

# BOYNE TANNUM AQUATIC RECREATION CENTRE (BTARC)

## OPERATING MODEL



50M POOL & GRANDSTAND



HEATED LEARN TO SWIM AND AEROBICS POOL



TWIN WATER SLIDES



GYMNASIUM



CAFE

---

## TABLE OF CONTENTS

---

<b>1</b>	<b>EXECUTIVE SUMMARY</b>	<b>4</b>
	1.1 Background	5
	1.2 Developer Deputation	5
<b>2</b>	<b>REPORT SCOPE</b>	<b>10</b>
<b>3</b>	<b>PROJECT SUMMARY</b>	<b>12</b>
	3.1 Introduction	12
	3.2 Project Vision	13
	3.3 Site Location	16
	3.4 Local Context and Existing Land Use	17
	3.5 Boyne Island Tannum Sands Population Overview	18
	3.6 Regional Catchment Overview (Gladstone)	19
	3.7 Aquatic Centre Catchment	21
<b>4</b>	<b>BTARC FACILITY</b>	<b>24</b>
	4.1 ZenDev's Development Application (DA/24/2021)	24
	4.2 Community Consultation Overview	27
	4.2.1 Summary of Stakeholder Engagement	27
	4.2.2 Summary of Community Engagement Activities	28
	4.2.3 Frequently Asked Questions	30
	4.2.4 Connecting with Council Plans	32
<b>5</b>	<b>BTARC MANAGEMENT AND OPERATIONS</b>	<b>35</b>
	5.1 Management Options	35
	5.2 Facility Organisational Structure	36
	5.3 Management Objectives	38
	5.4 Operational Objectives	38
	5.5 BTARC Programs and Services	39
	5.5.1 Core Programs and Services	40
	5.5.2 Co-Location benefits	42
	5.5.3 Innovation Activities	43
	5.5.4 Leisure and Adventure Activities	46
	5.6 Olympics and International Opportunities	47
	5.7 Management and Staffing	48
	5.7.1 Lifeguard and Supervision	48
	5.7.2 Facility FTE	49
	5.7.3 Staffing Pay Rates	49
	5.8 Commercial Waste Generation	50
	5.8.1 Waste Type	50
	5.8.2 Waste Quantities	50
	5.8.3 Total Waste Capacity	50
	5.8.4 Commercial Waste Generation	51
	5.9 Innovations	52

---

## TABLE OF CONTENTS

---

<b>6</b>	<b>BTARC CONSTRUCTION</b>	<b>54</b>
	6.1 Project Overview	54
	6.2 Form of Contract	56
	6.2.1 Tender Documents	56
	6.2.2 Tender Evaluation Process	57
	6.3 Pedestrian Activity	58
	6.4 Visual Amenity	59
<b>7</b>	<b>BOYNE RETAIL, RECREATION AND TOURISM PRECINCT</b>	<b>62</b>
	7.1 Precinct Plan	62
	7.2 Development Overview (Master Plan)	63
	7.3 Design Intent and Principles	64
	7.4 Common Areas	66
	7.5 Guiding Principles and Values	67
<b>8</b>	<b>SITE COMPARISONS</b>	<b>69</b>
	8.1 Existing Facilities	69
	8.2 Proposed Competition	70
	8.2.1 Timeline Comparisons	71
<b>9</b>	<b>FINANCIAL MODELLING</b>	<b>74</b>
	9.1 Assumptions	74
<b>10</b>	<b>COMMERCIAL CONSIDERATIONS</b>	<b>77</b>
	10.1 Key Commercial Lease	77
	10.2 Operating Options	78
	10.3 Operating Partner Opportunity	78
<b>11</b>	<b>DEVELOPER OVERVIEW</b>	<b>80</b>
	11.1 Introduction	80
	11.2 Capability	81
	11.3 Recent and Current Projects	82
	11.4 Capacity to Finance Project	88
	<b>REFERENCE LIST</b>	<b>89</b>
	<b>ANNEXURES</b>	<b>91</b>



1

**EXECUTIVE SUMMARY**

# 1 EXECUTIVE SUMMARY

## 1.1 BACKGROUND

In March 2018 Council resolved to consider options for an aquatic recreation centre in the Boyne Island and Tannum Sands area. In late 2018, community consultation was undertaken to help shape the Boyne Tannum Aquatic Centre Recreation Feasibility Study. This study was adopted by Council in January 2019.

Council completed a successful community engagement campaign which resulted in over 1,400 survey respondents, 94% of which were in favor of the proposed Boyne Tannum Aquatic Centre and 80% were from the Boyne Tannum Region.

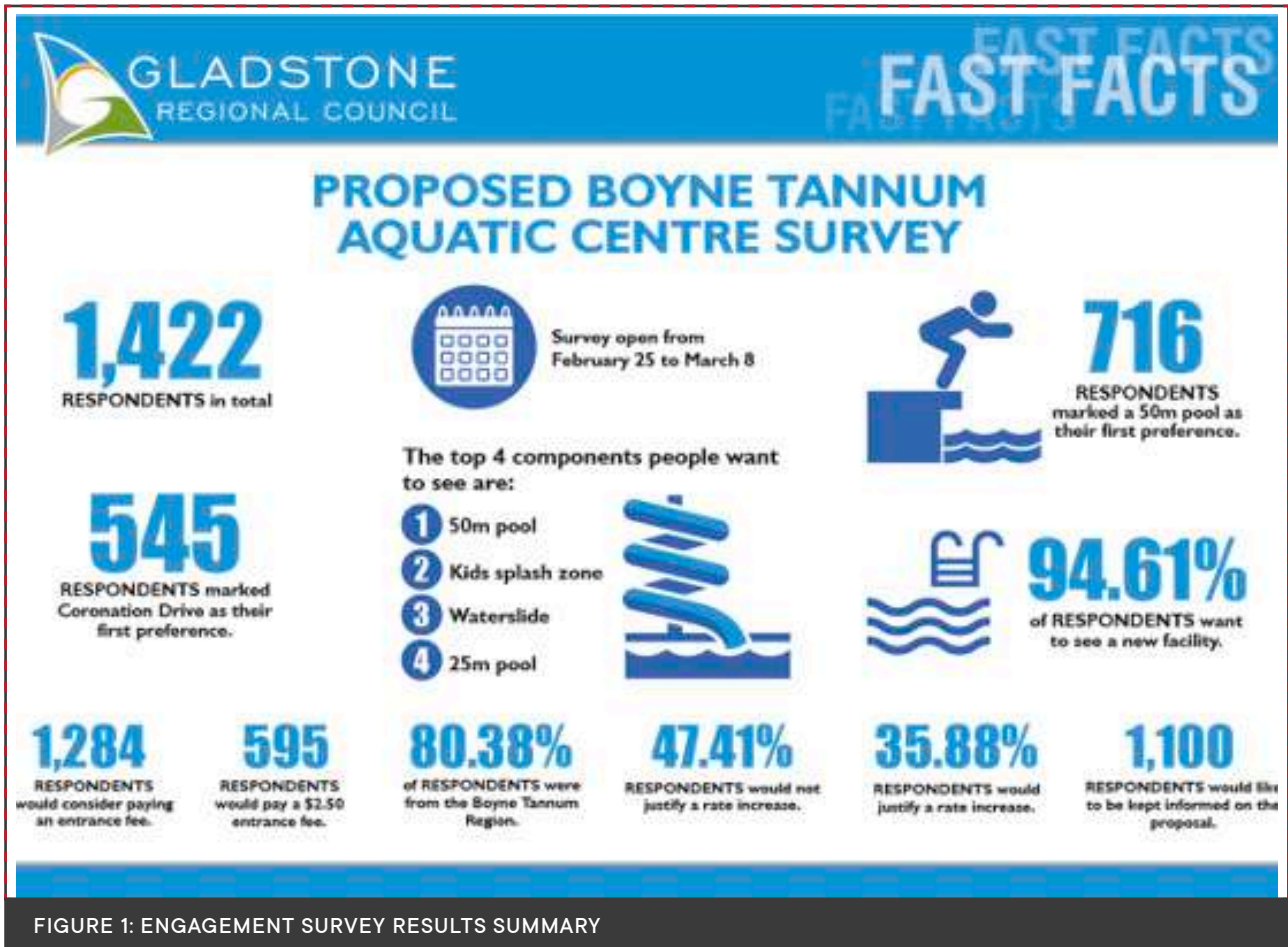


FIGURE 1: ENGAGEMENT SURVEY RESULTS SUMMARY

## 1.2 DEVELOPER DEPUTATION

On 3rd November 2020, ZenDev presented a deputation proposing to work with Council to deliver the aquatic recreation facility on an alternative site (Wyndham Avenue, Boyne Island) to that adopted by Council in June 2019. ZenDev's proposal sought to demonstrate the alternative location would offer advantages to the community if delivered by the developer and operated by Council under a lease agreement. The Wyndham Avenue site had already been considered by Council as part of the feasibility study in 2019. ZenDev carried out its own re-evaluation of the candidate sites which resulted in the Wyndham Avenue site as the highest scoring and most suitable candidate site. This project aims to become a strategic and valuable asset which enhances the socio-cultural experience and tourism benefits of the local area and intend to form a part of a future mixed-use recreational precinct in a boarder perspective.

ZenDev submitted a letter of intent as part of their presentation to Council inclusion indicative feasibility studies, economic overview and business case objectives. The letter of intent closed out by outlining proposed steps forward for this proposed collaboration as shown in figure 2 below.

# 1 EXECUTIVE SUMMARY

## WHERE TO FROM HERE

### DEPUTATION

ZenDev intends to discuss potential development pathways with GRC at the deputation meeting that may include but is not limited to the following:

1. GRC to incorporate the proposed BTARC on the subject site as part of ZenDev's proposed Community Centre Precinct
2. ZenDev to collaborate with GRC to utilise funds already available to Council for the research and feasibility of the Aquatic Centre
3. GRC and ZenDev to work together to jointly apply for Local, State and Federal Grants funding for the Planning and Construction of the Proposed BTARC

### DRAFT MOU

It is our goal that GRC and ZenDev come to an agreement that is mutually beneficial to the community and all stakeholders involved. The "agreement" will include a list of actionable items collated for the sole purpose of investigating the Development of the proposed Boyne Tannum Aquatic Recreation Centre "BTARC" on the subject site which ZenDev currently have control over being the corner of Wydnham Avenue & Centenary Drive, Boyne Island (Lot 5 RP 620667 & Lot 1 RP 619033).

### ROLE OF PARTIES

**ZenDev Pty Ltd (ZenDev)** (the Development Manager) to facilitate, manage and co-ordinate the following:

A report identifying desirable pathways, with further analysis of the future economic benefits

- I. Concept Development.
- II. Feasibility Study.
- III. Community Consultation.
- IV. Concept Design and Costing.
- V. Source and finalise suitable commercial terms with Sub-lessees (operators).

**Gladstone Regional Council (GRC)**, as part of the agreement between both parties will:

- I. Contribute to the funding for the BTARC design and feasibility stages.
- II. Agree to assist **ZenDev** with securing BAF funding as a joint applicant
- III. Liaise with **ZenDev** to receive and assess feedback from the Community
- IV. Provide **ZenDev** with relevant information to assist the project moving forward.
- V. Assist **ZenDev** to prepare application/s for Grant Funding for the BTARC and co-located uses on the subject site.

Yours Sincerely,



**Jacob Scott**  
Director  
ZenDev Pty Ltd

FIGURE 2: LETTER OF INTENT TO GRC

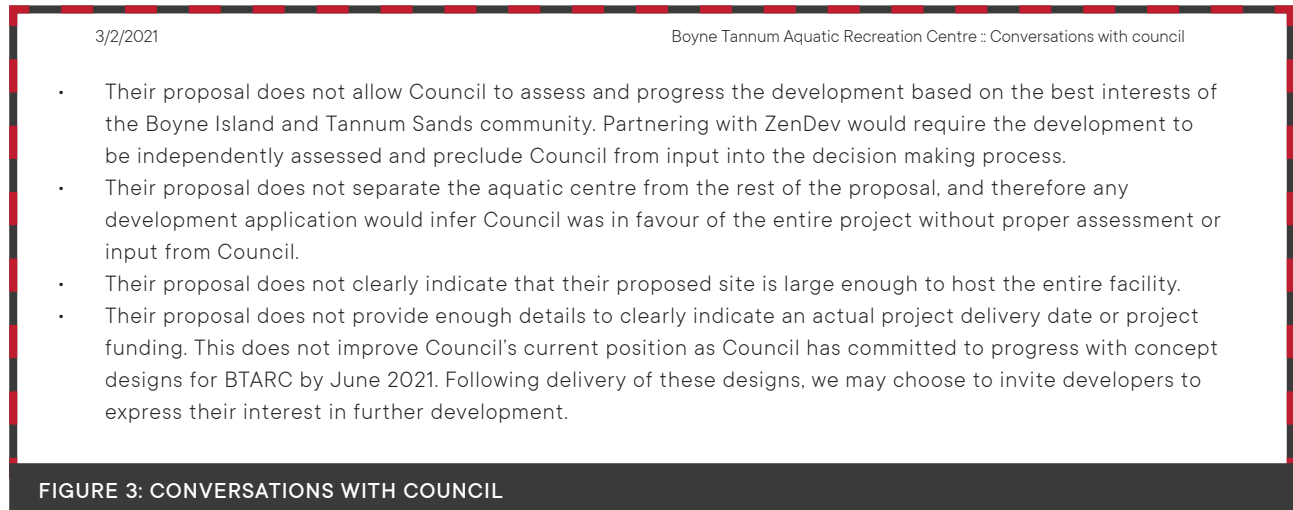
---

# 1 EXECUTIVE SUMMARY

---

On the 3rd of February 2021, Council published a statement on their website (<https://conversations.gladstone.qld.gov.au/>), stating that Council will continue with the BTARC facility without partnering with a commercial developer (ZenDev), due to Council's commitment to deliver concept designs by **June 2021**.

Council's statement listed a number of reasons for its decision to dismiss ZenDev's proposal such as:



---

## EXECUTIVE SUMMARY

---

In response to Council's decision to dismiss the proposal and to continue with their own concept designs, rather than accepting the rejection, ZenDev decided to continue its investigations, community engagement and design works and to eventually overcome each objection. This has now clearly been demonstrated by receiving the development approval from Council.

1. *"Their proposal does not allow Council to assess and progress the development based on the best interests of the Boyne Island and Tannum Sands community. Partnering with ZenDev would require the development to be independently assessed and preclude Council from input into the decision-making process."*

**Response:** ZenDev prepared, submitted and have successfully achieved Development Approval for the proposed Boyne Tannum Aquatic Centre. (Annexure 4)

Whilst the application was being assessed by Council's Planning officers, no negotiations were undertaken, nor was any proposal or agreement presented to Council, its officer, or its elected officials. As a result Council may now partake in "the decision making process".

2. *"Their proposal does not separate the aquatic center from the rest of the proposal, and therefore any development application would infer Council was in favor of the entire project without proper assessment or input from Council."*

**Response:** ZenDev excised the Aquatic Centre application from the rest of the proposed development by staging the project and lodging the Aquatic Centre Application separately.

A new lot was also created so that the Aquatic Centre is formally independent of the rest of the future development with its own separate access, egress, car-parking and service connections.

3. *"Their proposal does not clearly indicate that their proposed site is large enough to host the entire facility."*

**Response:** The DA approved plans comply with Local and State Planning provisions clearly indicating that the site is more than sufficient to host the facility.

4. a) *"Their proposal does not provide enough details to clearly indicate an actual project delivery date or project funding. This does not improve Council's current position as Council has committed to progress with concept designs for BTARC by June 2021. Following delivery of these designs, we may choose to invite developers to express their interest in further development."*

**Response re: timing:** The development program includes a timeline which is currently on track with the original projections presented to Council in November 2020.

**Response re financial capacity:** Annexure 2 provides evidence of ZenDev's ability to finance the project.





# 2

## REPORT SCOPE

---

## 2 REPORT SCOPE

---

ZenDev's proposed site is one of two possible locations for the development of the highly anticipated Boyne Island, Tannum Sands Aquatic and Recreation Centre, referred to through out this report as "BTARC". This report demonstrates ZenDevs project's advantages, benefits and possible efficiencies predominantly driven by three main elements.

1. Centre Zoned location supported by existing and future critical infrastructure
2. Ability to stimulate tourism, drive visitation and enhance opportunities for local events such as BTHU.
3. Significant capital and program delivery efficiency's

This report sets out to provide framework for the operation and management of the proposed BTARC on ZenDev's site located on the corner of Wyndham Avenue and Coronation Drive. The feasibility of the Aquatic Facility was developed on the assumption that an Aquatic Facility Company is contracted to operate the facility. Annexure 5 outlines the projected cost and revenue of the operation under management.

The ownership model is based on a "Lease Hold" scenario whereby Gladstone Regional Council is the proposed Lessee, under the assumption that a third party facility management operator would be engaged to facilitate the management operations under a sublease or management agreement with Council. Council will have options to purchase the facility, free-hold, at pre-determined dates after the facility is fully operational allowing sufficient time to organise funds.

