:

- The need for, and community benefit from such a facility
- The facility mix required to respond effectively to community needs
- Any challenges associated with the proposed site
- The capital and operating costs to enable Council and the community to consider viable approaches to developing such a facility.

To assist informed decision making, Council will also need to have adequate information about the condition of the existing outdoor pool. If the existing pool has a short projected operating life, this presents some urgency for Council. Conversely, if the pool has many years ahead, this affords Council and the community the opportunity to take a more considered approach to the current request.

Below we outlined potential next steps for Council.

1. Condition of existing outdoor pool

- Review any advice or audit results received by Council since 2011 about the condition of the existing pool and recommended maintenance and repairs of the pool, associated systems and infrastructure and the extent of maintenance works undertaken.
- Engage a suitably qualified contractor to undertake a technical assessment of the current condition of the existing outdoor pool, recommend any maintenance or repair works and timelines for that, an estimate of costs and advise on its projected operating life.

2. Determine Council's position on YAFM's request

- Community interest in developing an indoor aquatic facility has been evident, with varying degrees of community advocacy activity, for over 20 years.
- By agreeing to confirm that Council will formally designate the Malcolm Street site as the preferred site for a period of time to provide YAFM the opportunity to work with community and government to realise an all year round aquatic facility, an expectation will be created that a facility will be developed, and that Council will be actively involved in progressing the proposal.

3. Response to YAFM

- It would be best if Council's intended level of involvement in progressing the proposal was communicated clearly to YAFM and the wider community at the time of formally designating the site.
- It would also be beneficial if Council advised YAFM of preferred organisation contact points and of any other requirements.

4. Feasibility study

- As discussed above, the appropriate way to progress a proposal to develop an indoor aquatic facility is through undertaking a feasibility study.
- The State Government may provide funding to support this but are likely to require Council to hold the funds / facilitate the study. Council should clarify the likelihood and timing of any funding support and consider governance arrangements if it was requested that Council hold the fund / facilitate the study.

Appendix 1. Summary of Past Planning Work and Council Decisions

Timeline Summary of Past Planning Work and Council Decisions		
Date	Documents	Key Findings or Outcomes
2001	Mansfield Swimming Pool Feasibility Study by consultants Kayleen Sumner and Associates	Assessed the future of the existing pool and recommended development of new indoor pool at the existing site to be funded by Council and grants.
2006	Feasibility Study for Recreation and Aquatic Facilities by consultants Thompson Tregear	Assessed the Malcolm Street site and concluded that the site could accommodate an indoor facility. Recommended that an indoor facility be developed at the site.
2006	Feasibility Study for Recreation and Aquatic Facilities by consultants Thompson Tregear	Further project to consider placement of facilities on site and assessed hydrotherapy/warm water pool given the aging demographic. Recommended that a facility be developed in stages with a 6 lane 25m pool with beach entry be constructed as stage 1.
2006	Mansfield Health and Wellbeing Precinct and Business Plan by consultants Urban Enterprise, Stratcorp and ML Design	Explored a concept for a precinct comprising community health, education, leisure and recreation facilities on one site. Malcolm Street site recommended given proximity to Mansfield Secondary College and partnership approach between Council, Mansfield District Hospital, Delatite Community Health Service, MACE, Mansfield Secondary College and YAFM. Business Plan addressed community benefits, capital and operating costs., management model and projected implementation plan of 3 years.
2007	Council Meeting Minutes (19 June 2007)	Council resolved to: <ol style="list-style-type: none"> 1. Receive the Mansfield Health and Wellbeing Precinct Concept Design and Business Plan; 2. Develop a strategy to secure cooperative project funding to progress the project; and 3. Continues negotiation with the Mansfield Secondary College to secure the required land for the project.
2011	Future Improved Aquatic Facility Options Assessment Summary by consultants SGL	The report involved market research, engagement and facility operational reviews. A range of options and approaches were assessed in detail and a recommended future direction proposed. The report assessed 7 options and recommended that as the existing pool offered limited use, an indoor facility would be beneficial to the community and that the Buller Ski Hire site was most advantageous. This is mainly due to the high capital costs associated with the Malcolm Street site and the potential to continue operations of the existing pool whilst development was to occur at an alternative site.