This report explains the proposed relationship between the Developer (Lessor) and GRC (Lessee) and the management company (Operator) and estimated cost, risk, the benefits of the Lease scenario and the process to establish the Lease between the 3 parties and the responsibility of each party through the various stages of the development. I.e., Approvals, Detailed Design, Construction and Operations, once construction is completed. ZenDev welcomes suggestions from Council regarding alternative structures other than a lease hold scenario in the event our proposed structure is not the preferred deal structure.



**3**

**PROJECT SUMMARY**

### 3 PROJECT SUMMARY

#### 3.1 INTRODUCTION

The development of the proposed Boyne/ Tannum Aquatic Centre is the first step in the establishment of a broader mixed-use retail, tourism and recreational hub within the Boyne Island Town Centre.

The proposed development has received Development Approval for a Material Change of Use for Outdoor Sport and Recreation (Outdoor Aquatic Centre) on existing Lot 5 on RP620667 / Proposed Lot 1 and Reconfiguration of a Lot for a Boundary Realignment (to establish the Aquatic Centre on Proposed Lot 1).

The aquatic centre will comprise of a 50m pool (8 lanes) and spectator grandstand, indoor aerobics / learn to swim pool, children's splash pool and playground, landscape and recreational areas with tables and seating, reception, office, café, function room, gymnasium amenities and a 50-space carpark.

The reconfiguration of the lots proposes to amend the boundaries of the site to better align with the proposed development footprint for the aquatic centre and future recreational hub uses and establish reciprocal access easements over the proposed lots. The proposed development presents a viable opportunity for maximising the use of a strategically significant, underutilised site within the Boyne Island Town Centre.



FIGURE 4: SUBDIVISION PLAN

### 3 PROJECT SUMMARY

#### 3.2 PROJECT VISION

ZenDev Directors, Jacob Scott and Michael Emanuele identified the subject river-side location in September 2019. Since then, they have been progressing towards realising the vision of creating a Flagship Tourism, Recreation and Community precinct where both residents and visitors can come together to Eat, Drink, Play and Stay. The vision was to utilise the waterfront location and Centre Zone strategic uses to activate the Boyne River with Adventure Tourism activities such as Boat and Jet Ski Hire, Fishing Charters, introducing additional fishing competitions to the Boyne/Tannum area to cement its identity as the Fishing Capital of Queensland already being host to the largest family fishing competition in the country.



FIGURE 5: PRECINCT RENDER

### 3 PROJECT SUMMARY

#### PRECINCT 1

#### Health and Wellbeing Precinct



A new landmark aquatic centre for the community, incorporating:

- Outdoor heated 50m x 8 lane FINA approved pool
- Grandstand seating for 300 persons
- Giant water slides
- Indoor heated learn to swim and exercise pool
- Zero depth splash pad
- Fully serviceable cafe (internal and external servery)
- Large gymnasium
- Lagoon style pool; and
- Amenities



#### PRECINCT 2

#### Lifestyle Precinct



**Preferred Uses:**

- Short-term Accommodation (150 - room hotel)

**Includes:**

- Bar
- Food and Drink Outlets
- Function Facilities

**Potential other uses:**

- Multiple dwellings
- Residential care facility
- Retirement facility



### 3 PROJECT SUMMARY

#### PRECINCT 3

#### River Activation Precinct



##### Proposed Uses:

- Club (Boat Club and Marina – 75 berths)

##### Potential uses:

- Bar
- Club (other)
- Community Use
- Food and Drink Outlet
- Function Facility
- Market
- Shop



## 3 PROJECT SUMMARY

### 3.3 SITE LOCATION

The proposed development site is located adjacent to the Boyne River, approximately 14km south-east of Gladstone CBD. Specifically, the site is located in Boyne Island which is an established suburb bound by Tannum Sands to the south, South Trees to the north, and O'Connell and Wurdong Heights to the east. Boyne Island Road provides access to the area from the main arterial Gladstone Benaraby Road which connects to Gladstone CBD to the north (Figure 6).



FIGURE 6: PRECINCT RENDER

- **North** – the site has a 125m frontage to Arthur Street, with low-density residential land dwellings located on the opposite side of Arthur Street.
- **South** – the site has a 183m frontage to Centenary Drive and John Oxley Bridge, with low-density residential dwellings located on the other side of Centenary Drive and Stirling Park located further south.
- **East** – the site has a 120m frontage to Boyne River which is setback by dense vegetation along the riverbank and a pedestrian footpath which extends along the river's edge and connects to the Centenary Drive footpath, and a 140m frontage to two single residential dwellings which gain access via an access easement from Arthur Street.



### 3 PROJECT SUMMARY

#### 3.4 LOCAL CONTEXT AND EXISTING LAND USES

The suburb is characterized by a mixture of low-density and medium density residential, centre, community, open space, conservation, industrial and rural land uses (Figure 7).



FIGURE 7: ZONING (GRC 2017)

### 3 PROJECT SUMMARY

#### 3.5 BOYNE ISLAND TANNUM SANDS POPULATION OVERVIEW

According to the data from Census 2016, Boyne Island and Tannum Sands region can be identified as a relatively young, high-income area with a significant number of households with children.

The population of Boyne Island Tannum Sands – Benaraby – Wurdong Heights represents a total of 18.8% of the Gladstone regional population with 11,571 people usually residing in the community. A breakdown of the population statistic (by age category) is provided below in Figure 8:

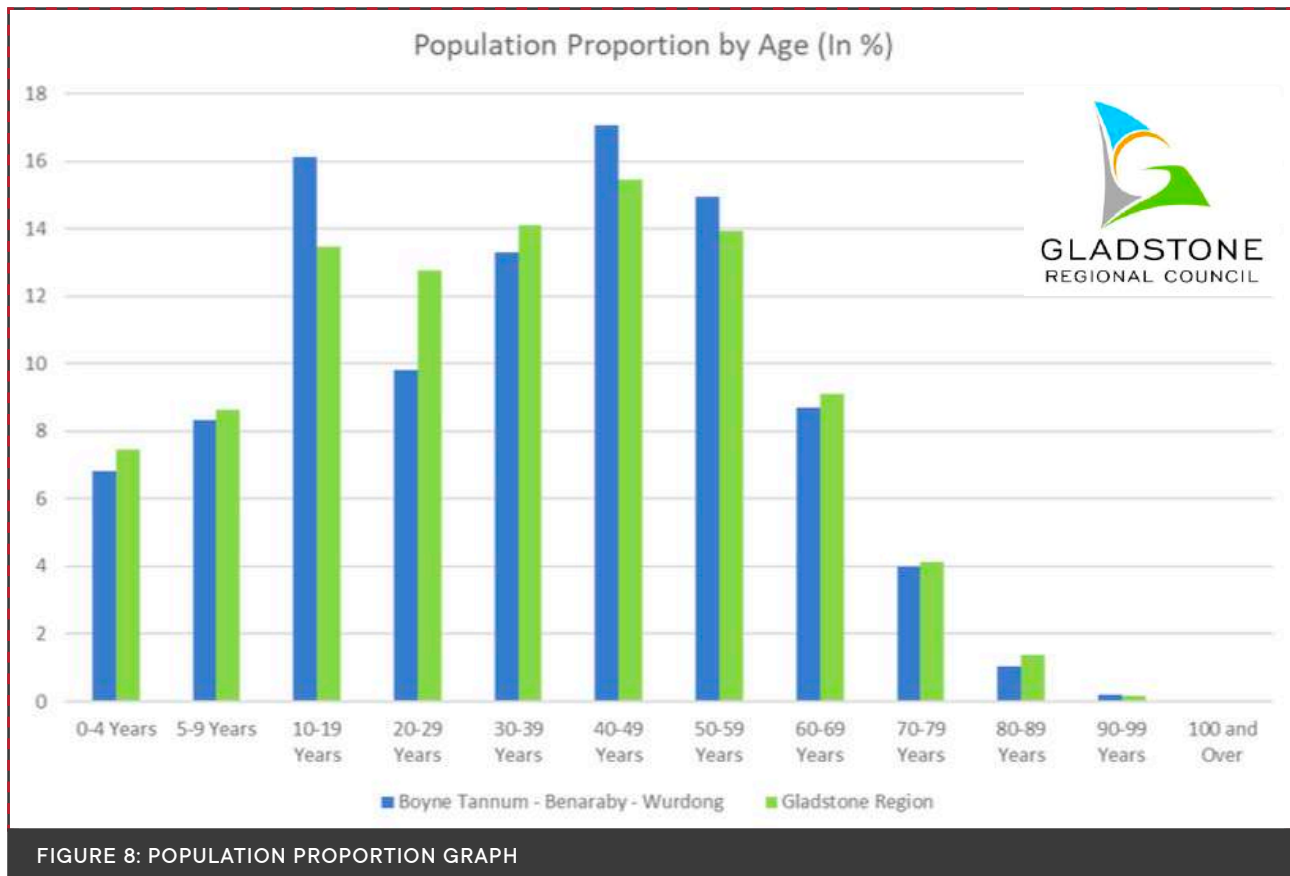


FIGURE 8: POPULATION PROPORTION GRAPH

In a benchmark comparison of the age categories of the Gladstone Region the population for the area show the age percentage of residents is highest amongst the 10–19 year old and 40–49 year old categories. This provides a unique perspective of the regional population residing in the Boyne Island Tannum Sands – Benaraby - Wurdong Heights area and how the proposed facility will offer key lifestyle, health and wellbeing opportunities to the local community.

### 3 PROJECT SUMMARY

#### 3.6 REGIONAL CATCHMENT OVERVIEW (GLADSTONE)

The Gladstone State Development Area continues to attract large industry to the region, including the fledgling Liquefied Natural Gas (LNG) industry.

A strong retail and service sector within the modern urbanised city of Gladstone together with tourism and primary production (particularly beef cattle and timber) provide abundant choice for workers and opportunities for business people. Balanced with large areas of green open space, including several national parks, historical sites, bush walks and marine activities, including fishing and crabbing, residents have a wide choice to explore and experience the great outdoors. A strong sense of community with a “can do” attitude and a relaxed and friendly atmosphere permeates throughout the region.

Well developed infrastructure and services, including a regional airport, continues to support the localised identity of the communities across the region, providing choice in lifestyle.

These communities include the urban centres of Gladstone and Tannum Sands/Boyne Island, plus the smaller towns of Agnes Water, Ambrose, Baffle Creek, Benaraby, Bororen, Builyan, Calliope, Lowmead, Miriam Vale, Mount Larcom, Many Peaks, Nagoorin, Raglan, Rosedale, Seventeen Seventy, Turkey Beach, Ubobo and Yarwun.

The local economy is underpinned by some of Australia’s largest and most significant resources, energy, and engineering activities. Gladstone is home to the state’s largest natural deep-water port allowing for cargo shipping and cruise liner stop over access to over 15 domestic and international cruises annually. Figure 9 shows the recent infrastructure projects around the area.

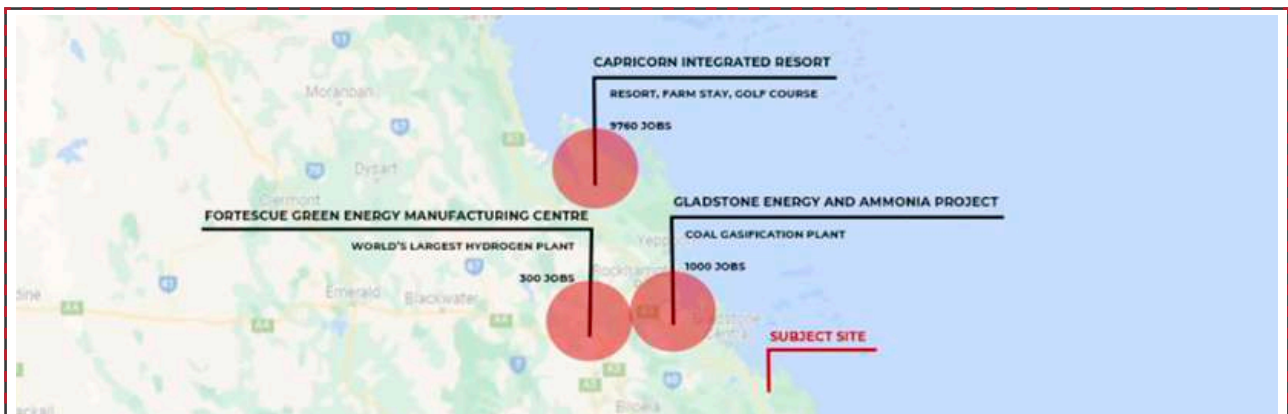


FIGURE 9: MAJOR PROPOSED INFRASTRUCTURE PROJECTS

### 3 PROJECT SUMMARY

The Gladstone Region expands across 10,414 km<sup>2</sup> and extends from the northern boundary of the Gladstone Hinterland (Raglan) to the Southern border of Agnes water and Miriam Vale Balance (Rosedale)



FIGURE 10: REGIONAL CATCHMENT (REMPAN)

#### POPULATION 2015 - 2020 (Remplan 2022)

The total population of the Gladstone Region is currently **63,861**.

Graph 2 shows the population change between 2015–2020.

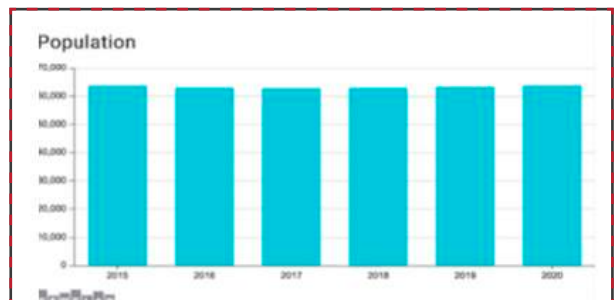


FIGURE 11: POPULATION 2015 - 2020

#### POPULATION 2016 - 2041 (Remplan 2022)

There has been a population change of 6,164 people living in the Gladstone Region in 2020 when compared to 2010. The population of the Gladstone Region is set to have an annualised growth rate of 0.67% reaching a population of 74,397 people by 2041. Graph 3 shows the population projection up to 2041.

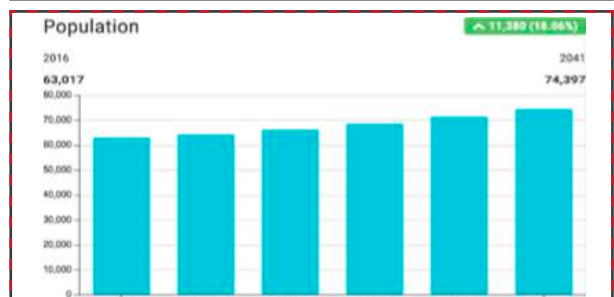


FIGURE 12: POPULATION 2020 - 2041

### 3 PROJECT SUMMARY

#### 3.7 AQUATIC CENTRE CATCHMENT

To understand the economic, social and wellbeing benefits of the Boyne Island Tannum Sands Aquatic Centre a detailed facility catchment analysis has been completed. Due to the geographic profile of the broader region and the expected travel time for residents to access the facility, we have analyzed the local community (Boyne Island, Tannum Sands, Benaraby and Wurdong Heights) along with the broader Gladstone Region to showcase the real catchment opportunity for the facility.

We feel there is an opportunity to attract users from outside the local region due to the design and ancillary offerings of core aquatic facility. Provided herein is a map of the opportunity catchment of residents outside of the Gladstone Region in an effort to highlight an expanded opportunity beyond the Gladstone regional borders.

Industry trends indicate that users of aquatic facilities will travel up to 30 minutes to access quality services. Due to the location of the facility being in regional Queensland we have assumed facility users will travel further to gain access to aquatic services. To ensure we align with industry trends we have used the following travel time assumptions:

- “Primary” catchment travel time: 0–20 minutes
- “Secondary” catchment travel time: 20–30 minutes
- “Tertiary” catchment travel time: 30+ minutes

Due to the services being offered at the BTARC we anticipate users will travel longer distances to access core services. The following maps in Figure 13 and 14 depicts the catchment by travel time:

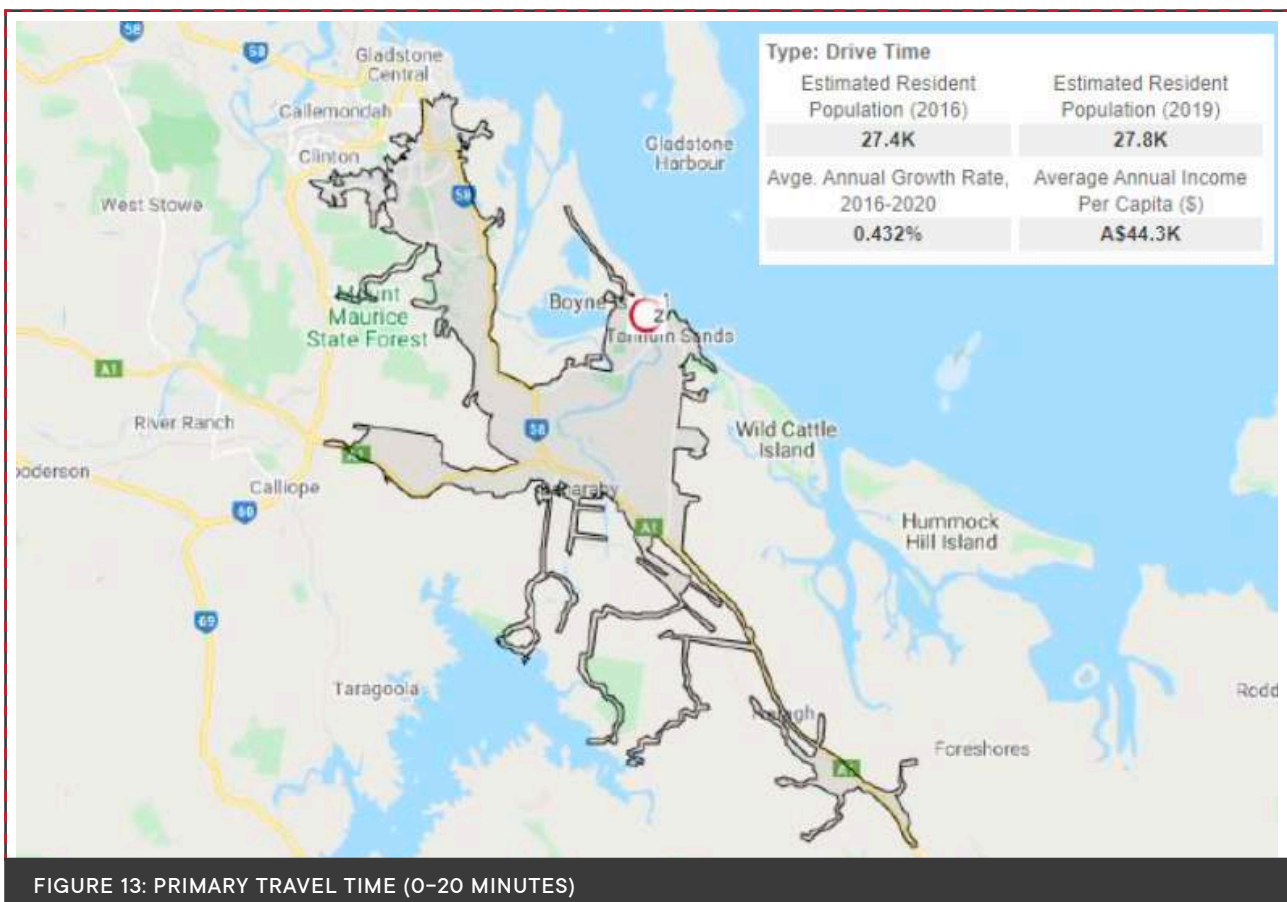
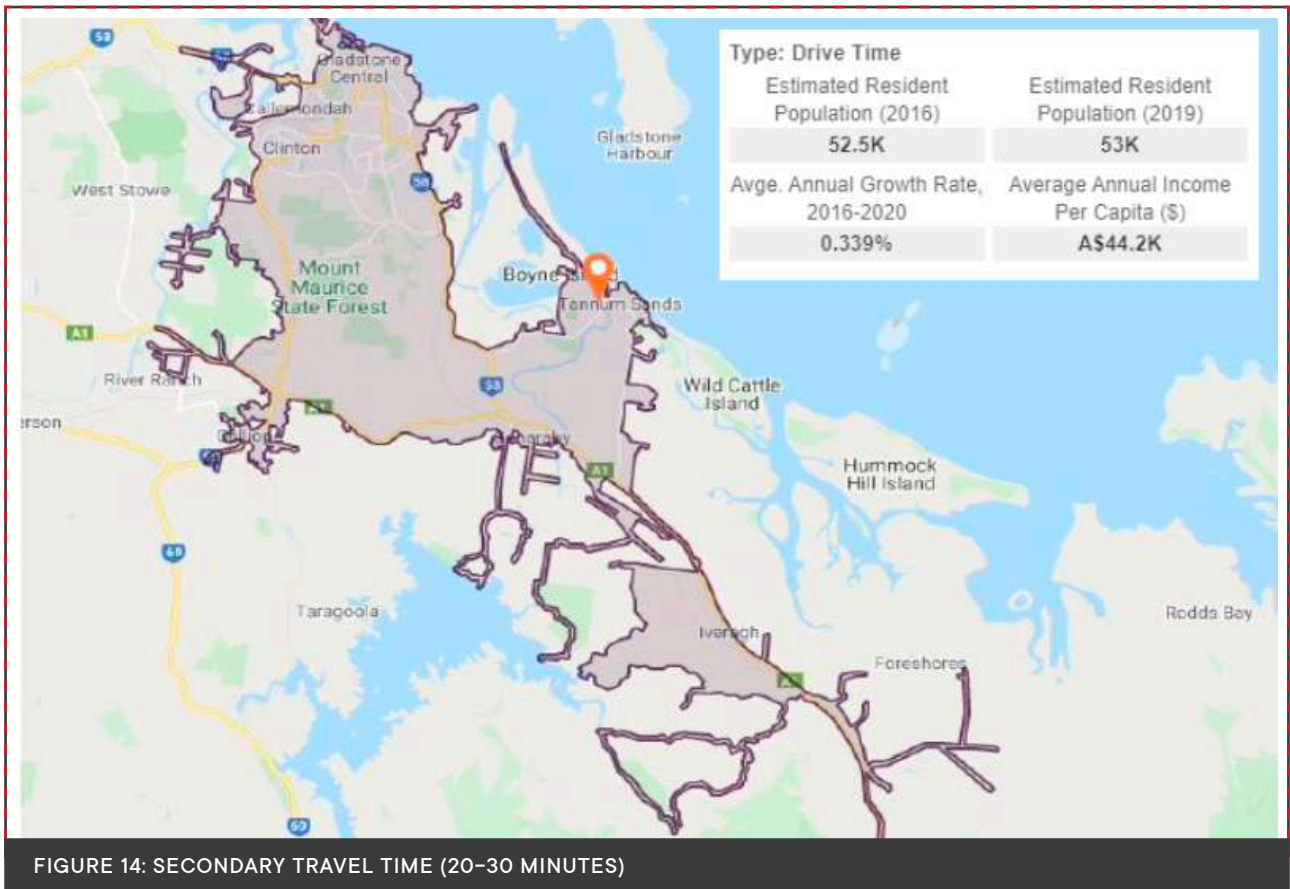


FIGURE 13: PRIMARY TRAVEL TIME (0–20 MINUTES)

### 3 PROJECT SUMMARY





**4**

**BTARC FACILITY**

## 4 BTARC FACILITY

### 4.1 ZENDEV'S DEVELOPMENT APPLICATION (DA/24/2021)

In response to Council's decision to dismiss ZenDev's proposal to partner with Council to design and eventually develop the Boyne Tannum Aquatic Recreation Centre (BTARC), ZenDev set out to rectify each issue raised resulting in their decision, starting with preparing a development application which was submitted to Council in May 2021. The components included in the design were largely chosen based on results from community engagement activities and surveys carried out with the Boyne/Tannum residents, community groups and facility operators.

The proposed development has received Development Approval for a Material Change of Use for Outdoor Sport and Recreation (Outdoor Aquatic Centre) on existing Lot 5 on RP620667 / Proposed Lot 1 and Reconfiguration of a Lot for a Boundary Realignment (to establish the Aquatic Centre on Proposed Lot 1).

The aquatic centre will comprise of a 50m pool (8 lanes) and spectator grandstand, indoor aerobics / learn to swim pool, children's splash pool and playground, landscape and recreational areas with tables and seating, reception, office, café, function room, gymnasium amenities and a 50-space carpark.

The reconfiguration of the lots proposes to amend the boundaries of the site to better align with the proposed development footprint for the aquatic centre and future recreational hub uses and establish reciprocal access easements over the proposed lots. The proposed development presents a viable opportunity for maximising the use of a strategically significant, underutilised site within the Boyne Island Town Centre.

A detailed site plan is shown in Figure 15.



FIGURE 15: SITE PLAN FOR BTARC



## 4 BTARC FACILITY

The proposed Material Change of Use for Outdoor Sport and Recreation is prescribed impact assessable development within the Centre zone pursuant to Part 5 of the Gladstone Regional Council Planning Scheme 2017. The BTARC will be the first stage of the development in terms of the whole precinct.

The proposed development is, therefore, impact assessable overall. The development undertook a public notification period of 15 days where 267 submissions in support of the proposed aquatic centre were received and only 3 submissions were received opposing the development.

In accordance with the Planning Act 2016 and the Planning Regulation 2017, Gladstone Regional Council is the assessment manager for this application. The proposed development triggers referral to the State Assessment and Referral Agency and assessment against the relevant State Development Assessment Provisions for development within close proximity to a state-controlled road (Centenary Drive) and a state-controlled road intersection (Wyndham Avenue and Centenary Drive), and a boundary realignment within a coastal management district.

The application was supported by Architecture Plans and other technical studies and documents, including a Landscape Concept Plan, Transport Impact Assessment, and Engineering Report and Storm-water Management Plan.



FIGURE 16: FRONT ENTRANCE RENDER



FIGURE 17: VIEW FROM WATER SLIDE RENDER

## 4 BTARC FACILITY

TABLE 1: FACILITY DESIGN MARKET SEGMENTATION

FACILITY AREA	FACILITY COMPONENTS	MARKET SEGMENTS	MARKET OBJECTIVES	COMMUNITY OUTCOMES
<b>AQUATIC FACILITIES</b>	Outdoor 8-lane x 50m Pool (FINA approved)	Swim Squads Aqua Aerobics School Swimming Health and Fitness Lap Swimming General Play Programming	Provide a functional space for swimming and fitness activity.  FINA compliant facility provides additional uses for competition and expanded user groups (i.e. elite training and competition).  Provide adequate water space and access for large user groups i.e. school swimming activity.	The FINA compliance of the 50m pool will open opportunities to provide elite competition and attract a larger target audience. The community have access to a state-of-the-art facility not seen outside of metropolitan areas and comparable to adjacent regional hubs (i.e. Rockhampton 2nd World War Memorial Swimming Pool).
	Indoor 15m x 10m Program Pool (heated)	Health and Wellbeing Rehabilitation General Exercise Older population activity Learn to Swim General activity	Provide heated indoor water space to promote programming and rehabilitation.  Increase participation in learn to swim enrollments through dedicated access and constant water temperature.	Providing the community with access to critical health and wellbeing opportunities for rehabilitations, social interactions, and programming. The heated water will provide critical learn to swim services which will promote an improved learning environment for students.
	Outdoor Free-form Leisure Pool (ponds)	Leisure Activity General Activity Health and Wellbeing	To promote water activity as a lifestyle and leisure, increasing physical activity amongst the broader population.  Promote water confidence across a broad cross section of the community through variable depth and leisure orientated activity.	The water space provided will attract a larger target market through the addition of variable water depths and interactive components. Participation will be increased due to a variety of attractions ensuring multiple visits to the facility are encouraged.
	Water Slides	Leisure Activity Programming (i.e. birthday parties) Social Interactions and Gatherings	Provide a unique water experience in the CQ region.  Make the BTARC a destination venue for programs and events to complement the community focus.	Leisure activity will play a major role in the economic development of the region. The water-slides are an addition to the facility which is unique and will provide additional use cases for repeat business.
<b>DRY FACILITIES</b>	Gymnasium	Health and Fitness Programming Wellbeing Activity	Provide a unique user proposition with gym and swim facilities  Improve community visibility of the facility to attract a larger target audience	Offering more user case propositions for the community to attract a whole family approach. Complementing facilities in the one location will attract a broader market segment and promote an increase in memberships and general use.
	Café	Lifestyle and Leisure Wellbeing Social Interactions	Provide food and beverage options for facility users.  Provide food and beverage options for users of the precinct and complementing facilities (i.e. hotel and shopping centre)	Encouraging longer participation times for groups and individuals. A café option will allow the community to access core services whilst accessing the other facilities on offer.
	Zero Depth water play	Lifestyle and Leisure General Activity Social Interactions Babies and Infants Activity	Provide safe access to water play equipment.  Provide a suitable social gathering element to promote whole of facility activity.	Zero depth water play equipment provides a key asset to the facility to promote social inclusion and activity. This element will be essential to attract a large target audience and promote increased usability across all facilities and services (i.e. café, gym etc).

## 4 BTARC FACILITY

### 4.2 COMMUNITY CONSULTATION OVERVIEW

#### 4.2.1 SUMMARY OF STAKEHOLDER ENGAGEMENT

The following Table 2 provides a summary of the Engagement Activities undertaken for the Boyne Tannum Mixed Use Retail, Recreational and Tourism Precinct, including the proposed Aquatic Recreation Centre known as (BTARC) being stage 1 of the 3-stage precinct.

TABLE 2: ENGAGEMENT ACTIVITIES
<b>ENGAGEMENT ACTIVITIES WITH LOCAL, STATE AND FEDERAL AUTHORITIES AND AGENCIES</b>
SARA (DAF, DES, DSDMIP, MSQ, DNRME)
Gladstone Ports Corporation (GPC)
Gladstone Regional Council – Planning team (GRC)
Gladstone Regional Council – Economic Development Team (GRC)
Deputation presentation at Council's General meeting
Meeting with Glen Butcher MP
Meeting with Deputy Mayor (Cr Goodluck)
<b>MEETINGS AND ENGAGEMENT ACTIVITIES WITH GROUPS AND STAKEHOLDERS</b>
<b>COMMUNITY GROUPS</b>
Engagement activities with GAPDL
Engagement activities with BTARC Community Working Group
Engagement activities with Boyne/ Tannum Swim Club (Bullets)
Meeting with Tannum Sands Surf Lifesaving Club
Meeting with Local Aquatic Centre Facility Manager - Bluefit Swim
Meeting with Boyne Tannum HookUp president
<b>LOCAL BUSINESS OWNERS</b>
Boyne Island McDonalds
BITS Medical
Events QLD
Boyne Island Motel & Villas
Junction Cafe
Tannum Garden Centre
LJ Hooker – Tannum Sands
Discovery Holiday Park

## 4 BTARC FACILITY

PUBLIC NOTIFICATIONS ENGAGEMENT ACTIVITIES (Commenced 7 October and ending 27 October)	
8/10/2021	2,000 letters distributed to Boyne/ Tannum Residents (delivered and distributed by Boyne Tannum Bullets Swim Club)
10/10/2021	Flyers distributed at Bullets tenant at BAM
8/10/2021	7News Interview: ZenDev Directors Jacob Scatt and Mic Emanuelle
7/10/2021	Facebook post informing residents of Public Notification Commencement
8/10/2021	Facebook post sharing 7news interview
7-29/10/2021	Support submissions to Council via ZenDevs web page

### 4.2.2 SUMMARY OF COMMUNITY ENGAGEMENT ACTIVITIES

ZenDev engaged Specialist Community Engagement and Town Planning Consultant – Ethos Urban to assesses the likely level of interest and the potential risk of objection from stakeholders and the community to the development application and to prepare a strategy for future community consultation, stakeholder engagement and strategic communication activities to mitigate these risks. Some of the objectives for the engagement activities were to:

1. To seek the community's views on the proposed location and understand their concerns in relation to potential impacts such as Environmental Impacts, Traffic and Noise.
2. Seek to provide clarity and reduce confusion regarding ZenDevs relationship with GRC and why two Aquatic Centres are being proposed in the Boyne Tannum region at the same time.
3. Provide open and transparent communication through social media and mainstream media.
4. Regularly release community updates providing consistent information addressing topics frequently raised by the community.
5. Provide easily accessible project information and user-friendly project enquiry page on ZenDev website for the community to submit their suggestions, comments, concerns and to provide a streamlined innovative platform for residents to submit support submissions.
6. Seek feedback from residents regarding desirable and un-desirable components and inclusions sought in the Aquatic Centre Designs
7. Seek feedback and suggestions from residents regarding desirable and un-desirable potential uses for the future stages of the Retail, Recreational and Tourism precinct.

Based on the engagement activities carried out over the past 12 months it is evident that the vast majority of the community members strongly believe that ZenDev's site in Boyne Island is the preferred location for the Public Aquatic and Recreation Centre to be used by the Boyne/ Tannum community.

Out of the 270 Public Submission's received during public notification, 267 were positive, requesting Council to approve the development and only 3 objections were received (98.8% in support).

129 respondents expressed their reasons for why they believe the project should be approved by Gladstone Regional Council.

Social media was the most effective method to reach the local community via community. Facebook was the predominant media followed by Linked in and then Instagram. Gladstone region, specifically the Boyne Tannum Community have a active Social media community.