2011	Council Meeting Minutes (19 April 2011)	Report to Council outlining recent planning work looking at options for improved aquatic facilities and recommending community consultation phase and site assessment. A Consultant's report was also provided. Council resolved to retain and refurbish the existing pool, requested further information about works required and that work continue toward a more viable option within the next two years.
2011	Council Meeting Minutes (19 April 2011)	Report to Council from the Chief Executive Officer regarding work that has occurred in developing options for improved aquatic facilities. It also recommends that Council survey the community's attitude to a contribution of up to \$3 million for development of an indoor aquatic facility and ongoing operational costs. The report outlines two potential sites for such a facility, both of which require further work to be done once the community input is received. Council resolved to undertake a community consultation program to test attitudes to the contents of the report into future improved aquatic facility options and consider the results of that feedback at the August 2011 meeting.
2011	Mansfield Aquatic Facility Community Engagement Report by consultants Conway Alliance	Supported by a Project Control Group, the purpose of the consultation was to implement a community engagement process in order to provide Council with a quantifiable indication of resident's preference (and willingness or not to pay) for an indoor versus outdoor aquatic facility in Mansfield. The Future Improved Aquatic Facility Options Assessment Summary, April 2011 report to be used as reference for the concept of an indoor aquatic facility and basis for budget assumptions. The Report provides details of all consultation activities undertaken and of the feedback and results.
2011	Council Meeting Minutes (18 October 2011)	Council received the Mansfield Aquatic Facility Community Engagement report and resolved to use it as well as other information already gathered through previous studies to inform their decision in the best interests of the Mansfield Shire community on whether to retain and refurbish the outdoor pool, or to begin the process of building a new indoor pool and close the outdoor.
2011	Council Meeting Minutes (20 December 2011)	Report to Council outlining the background research and studies undertaken most recently regarding aquatic facilities and specifically the results of the Aquatic Facility Community Engagement Project Report. The report recommended that Council consider its preference to maintain the existing swimming pool or works towards a year-round facility. Council resolved that "having considered all the evidence including public opinion and responsibility as an equitable provider of services in the best interests of the Mansfield Shire community as well as financial implications: 1. To retain and refurbish the existing outdoor pool, implement recommendations of previous condition assessments;

		<p>2. To request that officers report back on timeframes and resourcing to achieve this; and</p> <p>3. To continue to work toward a more viable option for a year-round facility within the next two years”.</p>
2014	Council Meeting Minutes (19 August 2014)	Council considered and adopted the Sport and Recreation Strategy 2014-2019 which was prepared by Council. Community interest in a year-round aquatic facility came through in the consultation undertaken and the Strategy recommended that Council review previous planning work undertaken and investigate feasible financial models for provision of indoor aquatic facilities.
2015	Mansfield Township Structure Plan by Consultants, The Planning Group	Mansfield Township Structure Plan will guide the future use and development of the Mansfield Township for the next 20 years. It provides the strategic direction for changes to future rezoning and necessary planning controls to meet community needs, transport and accessibility, heritage, and infrastructure requirements. The Plan refers to the Sport and Recreation Strategy 2014-2019 and future priorities in relation to additional sports fields and indoor sports facility. Recommends review of Future Improved Aquatic Facility Options Assessment Report in relation to consideration of an indoor aquatic facility.
2018	Report Sports Facilities Strategy by consultants Insight Leisure Planning	The Strategy builds on recent Council planning for recreation, leisure, health and wellbeing. The aim of the project is to build upon the existing Mansfield Shire Sport and Recreation Strategy (2014-2019) to better understand the current and likely future recreational needs of the community and to develop a framework for the effective provision, management, and development of sporting facilities over the next ten years. The Strategy recommended retention and progressive improvements to the existing outdoor swimming pool. Detailed analysis was given to the aquatic issues and a range of future directions assessed.