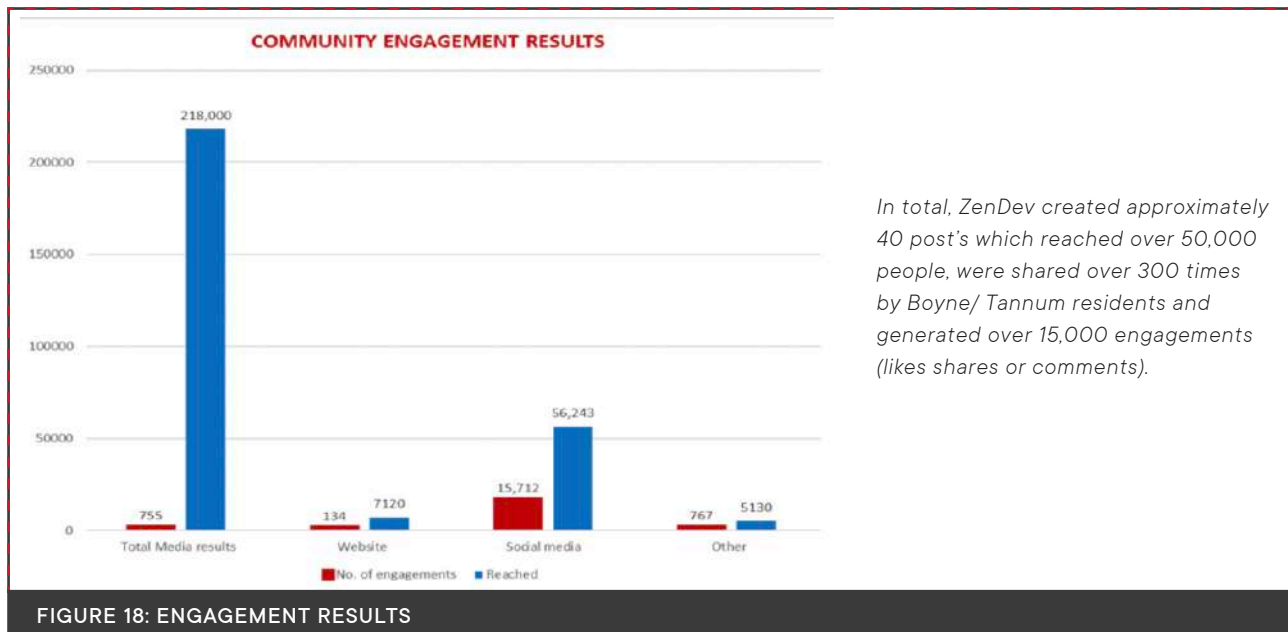
## 4 BTARC FACILITY

TABLE 3: ENGAGEMENT RESULTS

	CHANNEL	NO. OF RESPONSES	REACH
<b>Media</b>	Interviews with local TV station News (TELEVISED)	755	218,000
	Local radio station interview		
	Print Media (newspaper & digital)		
<b>Social Media</b>	Facebook posts	15,712	56,243
	LinkedIn posts		
	Instagram posts		
<b>Website</b>	Website enquiry	134	7,120
	Project page visits		
<b>Others</b>	Newsletter delivered to residents	767	5,130
	Deputation		
	Email/phone enquiry		
	Meetings		
	E-newsletter		

### THE MAIN SOCIAL COMMUNITY SOCIAL PAGES REFERENCES

Boyne Island/ Tannum Sands Discussion and Community group	6,000 members
BTARC community working group	500 members
Tannum/Boyne & Surrounds Community Clan	1,300 members
Boyne Tannum Classifieds	16,000 members



## 4 BTARC FACILITY

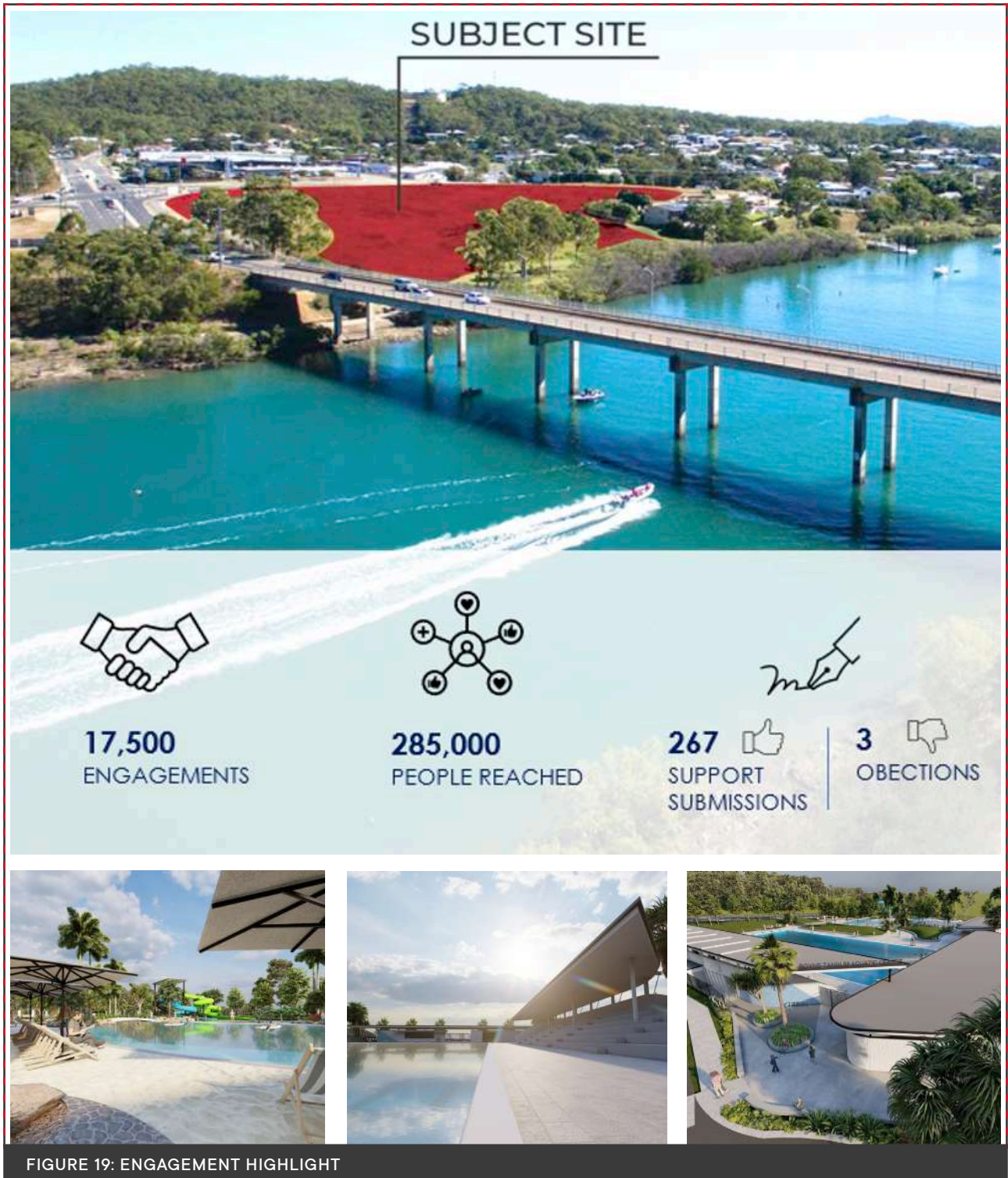
### 4.2.3 FREQUENTLY ASKED QUESTIONS

The high volume of enquiries generated through our website and via social media were recorded to help develop a set of frequently asked questions. Our team posted responses to those questions to keep the community informed and provide accurate information about the proposal. The Q&As shown in Table 4 were monitored and updated based on the stage of the project to make sure the information on the project page remained relevant.

TABLE 4: FREQUENTLY ASKED QUESTIONS	
QUESTIONS	ANSWERS
How did you decide the design?	<p>The design for the pool was created under careful consideration of:</p> <ul style="list-style-type: none"> <li>• The previous BTARC survey which was conducted by Gladstone Regional Council</li> <li>• Feedback from the Bullets Swim Club</li> <li>• Feedback from local/ national aquatic centre operators</li> <li>• Feedback from a range of local community clubs to understand how other clubs can utilise the facilities</li> <li>• Feedback from local business owners</li> <li>• Feedback from a number of pool builders and designers</li> <li>• We're dedicated to taking on as much feedback from the community as possible.</li> </ul> <p>Our primary goal is to develop something that the local community can utilise for generations to come.</p>
Who will operate the facility?	<p>The extensive business case studies we have undertaken, indicate that the feasibility of a community development like this, with a negotiated lease with Gladstone Regional Council will result in the most beneficial outcome for all stakeholders, including the rate payers.</p> <p>With council as the tenant they will most likely outsource operation to a third party, similar to the Gladstone Aquatic Centre.</p>
What about the site Council selected for a pool?	<p>GRC is progressing with a pool for their Coronation Drive site. Our proposed site was short listed as a preferred location in councils initial report in 2019. It is our opinion that our site was incorrectly assessed in this 2019 report and we feel our site offers a far superior location, to be integrated with future a community hub, to increase tourism to the region and have a wider economic benefit to the community.</p>
What will go on the rest of the site?	<p>We have plans for a recreation and tourism precinct, however we want to ensure this is something the community will use and be proud of. Therefore, we are still seeking the best viable outcome for the community and will continue to engage and consult with the locals to provide the best use for the area.</p>
Have you considered traffic impacts?	<p>Yes, we have had a highly qualified, independent traffic consultant undertake all necessary assessments. GRC will undertake detailed and rigorous assessments of all specialist reports during the approval process.</p>
What will the hours of operation be?	<p>The final operating hours will be up to local council laws and the tenant, but typically aquatic centres are open for operation at the following times:</p> <ul style="list-style-type: none"> <li>• 5:30am – 7:30pm: Monday – Friday</li> <li>• 7:00am – 1:00pm: Saturday &amp; Sunday</li> </ul>
How long will it take to build?	<p>The approval process for the development application is expected to take up to 12 months. From the date the application is approved, we anticipate the construction period will be a further 12 – 15 months.</p>
Will the facility be accessible to people with disabilities?	<p>We intend for the facility to meet all accessibility requirements, but the details will be up to the preferences of the tenant during the detailed design phase.</p>

## 4 BTARC FACILITY

A detailed community engagement report can be found at Annexure 1 Figure 19 is are the summary engagement results up to November 2021.



## 4 BTARC FACILITY

### 4.2.4 CONNECTING WITH COUNCIL PLANS

The BTARC will provide the community with key infrastructure that will drive the lifestyle, health, and wellbeing of the community. With properly planned programs and facilities, Aquatic and Recreation facilities are key community assets which promote activity, reduce the burden on the health care system and drive social inclusion across a diverse segment of the broader community.

In the development of the facility design and operating model, we have identified opportunities to connect with Gladstone Regional Council Corporate Plan 2021-2026 to assist council on delivering the desired outcomes of the plan.



## GOAL 1.

# Connecting Communities

We work with you and for you,  
supporting the success of our communities.

OUTCOMES	ZENDEV'S BTARC CONNECTION VISION
<b>1.1</b> Communities are well understood with programs and services designed to strengthen our region	Our community consultation process has provided valuable insight to the design and features of the facility. We will maintain a close connection with the community and council throughout the process to ensure the essential needs of the community are met.
<b>1.2</b> Communities can influence and actively participate in Council decision making	Our commitment to ensuring community needs are met is echoed by the implementation of this operating model in an effort to maximise participation and provide a facility that is useable and provides essential community outcomes.





**GOAL 2.**

*Delivering Value*

We work efficiently to deliver value for your rates.

OUTCOMES	ZENDEV'S BTARC CONNECTION VISION
<b>2.1</b> Asset Management is smart, effective and efficient	<p>The design of the BTARC has been strategic to provide a community asset that has a long-life span and can be maintained efficiently and effectively. Our maintenance program will be split into 2 main areas (proactive and reactive) to provide a more robust maintenance program to maximise up time of the facility and reduce capital burden on council budgets.</p> <p>All equipment specified is state of the art and provides up to date technology solutions to capture data and report on asset condition and maintenance requirements to both operators and council as required.</p> <p>ZenDev will continue to operate efficiently and effect, in conjunction with Council to deliver outcomes already demonstrated thus far.</p>
<b>2.2</b> Capital and Maintenance programs are constantly delivered	
<b>2.3</b> We are easier to work with	
<b>2.4</b> The way we do business is continuously improving	

**GOAL 3.**

*Resilient Economy*

We play our part in supporting the success of our region.

OUTCOMES	ZENDEV'S BTARC CONNECTION VISION
<b>3.1</b> Support for the region's transition and role as a driver of economic growth	<p>ZenDev's BTARC development provides significant support to the economic advancement and livability of the community. The Aquatic and Recreation Centre will anchor the Master Planned Development the first of the three stage Master Plan, creating a world class Health and Wellbeing precinct. The project will be located on what is arguably one of the most strategic sites in the Boyne/ Tannum community socially and economically. This project will create opportunities to incubate and grow the local tourism and retail-based business's by increasing visitation to the community elevating market supply and buoyancy to allow existing business to expand.</p> <p>The project has already demonstrated its ability to bring together local business, residents within the community, local authorities, and private enterprise to collaborate on delivering a vision which best serves the immediate and long-term needs of the community in all aspects.</p>
<b>2.2</b> Increase livability and visitation to the region	

A young child with a ponytail, wearing a red and white striped swimsuit, is sitting in a swimming pool. The child is holding a bright green inflatable ring with a large black eye graphic. A person's hands are visible, supporting the child from behind. The background shows a clear blue sky and a wooden building.

**5**

**BTARC MANAGEMENT AND  
OPERATIONS**

---

## 5 BTARC MANAGEMENT AND OPERATIONS

---

### 5.1 MANAGEMENT OPTIONS

There are a number of options available to GRC for the long term operation of BTARC. Through our industry consultation process we identified 2 common management models which provide the community with quality services:

#### 1. Outsourced Management Model

The outsourced management model is the most common operating model used across Queensland council aquatic, sport and recreation facilities. There are a number of industry organisations who provide quality services across the aquatic and recreation industry. For reference we have compiled a list of industry organisations below. Please note, this is not an exhaustive list however provides context of available options:

##### **National Organisations - Capacity and Capability Nationally**

- Belgravia Leisure
- BlueFit Group
- YMCA

##### **QLD wide organisations - Capacity and Capability Statewide**

- City Venue Management
- LSA Group
- Swim Fit

#### 2. Internal Management Model

The alternative operating model is internal council management. Most councils in Queensland opt not to use this model due to the limitations and additional costs associated with labour and operating expenses. Internal operations generally requires additional staff at a council level to manage the day to day support of the ground level team. Due to the operating nature of local government, this is not seen as core business and the outsourced model is preferred.

***Note: As GRC outsource the management of their existing aquatic and recreation facilities, the financial modelling and operating model provided in this business case are based on an outsourced management model.***

## 5 BTARC MANAGEMENT AND OPERATIONS

### 5.2 FACILITY ORGANISATIONAL STRUCTURE

In order to prepare a comprehensive business case for the development of BTARC we have highlighted below the proposed structure across 4 key stages of the project:

1. Planning and Pre-construction
2. Construction Phase
3. Interim Management Phase (pending management options)
4. Operational Phase (external management company)

#### PHASE 1 - PLANNING AND PRE CONSTRUCTION



#### PHASE 2 - CONSTRUCTION PHASE



## 5 BTARC MANAGEMENT AND OPERATIONS

### PHASE 3 - INTERIM MANAGEMENT PHASE



### PHASE 4 - OPERATIONAL PHASE



---

## 5 BTARC MANAGEMENT AND OPERATIONS

---

### 5.3 MANAGEMENT OBJECTIVES

The proposed BTARC constitutes a significant investment for council. It is essential to establish an effective management agreement to protect the asset and ensure that the operation and ongoing condition of the facility meets the expectations of Council and the community.

**It is imperative that the Management company agrees to and is capable of ensuring that the facility:**

- Is socially and economically viable.
- Has significant community appeal.
- Showcases innovation and flexible solutions in service delivery.
- Enhances the region as a place to live and work.

**The management approach must consider the challenges that apply to the establishment of a new facility including:**

- The training of staff and contractors
- Implementation of appropriate process and procedures
- Ability to manage marketing, advertising and promotion activities to maintain visitation KPI's

**Strategic Objectives:**

- Ensure access to all members of the community
- Provide for a wide range of program and activity opportunities
- Support existing community access arrangements
- Provide a safe environment for all staff and users
- Ensure maintenance and presentation supports the safety and enjoyment of all users
- Maximise Council's investment in order to ensure value for money outcomes are achieved; and
- Operate sustainable and on a professional and commercial basis.

### 5.4 OPERATIONAL OBJECTIVES

**The following operational objectives will guide the professional and efficient operation of the BTARC. The BTARC will:**

- Retain a high level of accessibility for the community and minimising any participation barriers such as cost or operating hours
- Support and improve competitions, events and training initiatives through the provision of and access to high quality facilities, programs and services
- Attract innovative leisure related usage to maximise return visits and to promote health and active community outcomes
- Host competitions and events in accordance with recognised best practice
- Achieve commercially viability through sound financial planning, effective and prudent operational systems, and the development of innovative revenue generation strategies
- Maintain facilities to a standard that support its reputation as high quality, regional aquatic facility comparable with other similar facilities throughout regional Australia
- Comply with all regulatory obligations, including relevant industry standards
- Meet best practice standards for aquatic facilities through innovative and effective environmental management strategies including waste, water, energy, noise, community and natural environment
- Maintain positive relationships with all stakeholders and the community
- Appropriately manage risk to ensure all users are protected
- Ensure an experienced and professional operator maintains and operates the facilities to a standard that is recognised by the community as attractive, safe, active and sustainable aquatic destination

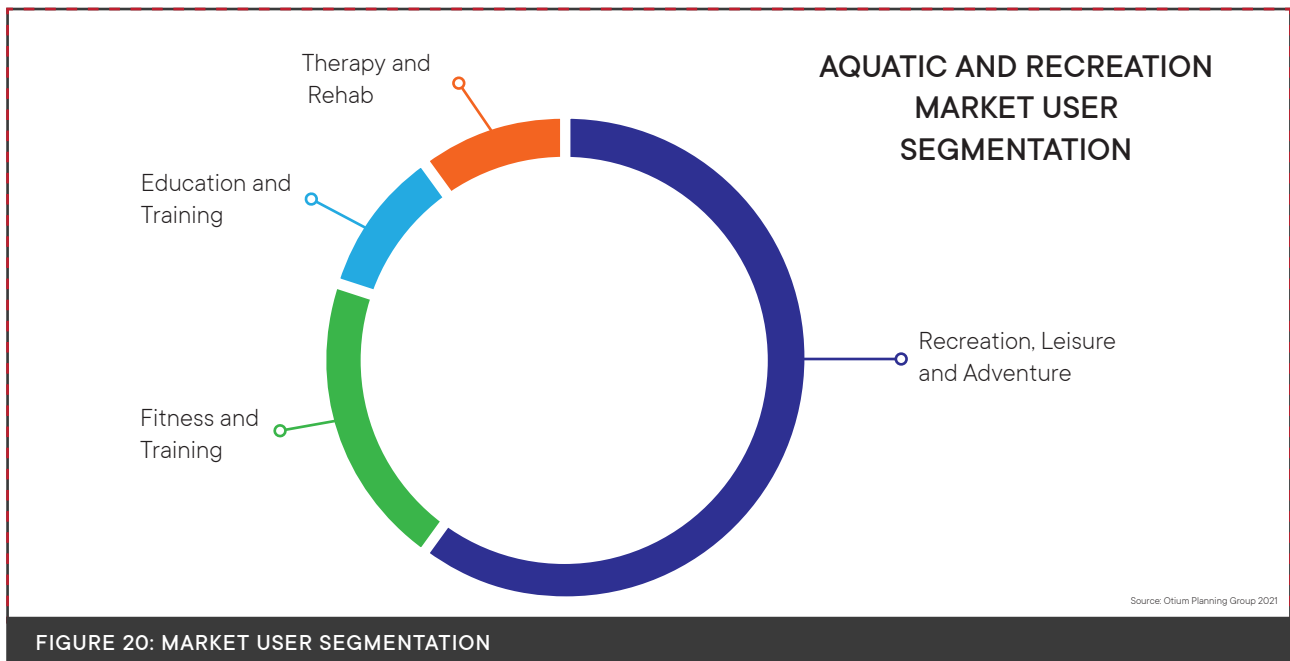
## 5 BTARC MANAGEMENT AND OPERATIONS

### 5.5 BTARC PROGRAMS AND SERVICES

The BTARC has been designed with the vision to provide an inclusive environment the broader community can access. In consultation with industry experts and facility management companies currently in the market we have identified a number of core programs and services which will drive the financial performance of the facility to meet and exceed the financial considerations of the business case (refer to section 9 for the “Financial Model”).

The programs and services suite will have a significant impact on the long-term financial sustainability of the facility. Core aquatic and fitness programs will be offered, which are typical services provided at an aquatic facility. Our design and operation vision for the facility goes beyond a standard aquatic centre with additional innovative recreational programs and offering being part of the core services suite. This comprehensive programs and services vision is designed specifically to increase revenue, profitability and promote quality social and economic outcomes for the community.

According to leading industry research, user markets are categorised into 4 segments and according to research, recreation and leisure accounts for approximately 60% to 70% of the user market and visitations for aquatic centres.



---

## 5 BTARC MANAGEMENT AND OPERATIONS

---

### 5.5.1 CORE PROGRAMS AND SERVICES

#### Learn to Swim

As a key revenue driver for any aquatic and recreation facility, learn to swim provides sustainable operating outcomes over the long-term. Not only does learn to swim provide essential revenue for the facility it promotes usability of the facility and social outcomes. Learn to swim customers are generally repeat customers and contribute to general admission/membership revenue and drive-up secondary spend across café and ancillary services.

Learn to swim programs significantly contribute to the social and community outcomes of all aquatic centres. As a key learning and development skill, learning to swim is an essential part of the Australian culture. The BTARC offers high quality, heated water space to enhance the learning experience and maximise the potential returns from swimming lessons, both financial and community outcomes.

#### School Swimming Programs

A large target audience for BTARC will be local school and school residing in all catchment levels. Regionally, schools find it difficult to find appropriate times and available water space for school swimming and sport, therefore, the addition of a FINA approved 8 lane x 50m pool will increase availability and access across the entire Gladstone Region.

School Swimming programs are an essential part of Queensland School Sport and provide access to swimming lessons to a larger captive audience. With swimming now, a mandatory part of the education system in Queensland, it is anticipated the need to access will be increased as the population continues to expand.

The School Sport program also provides an essential revenue line for a sustainable operating model and provides operators with opportunity to convert participants into general learn to swim. The repeat business of school swimming participants will be critical to the ongoing viability of BTARC.

#### Squad Swimming and Swimming Clubs

The BTARC will play host to a number of swimming squads and clubs. The water space provided in the design allows for a large number of participants to partake in programmed swimming ranging from children through to masters' swimmers. The operating model is dependent on this program being offered to maximise throughput of swimmers from learn to swim and squads and promote participation at a club swimming level.

Swimming Clubs will play a key role in the ongoing viability of the facility locally, state, and nationwide. Competitive swimming will be offered at the facility with the FINA compliant having the opportunity to attract state and national events.

As we move towards the 2032 Olympics in Brisbane, international teams will be looking for local facilities to train and acclimatise to the Queensland environment. Having an international standard facility within appropriate distance to the Olympic Venues will be a major draw card for many international teams. This in conjunction with the future developments proposed (i.e., hotel) we anticipate large interest from a broad range of sports including but not limited to Swimming and Water Polo teams.

Below are key infrastructure elements to facilitate visiting countries to train and acclimatise in the years leading up to the games occurring:

- Direct access to public transport
- Direct access to essential services and retail convenience
- Direct access to accommodation
- Direct access or in close proximity to an Airport



---

## 5 BTARC MANAGEMENT AND OPERATIONS

---

### Parties and Events

The Leisure offerings provided as part of the overall design have been specifically targeted at promoting a large recreational aspect of the facility. As a community asset it is essential design and operations are aimed at maximising participation and inclusion across the broader community. With the addition of water-slides, zero depth water play and variable water depths in conjunction with café and gymnasium facilities, the BTARC is an all-encompassing facility.

Specifically, parties and events will play a key role in maximising participation and usability of the facility. Activating spaces and driving participation will be essential in a financially sustainable operating model with allowances for summer and winter operating activity.

### Fitness Programs (Water and Dry)

A variety of fitness programs will be offered across the facility with flexible timings to meet community demand. With the addition of the gymnasium space, we anticipate an increase in membership uptake or significant revenue generated from leased spaces. There are a number of options with regards to activating the fitness spaces through internal operator modeling (fit out and operate) or leased space to an external provider. Both operating options provide significant financial return and have been factored into the financial development of this operating model.

Interest from health clubs, gym franchises and cross fit operators has been received. It is recommended that an expressions of interest campaign is carried out ascertain the special requirement to facilitate the demand currently experienced.



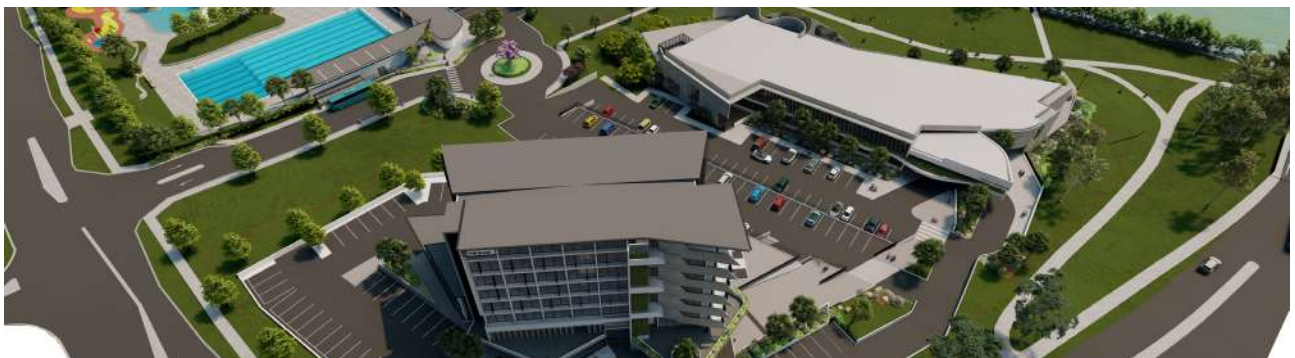
FIGURE 21: HILL VIEW RENDER

## 5 BTARC MANAGEMENT AND OPERATIONS

### 5.5.2 CO-LOCATION BENEFITS

The subject site is a prime location due to multiple contributing factors. It is located in the Centre Precinct Zone intended to promote a happy, healthy and active lifestyle with a mixture of different uses within close proximity to encourage economic and social activity. Table 5 below illustrates the possible synergies as well as the benefits of being co-located.

TABLE 5: CO-LOCATION BENEFITS			
	PRECINCT 1 HEALTH AND WELLBEING	PRECINCT 2 LIFESTYLE	PRECINCT 3 RIVER ACTIVATION
<b>Activity Value Contribution Elements</b>	<p>Much needed community infrastructure which will generate additional long term social and economic benefits.</p> <ul style="list-style-type: none"> <li>The proposed Aquatic and Community Recreation Centre will contribute to and enhance the function of the existing Boyne Island Centre Precinct.</li> <li>Social, Health and well being</li> <li>Economic stimulation (Short, Medium and Long term)</li> <li>The aquatic centre and its associated facilities can be utilised by patrons visiting Precinct 2 &amp; 3.</li> </ul>	<p>A brand-new hotel and retail precinct will directly increase visitation to Boyne Island/ Tannum Sands and cause further long-term opportunities for Boyne Tannum to be recognised as a popular holiday destination.</p> <p>The hotel will increase visitation and accessibility/ usability of the facilities within precinct's 1 and 3 by offering onsite, overnight accommodation, patrons who live in neighboring regional towns with poor access to social infrastructure can participate in regional swimming meets and carnivals at the aquatic centre or attend festivals, events or social gatherings at the Boat Club.</p> <p>The Hotel is strategically positioned within proximity to retail stores, supermarket, health services, transport, and education facilities which will increase local trade.</p>	<p>The proposed boat club with &amp; marina will stimulate the local tourism, events and retail industry. The club will create a focal point for community connectivity and offer opportunities for investment into social infrastructure, local clubs and non-for-profit organisations.</p> <ul style="list-style-type: none"> <li>Possible future river activation with the potential to create local adventure tourism industry.</li> <li>The development will support the delivery of a mixed-use Town Centre that is a social and economic focal point for the community.</li> </ul>



## 5 BTARC MANAGEMENT AND OPERATIONS

### 5.5.3 INNOVATION ACTIVITIES

In order to attract a larger target audience and to promote a long-term financially sustainable operating model we have developed the Innovation Suite. The following activities form part of the overall operating model and have been factored into the financial outputs separately to demonstrate the value which the co-located uses and the proposed site's location advantages may offer.

Below is a list of possible uses or activities and the facilities which may be included to maximise utilisation of the facility with consistent uses which complement each other and are in line with the vision for the greater precinct. The below information provided in Table 6 has been collated from stakeholder and operator engagements conducted by ZenDev.

TABLE 6: INNOVATION ACTIVITIES SURVEY FEEDBACK	
EXAMPLE ACTIVITY / ORGANISATION USE	FACILITY UTILISATION
<p><b>RTO's, Training and Licensing organisations</b></p> <ul style="list-style-type: none"> <li>• Scuba diving lessons/ license</li> <li>• Boat/ Jet Ski license</li> <li>• Lifeguard training and certification</li> <li>• Surf Lifesaving courses and training</li> <li>• Senior first aid and search and rescue training/ courses</li> </ul> <p><b>Adventure/ Tour operators</b></p> <ul style="list-style-type: none"> <li>• Fishing charters</li> <li>• Scuba and snorkeling instructors</li> <li>• Boat/ jet ski license operators</li> <li>• Half-day and Full-day island tours</li> </ul>	<p><b>50m pool</b></p> <p>Multiple opportunities exist to hire the pool out to license and accreditation-based businesses for in-water activities such as Scuba diving lessons and License, lifeguard competitions and training/ accreditation, senior first aid and search and rescue training/ courses.</p> <p><b>Class room</b></p> <p>Linkages between the Aquatic Centre Facilities and the Marina will allow business operators such as Boat and Jet ski license operators or scuba diving instructors to carry out the test portion of the course in the multi purpose class rooms provided in the aquatic centre before heading off to sea from the proposed marina to carry out the practical portion of the course.</p> <p><b>Grandstand</b></p> <p>The grandstand provides the perfect platform to present to large crowds</p> <p><b>Marina</b></p> <p>As described above, the proposed marina is expected to attract existing and future local marine tour operators such as fishing charters, scuba and snorkeling instructors and boat/ jet ski license operators which will create linkages to the aquatic centre facilities and increase program income streams.</p> <p><b>Club Facilities</b></p> <p>The proposed boat club will provide a place to meet greet and eat. The club will also provide opportunities for new and existing operators to form and grow.</p> <p><b>Hotel</b></p> <p><b>Retail precinct (Shopfront)</b></p>

## 5 BTARC MANAGEMENT AND OPERATIONS

<p><b>Uni &amp; Research Organisations</b></p> <ul style="list-style-type: none"><li>• CQU university</li><li>• UQ university</li><li>• QUT university</li><li>• USQ university</li><li>• GRIFFITH university</li></ul> <p><b>Non for profit &amp; government organisations</b></p> <ul style="list-style-type: none"><li>• Great Barrier Reef Foundation</li><li>• Boyne Tannum Hookup</li><li>• GAPDL</li><li>• Tannum Sands Surf Life Saving</li><li>• Not for Profit houseV</li></ul>	<p><b>50m Pool</b></p> <p>Some of the universities mentioned in the first column are recognised by the Australian Institute of Sport and the Australian Sports Commission as Elite Athlete Universities. As such these universities require access to world class athletic facilities The in-pool activities provide opportunities for students, staff, and the wider community. It may also be used for teaching, research, and rehabilitation.</p> <p><b>Grandstand</b></p> <p>The grandstand may be used as an amphitheater for large group orientation and presentations.</p> <p><b>Board/ Classroom</b></p> <p>The multipurpose rec rooms provide flexible spaces to hold classes, event planning and theoretical training.</p> <p><b>Hotel</b></p> <p>Allows members from the organisations listed In column 1 visiting from outside of the Gladstone Region to stay for extended periods of time for the duration of the course, exam, or conference.</p> <p><b>Club Facilities</b></p> <p>The proposed boat club provides opportunities for collaboration between education and community groups, social and recreation interactions and also worthy fundraising opportunities for the community to benefit from. The Club will also provide space for groups to host functions and events catering to a multitude of size and other requirements.</p> <p><b>Commercial Office Space</b></p> <p>Potential to create an Education/ research precinct on the 2nd floor of the Podium level, below the Hotel</p> <p><b>Marina</b></p> <p>The proposed marina will be targeted towards small, trailer boats and marine tour operators and research vessels. Uni students studying marine since or other courses which require field studies will have the ability to undertake the theoretical exams, safety briefing or orientation in the board/ classroom proposed on the second level of the Aquatic centre above the gym before setting out on the water to carry out practical studies in the field.</p>
---	--

---

## 5 BTARC MANAGEMENT AND OPERATIONS

---

<p><b>Emerging sports and recreation groups</b></p> <ul style="list-style-type: none"><li>• Synchronized swimming</li><li>• Underwater hockey</li><li>• Underwater rugby</li><li>• Cross Fit</li><li>• Water polo</li></ul>	<p><b>50m Pool</b></p> <p>Sport and fitness training are evolving from traditional practices to creative programs increasing inclusive diversity and participation. It is important to support inventive sports and programs so to provide a wider range of activities to attract patrons whom may not otherwise be encouraged to participate in physical activity.</p> <p>Social groups can be formed which operate on a rostered structure where for example, each week the patrons participate in a new and exciting game or activity. This promotes competition, social interaction, and community engagement.</p> <p>As popularity increases for any one activity, the opportunity may arise to establish a more permanent program for the activity.</p> <p>A flexible program structure is encouraged so that new and emerging sports or activities can easily be added to the centres offering which cater to all age groups and level of ability.</p> <p><b>Gym</b></p> <p>The introduction of competitive sports has the ability to propagate and nurture future elite athletes. The Gym provides patrons the ability for local residents to train and condition at the one facility, under supervision and guidance of professional coaching staff.</p>
---	---

## 5 BTARC MANAGEMENT AND OPERATIONS

### 5.5.4 LEISURE AND ADVENTURE ACTIVITIES

The health and fitness culture in Australia is fast becoming a popular social activity, with emerging trends and activities often developing new social interaction opportunities utilising key community assets. The vision for BTARC is to design a lifestyle, health and wellbeing precinct which provides inclusion opportunities for the broader community.

Activities such as NinjaCross create activity that challenges the user and promotes social connections, competition and health and fitness. An obstacle such as a NinjaCross system will draw a wide user groups to the facility, create new revenue streams with creative programming & boost down time throughout the week.

As an innovation idea, Ninja Cross provides a new element to BTARC not readily available in Australia. BTARC would be pioneering this activity as it connects well with the high occurrence of CrossFit and other functional training seen within the region and catchment area.

#### Benefits and Attractions

- Create a destination
- Children, teens & active adults
- High throughput up to 10 participants at once
- Keep members coming back - obstacle of the month club
- Increase length of stay at your aquatic centre
- Retrofit to indoor & outdoor aquatics facilities
- Student athletics, swim teams, training & elevated lifeguard conditioning
- Partner with local school districts & gyms
- Monthly paid events & private rentals - lease your space



#### Programming Opportunities

- Swim teams & circuit training
- Student athletes
- Conditioning & strength training
- Leagues & tournaments
- Aquatic Center Summer camps
- Birthday parties
- Corporate outings
- Boot camps
- Physical therapy & aquatics rehab
- Intramural & recreational obstacle course racing
- Local gym partnerships



---

## 5 BTARC MANAGEMENT AND OPERATIONS

---

### 5.6 OLYMPIC GAMES AND INTERNATIONAL OPPORTUNITY

The Olympic Games 2032 will be held in Brisbane. This is the third chance for Australia to host the world's greatest sporting event since 1956 in Melbourne and 2000 in Sydney. Locating in the fast-growing South-East Queensland, it is important for Gladstone region to contribute to world-class sporting facilities, quality infrastructure and transport, as well as commitment to provide the best experience to world's athletes and visitors. A successful event will definitely boost the national economy and reputation.

A key benefit of BTARC when compared to other regional facilities across the CQ region, is the ability to host international teams for both training and competition. Whilst we recognise international meets are typically held within metropolitan areas, BTARC offers a unique opportunity to host teams for training camps and warm up meets. This extends to waterpolo, swimming and ocean sporting teams.

It is vital for visiting athletes to fit in to the environment in order to perform their best. The proposed aquatic centre will provide 50m swimming pool which complies with the FINA standard length of Olympic-sized pool. The additional facilities provided at BTARC i.e. Gymnasium and Cafe will provide extended opportunities for teams to acclimatise prior to their events.

The added benefits of the precinct including the Hotel, allow teams to stay and train in a single location which will be a critical factor when international teams are looking for locations in the lead up to the Olympics, commonwealth games and lead up events.

Boyne Island is a perfect location for international teams to host pre games events and training camps as far out as 5-6 years from the Olympics. With the facilities on offer, there is a real opportunity for the community to host special events and provide teams with opportunities to enjoy all the region has to offer, based from the heart of Boyne Island.



---

**Brisbane 2032**  
Olympic and Paralympic  
Games Host  
*Queensland*

---



## 5 BTARC MANAGEMENT AND OPERATIONS

### 5.7 MANAGEMENT AND STAFFING

Note: The operating model has been built on the assumption that all staff will be paid under the Modern Award Fitness Industry Award 2020 (MA000094).

#### 5.7.1 LIFEGUARD AND SUPERVISION

The BTARC staffing model has been developed in line with RLSSA GSP0 requirements and operating risk assessments for supervision (Figure 22). A supervision map can be found at Annexure 8.

It is anticipated the facility will operate in low patronage mode for approximately 60% of the operating hours which will limit the lifeguard labour required for operation. Support staff (Duty Managers and Reception Staff) will be onsite to assist Lifeguard actions in low patronage mode, therefore, essential qualifications and training will need to be undertaken site wide.

Waterslide operating hours will have a significant impact on the labour required to adequately supervise the facility. Based on the operating assumptions the water slide will only operate weekends and school holidays. The hours of operation will align with staffing minimum engagement periods to maximise participation whilst regulating labour costs.





## 5 BTARC MANAGEMENT AND OPERATIONS

### 5.7.2 FACILITY FTE

TABLE 7: BTARC FTE	
POSITION / ROLE	BTARC FTE (FULL TIME EQUIVALENT)
Centre Manager	1
Health Club Manager	1
Duty Manager	3
Lifeguards	10
Learn to Swim Manager	1
Café Manager	1
Gym Instructors	1.6
Group Fitness Instructors	TBD
Customer Service Officer	3
Pool Deck Coordinators	2
Learn to Swim Instructors	TBD
Café Staff	2

### 5.7.3 STAFFING PAY RATES

The following Table 8 shows the casual adult pay rates for each listed role. Some roles will be identified as Full time and part time, however for the purpose of this operating model assumptions have been made on a casual rate basis. Trainees and younger workers have not been included and will provide additional cost savings on labour costs when deployed.

TABLE 8: STAFFING PAY RATES			
POSITION / ROLE	MODERN AWARD LEVEL	CASUAL WEEKDAY (\$)	CASUAL WEEKEND (\$)
Centre Manager	Not applicable (Full Time Salary Role)		
Health Club Manager	Level 5	34.03	35.49
Duty Manager	Level 5	34.03	35.49
Lifeguards	Level 3	28.08	29.20
Learn to Swim Manager	Level 5	34.03	35.49
Café Manager	Level 5	34.03	35.49
Gym Instructors	Level 4	30.80	32.03
Group Fitness Instructors	Level 4	30.80	32.03
Customer Service Officer	Level 2	26.15	27.20
Pool Deck Coordinators	Level 3	28.08	29.20
Learn to Swim Instructors	Level 3	28.08	29.20
Café Staff	Level 2	26.15	27.20

\*Rates are correct as at 01 Nov 2021

## 5 BTARC MANAGEMENT AND OPERATIONS

### 5.8 COMMERCIAL WASTE GENERATION

#### 5.8.1 WASTE TYPE

Based on the proposed land uses, Table 9 below outlines the predicted types of waste that are expected to be generated from the proposed development.

TABLE 9: PREDICTED WASTE TYPES TO BE GENERATED FROM THE PROPOSED DEVELOPMENT	
TENANCY TYPE	PREDICTED WASTE TYPES
Outdoor Sports and Recreation, Kiosk / Café, Gym	General Waste and Recycling Waste

#### 5.8.2 WASTE QUANTITIES

Calculations of the anticipated waste quantities have been separated into the general waste and recycling components. Where waste generation rates are included in the Waste Management Planning Scheme Policy (specifically the kiosk / café and offices) these have been used to calculate waste volumes. Where no waste generation rates are prescribed in the Policy, industry best practice and experience with other developments of this nature have been used.

Importantly, the quantity of waste likely to be generated from this development can vary greatly due to seasonal influences and one-off events such as swimming carnivals. Also, it has been acknowledged that some patrons will bring their own food which will generate waste in addition to that calculated from the kiosk / café. This has been catered for within the waste generation calculations, selection of bin types and bin numbers. Sufficient space has been provided for these bins, with periods of high demand accommodated for by an increase in servicing frequency as opposed to requiring additional bin numbers and ultimately more storage space.

Once the development is operational, the collection frequency should be reviewed to ensure that collection frequency is sufficient but not excessive.

#### 5.8.3 TOTAL WASTE CAPACITY

The Outdoor Sport & Recreation facility is expected to generate approximately 0.46m<sup>3</sup>/day of general waste and approximately 0.55m<sup>3</sup>/day of recycling waste.

Further details regarding the waste management plan are provided in the Waste Management Plan prepared by MRA environmental (annexure 9)

## 5 BTARC MANAGEMENT AND OPERATIONS

### 5.8.4 COMMERCIAL WASTE GENERATION

The proposed development consists of an Outdoor Sport and Recreation (Aquatic Centre) facility with associated kiosk/ café, water slides, landscaped recreational areas around these pools, gym, offices and change rooms. The development will be provided with general waste and recycling bins to manage the anticipated waste quantities.

**TABLE 10: ANTICIPATED GENERAL WASTE QUANTITIES FROM THE SPORTS & RECREATION FACILITY**

TENANCY TYPE	APPROX FLOOR SPACE (M <sup>2</sup> )	TOTAL REQUIRED WASTE CAPACITY (L/DAY)	ESTIMATED WASTE GENERATION (M <sup>3</sup> / WEEK)	ESTIMATED DAILY WASTE GENERATION (M <sup>3</sup> / DAY)
Outdoor Sports & Recreation	536	160.80	1.13	0.16
Kiosk / Café	30	24.0	0.17	0.02
Gym	122	24.40	0.17	0.02
Office	60	6.00	0.04	0.01
Outdoor Area	2500	250	1.75	0.25
<b>TOTAL</b>	<b>3248</b>	<b>465.20</b>	<b>3.26</b>	<b>0.46</b>

**TABLE 11: ANTICIPATED RECYCLING WASTE QUANTITIES FROM THE SPORTS & RECREATION FACILITY**

TENANCY TYPE	APPROX FLOOR SPACE (M <sup>2</sup> )	TOTAL REQUIRED WASTE CAPACITY (L/DAY)	ESTIMATED WASTE GENERATION (M <sup>3</sup> / WEEK)	ESTIMATED DAILY WASTE GENERATION (M <sup>3</sup> / DAY)
Outdoor Sports & Recreation	536	214.40	1.50	0.21
Kiosk / Café	30	12	0.08	0.01
Gym	122	48.80	0.34	0.05
Office	60	24	0.17	0.02
Outdoor Area	2500	250	1.75	0.25
<b>TOTAL</b>	<b>3248</b>	<b>549.20</b>	<b>3.84</b>	<b>0.55</b>

---

## 5 BTARC MANAGEMENT AND OPERATIONS

---

### 5.9 INNOVATIONS

#### 5.9.1 CUTTING EDGE DROWNING PREVENTION TECHNOLOGY

ZenDev has explored ways to significantly improve the value of the proposed facility to the community. We recognise the importance of safety in and around the water, therefore, we are proposing to install a world leading Drowning Prevention System in partnership with ED Innovations.

ZenDev is partnering with ED Innovations as an early adopter of a new cutting edge Drowning Prevention technology designed to provide enhanced Lifeguard supervision utilising a proprietary Multi Modal Recognition software that recognises swimmers in distress. EDDIE (Early Drowning Detection Intelligent Ecosystem) uses a camera based algorithm to monitor all bodies of water 24/7 and detect swimmers in early stages of drowning. The technology then alerts Lifeguards of the potential issue, including the pinpoint location of the swimmer, allowing Lifeguards to intervene before an incident occurs.

As an early adopter BTARC will be at the forefront of the new technology. ED Innovations will install their training platform into BTARC with the intent to gather information and assist in the development of the technology. It is anticipated, EDDIE will be functional for use by 2024, which aligns to the early stages of BTARC opening.

Due to the sensitive nature of the product, more details can be provided prior to installation. This added value product will not only increase the safety around the facility, it will catapult BTARC as one of the most innovative facilities in Australia.



#### 5.9.2 OPERATIONAL SOLAR INSTALLATION

The BTARC will be fitted with a full solar energy system designed to significantly reduce or even eliminate the energy costs associated with the operations of the facility.

ZenDev is currently working with several organisations to find the best solution for BTARC. Due to the complexity of the system needed, further details can be provided once we are at detailed design stages of the project.

Our commitment to a sustainable facility extends to minimising the environmental impacts to the community. Due to the location of the proposed site, we are mindful of the implications and have designed the facility to provide a sustainable future for the region.



6

**BTARC CONSTRUCTION**

---

## 6 BTARC CONSTRUCTION

---

### 6.1 PROJECT OVERVIEW

ZenDev have received multiple early cost plan submissions from suitably qualified builders for the completion of the proposed Aquatic Centre. According to the illustration by IQ Construct, the subject is identified as greenfield, which construction includes new pools, water slide, new building structures and external carparks. The following list provides a high level overview of the construction project. As provided below, there has been an extensive feasibility process conducted to determine the best outcomes financially and socially for the community. Whilst not an exhaustive list at this point in the process, the project includes, but not limited to the following.

#### SCOPE

- Greenfield site to be developed adjacent to existing river and residential, approximately 14,620m<sup>2</sup>
- Inclusion of new road to be built adjacent to the site including a new roundabout
- New pools to be installed comprising 50 metre, 15m aerobics water exercise and a twin water slide with small pool with removable, adjustable bulkhead;
- New building structures to include a gym, kiosk / admin, change rooms / bathrooms, swim club, and pool equipment and plant store;
- An external carpark is proposed with provision for 75 carparks;

#### EARTHWORKS, RETAINING WALLS & CIVIL

- Strip site of existing vegetation and stockpile
- Generally we have calculated that there is a large amount of cut and removal of soil from site to achieve the proposed levels with a small portion of imported quality fill.
- An external carpark is proposed with provision for 50 carparks;
- Asphalt surface finish to carpark and new entrance road
- Site entrance crossovers in concrete
- Site entrance shakedown, sediment protection of existing drains and pits as well as sediment fence perimeter
- Blockwork retaining walls with footings along portions of the site boundary as indicated on the initial civil documentation
- Barrier / channel kerbs to new carpark and new entrance road
- Road adjustments outside of the boundary including new line marking

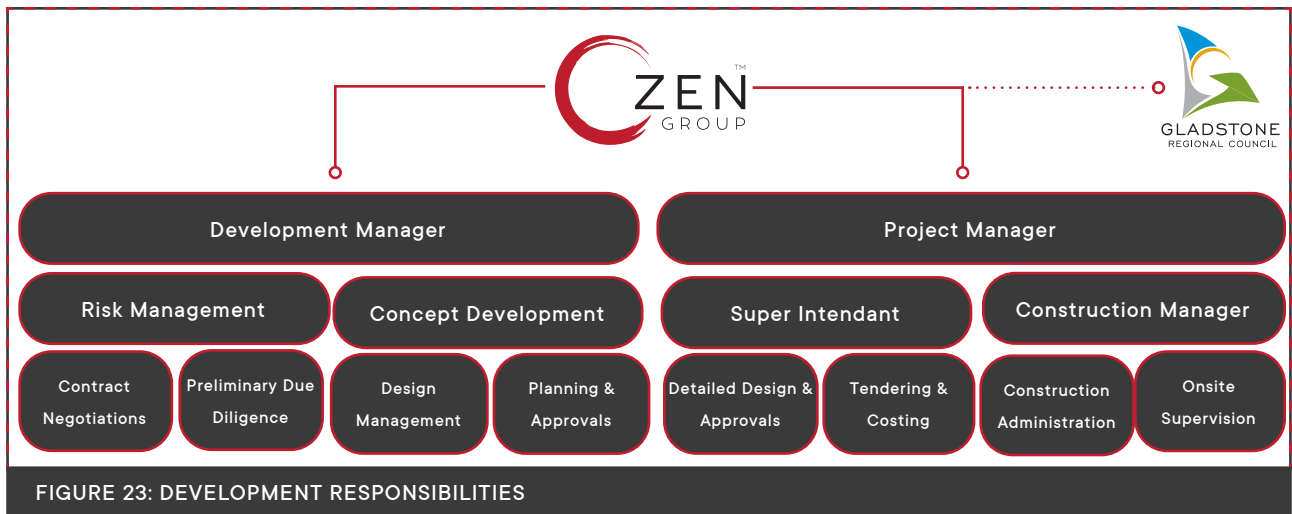
#### BUILDING STRUCTURES

- Concrete low level foundation system largely comprising strip footings and slabs on ground
- Concrete bridge between the lagoon pool & kids pool
- Concrete grandstand tiered seating and slab on ground under for new refuse area
- Structural steel columns and roof framing members including purlins and girts for new roof and wall support structure
- Concrete pool structures including wet deck, access ramp and spray concrete to shell
- Light gauge steel infill wall framing to new external walls of buildings

#### FINISHES & FIXTURES

- Tiled or concrete finish to general footpaths and walkways between pools and garden areas
- Tiled floor finish to change rooms and toilets
- External aluminium framed glazing to portions of existing buildings with fibre cement clad linings and sarking.
- Plasterboard to internal wall finishes or fibre cement to wet areas
- Compact laminate toilet and shower cubicle dividers

## 6 BTARC CONSTRUCTION



## 6 BTARC CONSTRUCTION

### 6.2 FORM OF CONTRACT

With a foundation of construction knowledge, ZenDev utilises a thorough tendering process to award a builder. This ensures the scope of works is accurately scrutinised with consideration to all associated works. Our method results in a contract with a builder that produces a high quality product with minimal oversights and variances to our feasibility analysis. Furthermore, our tendering process aligns with all statutory requirements ensuring the outcomes of the project are consistent and compliant across the entire project period.

#### 6.2.1 TENDER DOCUMENTS

Primarily, builders are referred to the 'Principal's Project Requirements' (PPR), which outlines a detailed breakdown of the scope of works in accordance with the tenant specifications and approved drawings and documentation. Our invitation to tender will cover four conditions with various subjects which includes, but not limited to the following:

CONDITION A: INTRODUCTION	
1.	INTRODUCTION
2.	INVITATION TO TENDER
3.	SUMMARY OF PRINCIPAL'S PROJECT REQUIREMENTS
CONDITION B: CONDITIONS OF TENDERING	
4.	NATURE OF CONTRACT
5.	INTERPRETATION
6.	ENQUIRIES AND PERMISSION TO VISIT SITE
7.	TENDERERS TO BECOME INFORMED
8.	ADDENDUM
9.	COMPLETION AND SUBMISSION OF TENDERS
10.	CLOSING DATE FOR TENDERS
11.	TENDER VALIDITY PERIOD
12.	DELIVERY OF TENDER DOCUMENTS
13.	TENDER EVALUATION
14.	ACCEPTANCE OF SUCCESSFUL TENDER
15.	CONSTRUCTION PROGRAMME
16.	BUILDER'S KEY PERSONNEL
17.	QUALITY ASSURANCE
18.	GUARANTEE OF PERFORMANCE
19.	STATUTORY DECLARATION
20.	FURTHER INFORMATION
21.	ACCEPTABLE LEGAL ENTITIES
22.	TAXES, FEES AND CHARGES
23.	LIABILITY
24.	VALUE ENGINEERING
CONDITION C: FORM OF TENDER	
CONDITION D: TENDER SCHEDULES	
25.	SCHEDULE OF TENDERER'S EXPERIENCE
26.	SCHEDULE OF TENDER PRICE INFORMATION
27.	SCHEDULE OF TENDER CONTRACT DURATION
28.	STATUTORY DECLARATION
29.	PRELIMINARY DESIGN
30.	LESSEE AND LESSORS SCOPE OF WORKS
ANNEXURES	
ANNEXURE A	PRINCIPAL'S PROJECT REQUIREMENTS
ANNEXURE B	DESIGN AND CONSTRUCT CONTRACT



---

## 6 BTARC CONSTRUCTION

---

### 6.2.2 TENDER EVALUATION PROCESS

ZenDev evaluates tenders in accordance with the following attributes:

1. Project delivery
2. Quality
3. Occupational Health & safety and Risk Management
4. Price
5. Project team

The award of a successful tender is a rigorous process that generally involves multiple stages of clarification. A comparative analysis takes place through four rounds of clarifications with each builder.

**Each round assesses eight details. These are the following:**

1. Builders overview – A high level quantitative assessment.
2. Cost estimate overview
3. Value management
4. Potential savings or additional costs
5. Initial tender inclusions checklist and notes
6. Approval responsibilities
7. Clarifications for builder
8. Program

## 6 BTARC CONSTRUCTION

### 6.3 PEDESTRIAN CONNECTIVITY

Active transport is proposed to encourage greater accessibility and permeability for pedestrians and cyclists. Pedestrian access is provided adjacent to all internal vehicle movement areas and along the Arthur Road and Wyndham Avenue frontages to existing footpaths adjacent to the river and on the surrounding road network in order to provide a complete connection. A footpath is also proposed to connect the aquatic centre to the existing Turtle Way bikeway. Existing and Proposed footpaths are indicated in Figure 24.

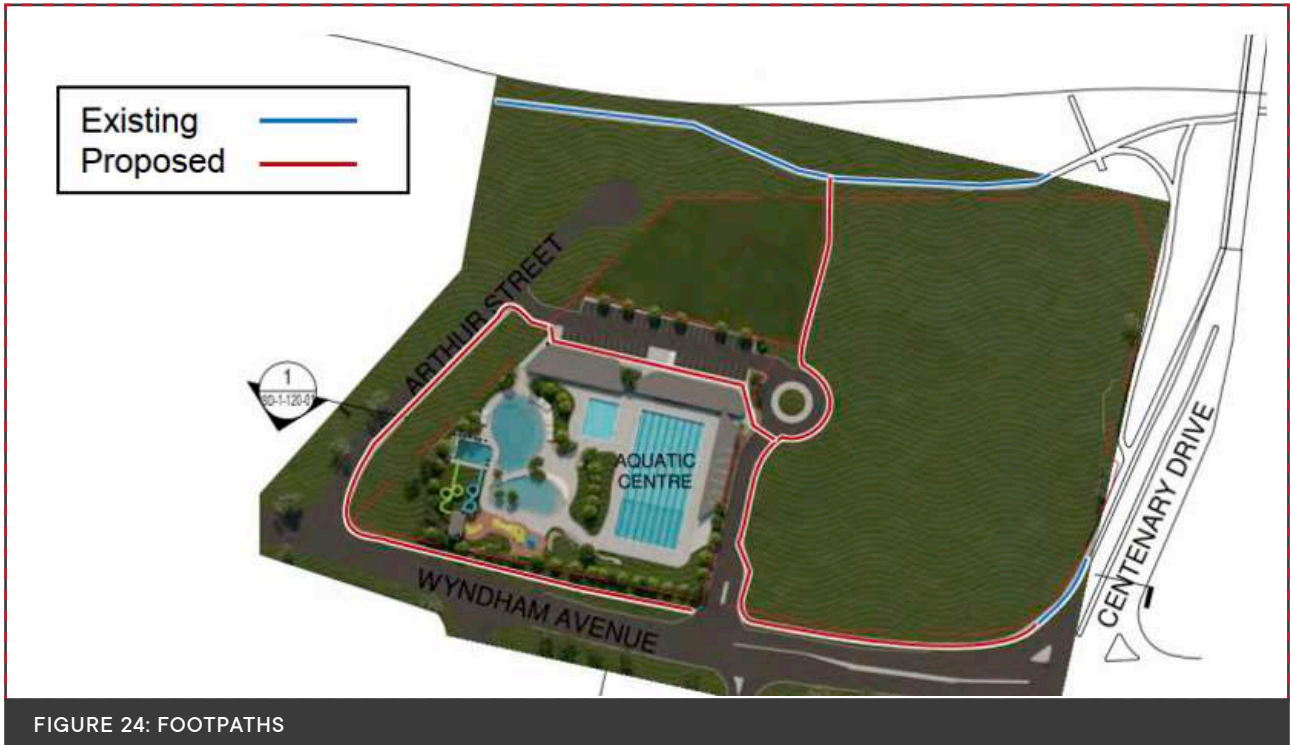


FIGURE 24: FOOTPATHS

The approved plans include provision for 20 bike parking spaces, exceeding the minimum requirement of 2 spaces outlined in Council's Parking Policy (Table 12). This aims to promote cycling as an alternative travel in order to minimise volume and pollution from vehicular movements.

TABLE 12: BIKE PARKING SPACES

LAND USE	YIELD	RATE	REQUIRED	PROPOSED
Outdoor Sport & Recreation	779m <sup>2</sup> GFA	1 space/400m <sup>2</sup> GFA	2	20

## 6 BTARC CONSTRUCTION

### 6.4 VISUAL AMENITY

The proposed landscape design will facilitate both active use and passive use. Active use includes such as wading pool, water park and slides, aerobics pool and 50m lap pool. And in terms of passive use, namely, lagoon pool, lawn for resting and watching children as well as generous seating provision. Figure 25 shows the overview of the landscaping layout.



FIGURE 25: LANDSCAPE OVERVIEW

Positioned along the Boyne River and within a short distance of the areas only surf beach, a subtropical landscape will be established to achieve a contemporary modern theme. The planting design will comply with the architectural characters and built forms. Evergreen canopy trees and groups of palm trees will be provided to enhance visual amenity, cooling and security. Table 13 and Figure 26 below indicates examples of proposed vegetation.

## 6 BTARC CONSTRUCTION

TABLE 13: PROPOSED VEGETATION

TYPE	SPECIES	COMMON NAME	HEIGHT
Large Feature Tree	Delonix regia	Poinciana	10m
Shade Tree	Atractocarpus fitzalanii	Native Gardenia	10m
	Flindersia schottiana	Bumpy Ash	12m
Palms	Archontophoenix cunninghamiana	Bangalow Palm	25m
	Pandanus tectorius	Screw Pine	6m
Screen Planting	Radermachera pierrei	Summerscent	3m



To illustrate this, the grouping of planting will be in an enclosed context to the site's edges for natural screening and privacy, as well as provide large lawn area for passive recreational use. The selection of plants will enhance visual amenity, contribute to greenhouse gas absorption and reduce surface temperature. Also, the mass shade trees proposed along the entry, and groundcovers aims to create a soft and inviting ambiances for all visitors.



**7**

**BOYNE RETAIL, RECREATION  
AND TOURISM PRECINCT**

## 7 BOYNE RETAIL, RECREATION AND TOURISM PRECINCT

### 7.1 PRECINCT PLAN

The vision is to create a Flagship recreation precinct to stimulate tourism in the region. The project will be a catalyst to grow and support the already vibrant events, tourism, and retail sector in the Gladstone Region.

The precinct shown in Figure 27 aims to:

- Activate the Boyne River
- Create linkages between existing Tourism destinations and Gladstone's Centre.
- Enhance exposure and access to opportunities for the Events and Festival industry
- Set a new standard of quality and experience driven for short term accommodation & hospitality venues for the Boyne/Tannum Region



## 7 BOYNE RETAIL, RECREATION AND TOURISM PRECINCT

### 7.2 DEVELOPMENT OVERVIEW (MASTER PLAN)

The development approval over lot 1 includes the aquatic centre with accompanying café and gymnasium as individual, separate uses. This will become the first stage of 3 which together will encompass the integrated recreation and entertainment precinct. Development within the Precinct 1 – Health and Wellbeing. The other precincts and uses are subject to future development approvals. The following provides a brief description of each precinct identifying both preferred and potential uses. The site was excised into two lots to create Aquatic Centre Lot with freehold title and independent, separate access and egress (Figure 28).

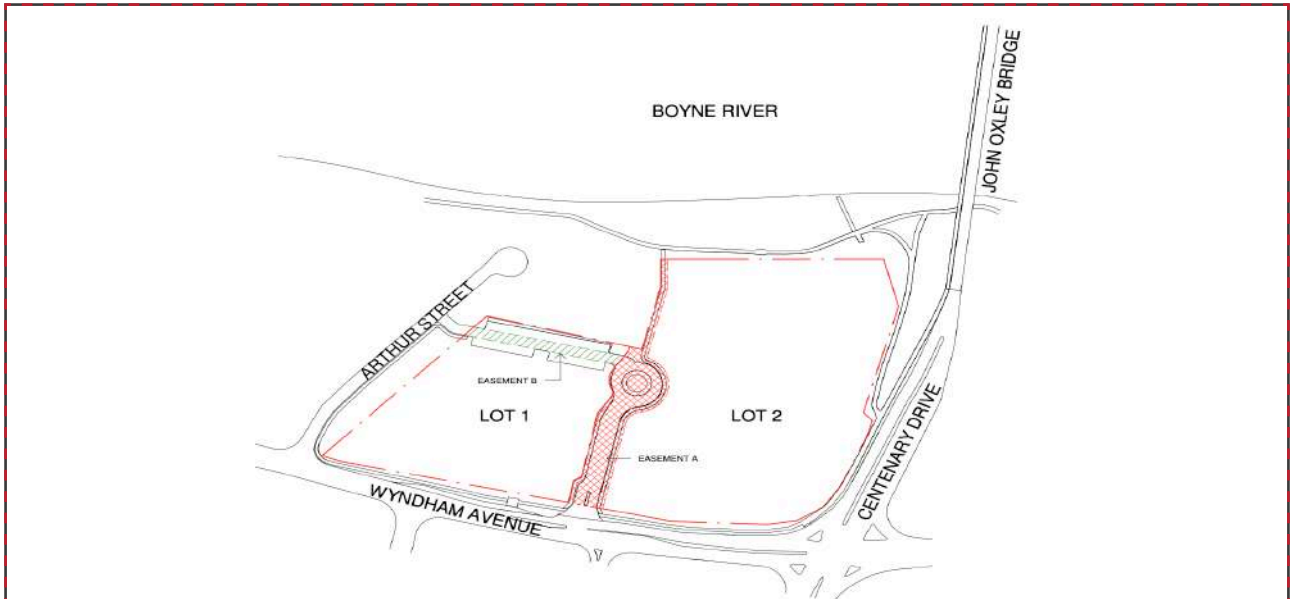


FIGURE 28: SUBDIVISION PLAN

Both lots 1 and 2 share access off Wyndham Avenue via an internal road which leads to a roundabout (Figure 29). This allows both precincts to benefit from the internal buss set down/pickup zone. The internal road land belongs to the Aquatic centre, however, encumbrances a proposed access easement (C) in favour of lot 2. The aquatic centres second entry point off Arthur Street provides unencumbered access/egress to the aquatic centre and its users.



FIGURE 29: INTERNAL ROAD AT WYNDHAM AVENUE

## 7 BOYNE RETAIL, RECREATION AND TOURISM PRECINCT

### 7.3 DESIGN INTENT AND PRINCIPLES

The subject site holds a unique elevated position overlooking the mouth of the Boyne River and located directly adjacent the existing Boyne Island Centre.

The design aims to achieve subtropical elements such as:

- Sub-tropical architecture and landscaping
- Open and inviting dining areas, accessible and visible from the street which continues around towards the centre of the development to encourage social interaction and activity throughout the entire precinct
- Creation of a variety of personal spaces for small groups to sit and interact with privacy
- Street activation using the retail spaces on the Hotel's podium level





## 7 BOYNE RETAIL, RECREATION AND TOURISM PRECINCT

The table below highlights the design perspectives considered throughout the process. We have used a combination of industry knowledge and industry best practice when designing resorts and community precincts.

**TABLE 14: DESIGN PERSPECTIVES**

PERSPECTIVE	ELEMENTS
<b>Site Planning</b>	The site is vacant, flat, and located at riverfront. The decent geography and topography contribute to the efficiency of design outcomes and further uplift the natural beauty.
<b>Contextual Elements</b>	The proposed aquatic centre, hotel and club are identified as low to medium density, which complies with the structure of adjacent land uses.
<b>Environmental Consideration</b>	The development comes with proper environmental management plans and infrastructure regarding sewage, solid waste etc. Also, the site will be designed with lush natural landscape.
<b>Exterior Design</b>	The structures will be built with mostly concrete with a consistent style. Besides, a significant amount of vegetation such as green walls and rooftops will be implied.
<b>Interior Design</b>	The structures will provide access with great navigation, adequate ventilation, essential facilities, and disability access to create a user-friendly environment.
<b>Hierarchy of Spaces</b>	The development includes both public and private space. The common area will be public with smooth transition between indoor and outdoor spaces. Security measures will also be implied to private space such as hotel rooms.
<b>Landscape Design</b>	A subtropical landscape will be implied to ensure the adequacy of greenery at the same time enhancing active and passive use.
<b>Accessibility</b>	The development will provide two vehicular and three pedestrian access points, along with adequate footpaths and bike lanes and relevant active transport facilities.



## 7 BOYNE RETAIL, RECREATION AND TOURISM PRECINCT

### 7.4 COMMON AREAS

Common areas will be designed so that they are safe, well-surveilled and with minimal blind spots. Other Crime Prevention design methods will be applied to minimise theft, vandalism and other crimes.

In order to maximise the space and ensure the entire precinct encapsulates the vision of the region, the common areas will also be:

- Low maintenance Tropical Gardens
- Maintained by a body corporate
- Open grassed area
- Limited obstacles obstructing views to the river

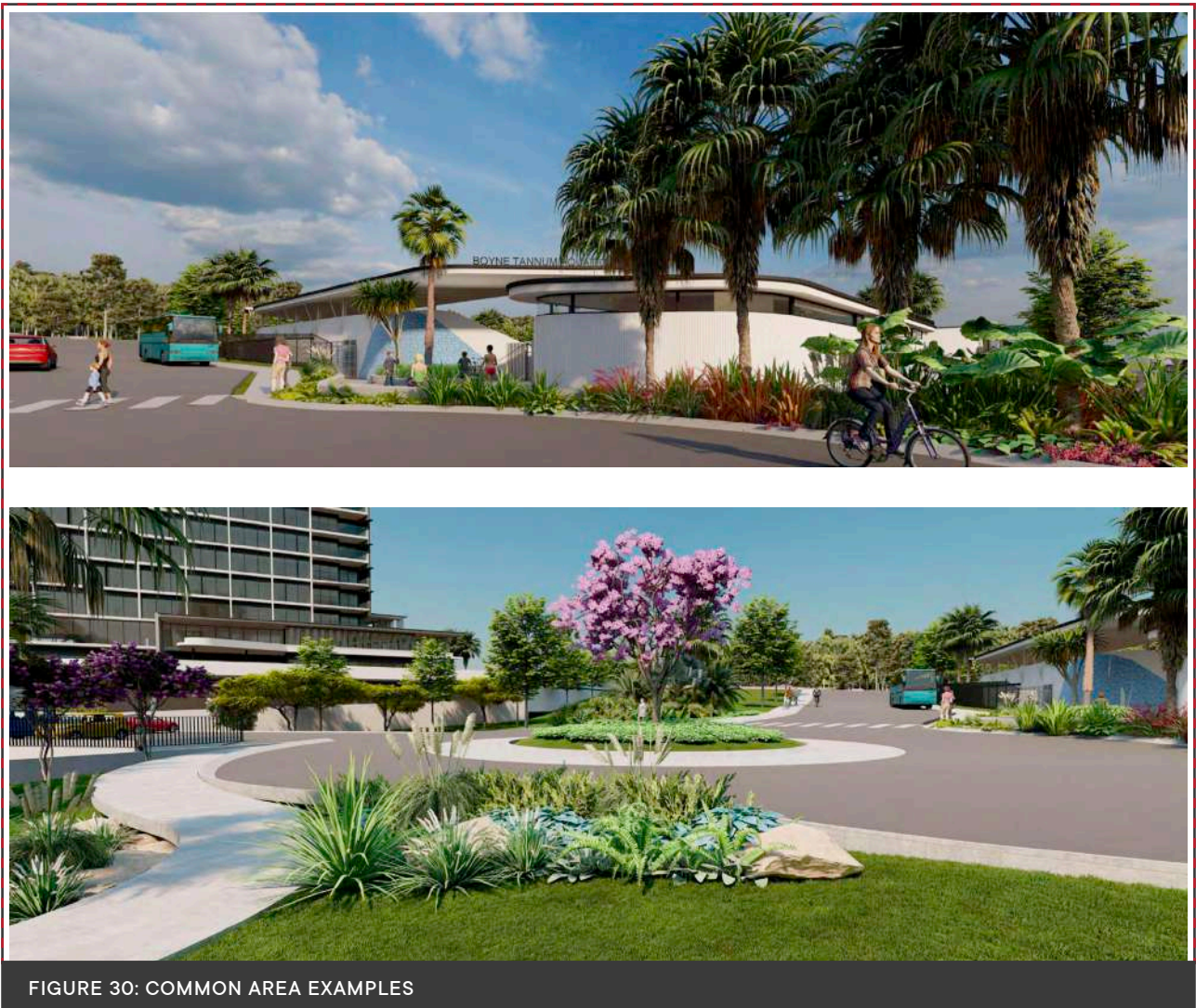


FIGURE 30: COMMON AREA EXAMPLES

## 7 BOYNE RETAIL, RECREATION AND TOURISM PRECINCT

### 7.5 GUIDING PRINCIPLES AND VALUES

- Improved Community health, social benefit
- Investment into Boyne/Tannum Community infrastructure and economic flow-on effect
- Enhance Tourism opportunities for the region
- Increase connectivity through both land and water

An Economic Overview was prepared by Ethos Urban as part of the response to Council's request for further information.

The economic assessment identifies that the development of the aquatic centre, and complementary tourism based uses proposed on the future stages of the master plan will enhance local tourism offering with a potential to attract 700,000 visitors to the site each year, providing opportunities to support existing local events such as the Boyne Tannum Hookup, held 500m north of the subject site, which already attracts over 27,000 visitors each year, and create opportunities for new tourism businesses, building an identity for the Boyne Tannum precinct as a leisure and adventure destination (Figure 31).

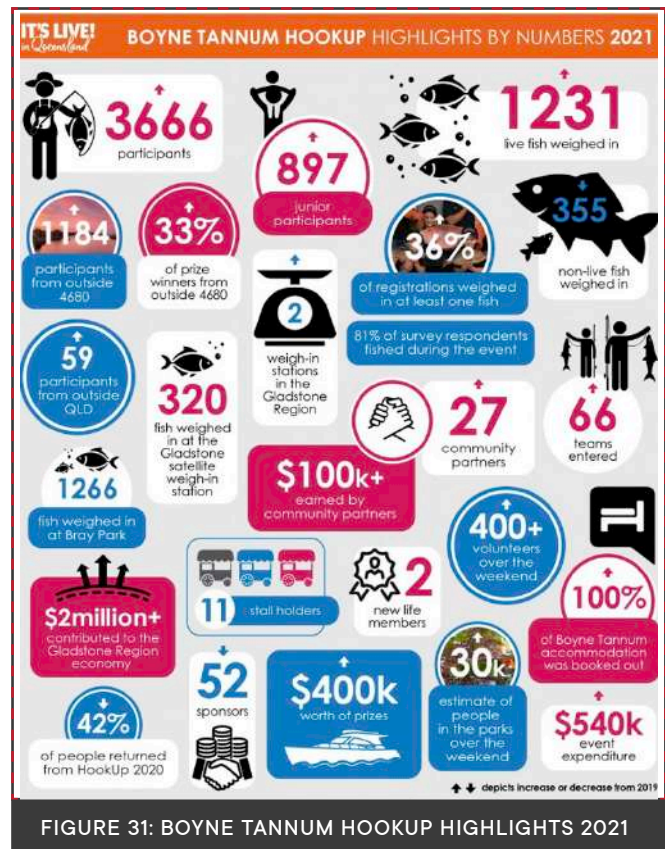


FIGURE 31: BOYNE TANNUM HOOKUP HIGHLIGHTS 2021



“

The development of an aquatic centre has been identified as a strategic priority by Council. Delivery of the aquatic centre and mixed-use centre adjacent to the existing Boyne Island Town Centre will enhance the Town Centre's role, strengthening its viability by diversifying the centre's offering in-line with national activity centre trends. It will not undermine future development at the Town Centre, rather, it will support the viability of the centre by attracting visitors and encourage them to spend more in the centre”.

**NICK BRISBANE**  
Economics Director  
Ethos Urban

A young child with dark hair and swimming goggles is floating in a pool, holding a pink foam ring. The child is looking directly at the camera with a slight smile. The water is clear and blue. A semi-transparent dark grey horizontal band is overlaid across the middle of the image, containing the text.

8

**SITE COMPARISONS**

## 8 SITE COMPARISONS

### 8.1 EXISTING FACILITIES

TABLE 15: TABLE OF COMPARISONS OF EXISTING GRC FACILITIES				
	BTARC	GLADSTONE AQUATIC CENTRE	MOUNT LARCOM POOL	NOTES
50m Pool	✓	✓	✓	BTARC 50m Pool is FINA Compliant
Indoor Heated 25m Pool	✓	✓	✓	
Outdoor 25m Pool	✓		✓	BTARC can be converted to 2x25m pools
Zero Depth Leisure Pool	✓	✓		
Hydrotherapy/Warm Water	✓	✓		
Water-slides	✓			
Free Form Lagoon Style Pool	✓	✓		
Amenities (inc. Disability)	✓	✓	✓	No disability at Mount Larcom
Commercial Cafe	✓			
Gymnasium	✓			
Reception / Kiosk	✓	✓	✓	
Permanent Grandstand	✓	✓		
Office Space	✓	✓		
Training Rooms	✓			
First Aid Room	✓	✓		
Disability Access	✓	✓		

#### GLADSTONE AQUATIC CENTRE

Gladstone Aquatic Centre (GAC) is the region's premier aquatic facility and incorporates a 50m outdoor pool, 25m indoor heated pool and large children's water play park are incorporated into the facility mix, attracting approximately 135,000 annual visits.

The GAC also contains changerooms/ amenities buildings, kiosk/ office space (currently being upgraded), an attached three bedroom manager's residence (available to the operator) and associated facilities. The Gladstone Swimming Club building is situated on State Government owned parcel of land, with this site adjoining the GAC.

GAC recently carried out major upgrades and maintenance to GAC as the first round of a 4 round programme totaling \$5.2 million facilitated by State and Federal funding initiatives for works such as replacing heating systems, repairing the structure, retiling the 25m pool, fixing heat pump issues, installing a hoist and ramp, and covering the 50m pool.

#### MOUNT LARCOM SWIMMING POOL

The Mount Larcom Pool is a traditional, 1970's style pool incorporating a six-lane 25m outdoor pool, small toddler wading pool and associated facilities. Mt Larcom is situated approximately 30km west of Gladstone with the pool servicing its immediate catchment attracting approximately 6,000 annual visits.

Whilst only a small facility, it plays a critical role in the social outcomes for the local community and regional property owners within the catchment. The Mount Larcom Pool is in need of ongoing repairs and maintenance due to its aging infrastructure and will be in need of possible replacement over the next 10 years.

## 8 SITE COMPARISONS

### 8.2 PROPOSED COMPETITION

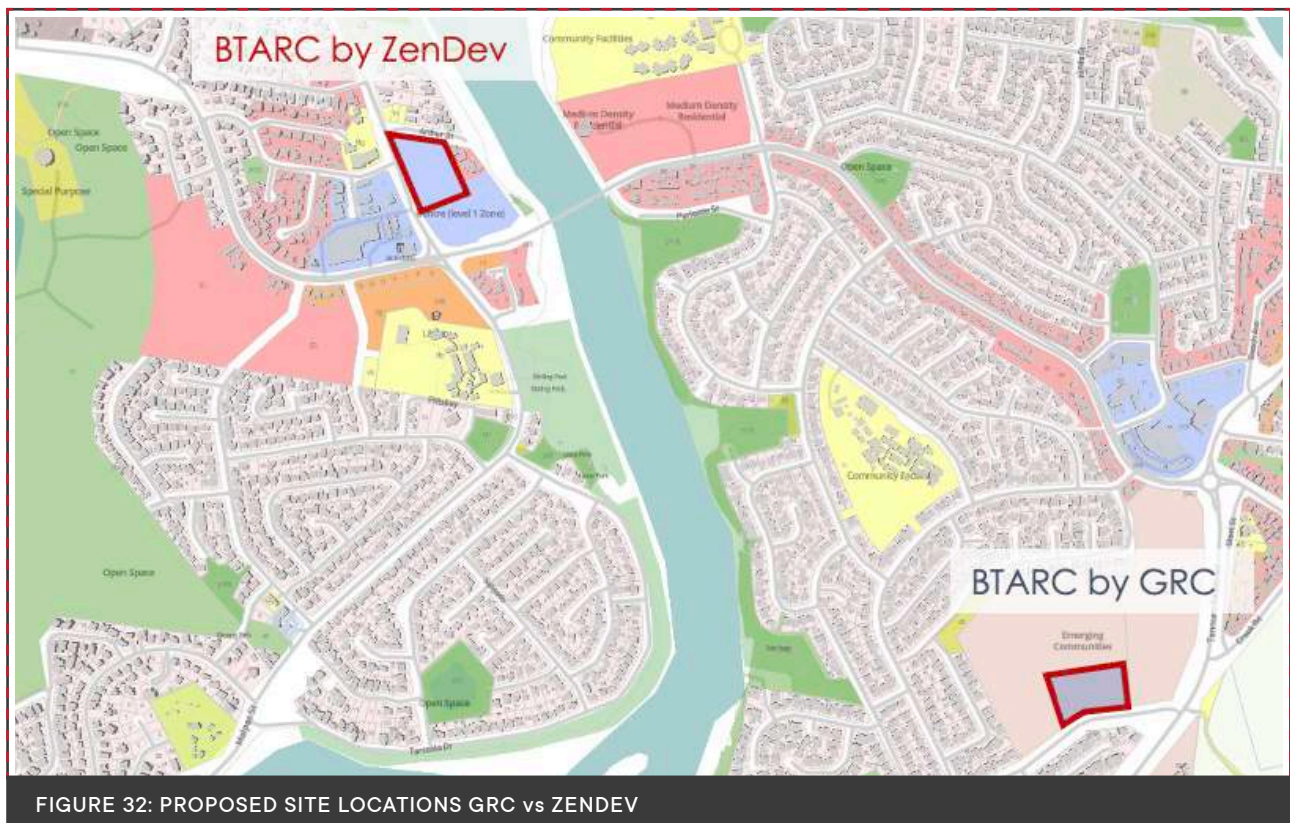
In March 2018 Council resolved to consider options for an aquatic recreation centre in the Boyne Island and Tannum Sands area. On 3 November 2020 ZenDev presented a deputation proposing to work with Council to deliver an aquatic recreation facility on an alternative site to that adopted by Council in June 2020. This alternate site had already been considered by Council as part of the feasibility study in 2019.

After evaluation and assessment of the proposal Council decided to move ahead with the BTARC facility without partnering with a ZenDev for several reasons, the main reason being that prior to receiving their development approval for their Aquatic Centre, ZenDev's proposal did not improve councils position.

It is well publicised that Council does not have the financial capacity to build their pool either. Funding will be required by the state of federal government. We do believe however, that Council has the OPEX budget to lease the facility in the meantime, until the funding has been secured to purchase the facility. Leasing our Aquatic Centre is, and always has been a short term solution to accelerate the delivery of Gladstone's no.1 Social Infrastructure Project.

ZenDev's project proposes to deliver BTARC 5 years sooner than Council's project. ZenDev will also facilitate the design, approvals and negotiate management agreements prior to commencement of construction in Q4 2022. If/ when Council does purchase the facility, it will be for less than what Council would have spent to deliver Coronation Drive.

Only 1 year into this journey, ZenDev are already 2 years ahead of councils program, even with Council having a 2 year head start. ZenDev plan to deliver additional income producing activities and programs substantially increasing business opportunities safeguarding the facilities long-term sustainability. This is made possible due to design and construction cost efficiencies ZenDev can provide. ZenDev's project's long-term viability is further enhanced by its position within the Boyne Island Centre Precinct and the co-located business's both as part of the Master Planned Future stages and the existing business's directly adjacent to the subject site at Boyne Plaza such as McDonalds, Woolworths and BITS medical.



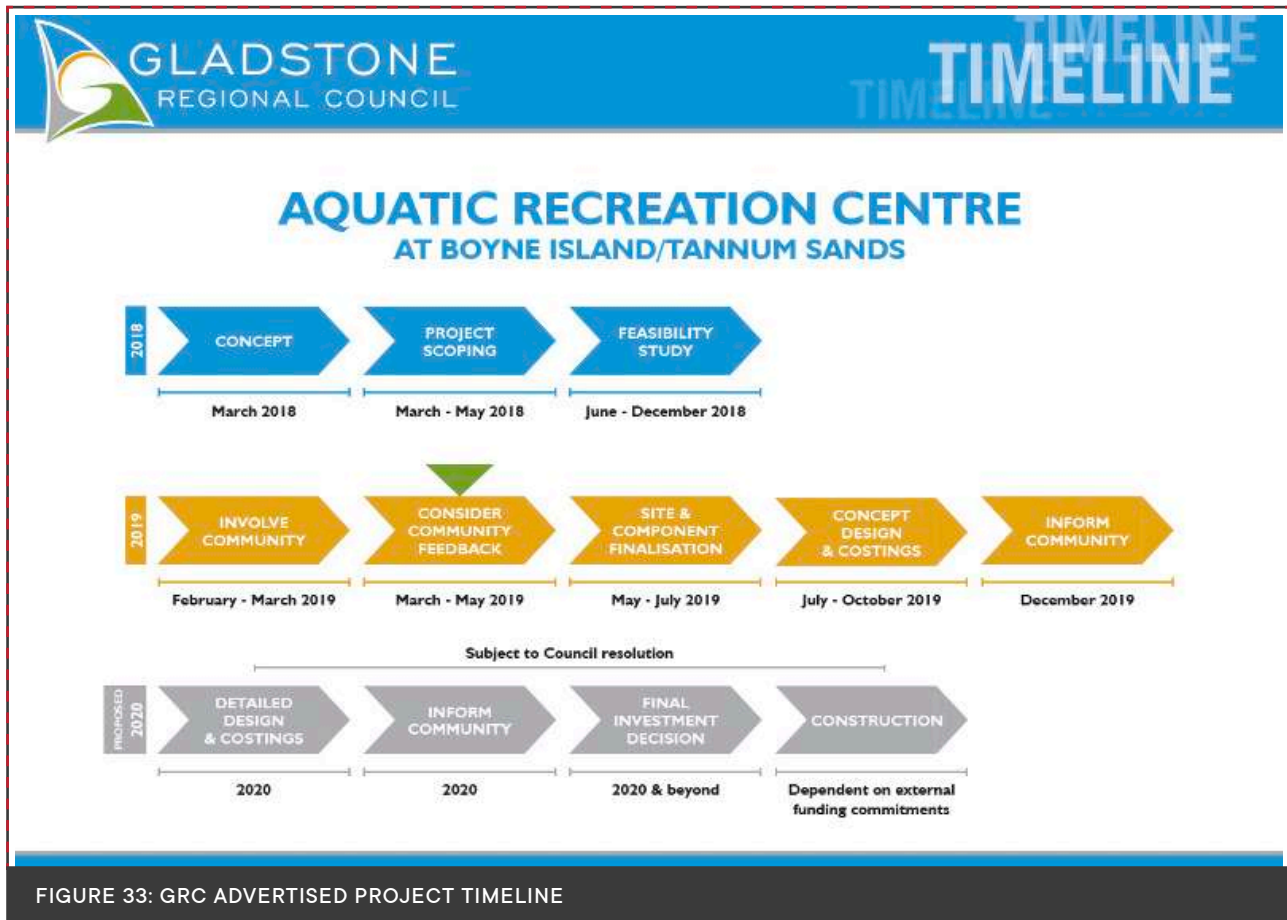
## 8 SITE COMPARISONS

### 8.2.1 Timeline Comparison

Table 16 below, provides a summary of both ZenDev's and GRC's program history for their respective projects.

TABLE 16: TIMELINE COMPARISONS					
YEAR	QTR	ZENDEV TIMELINE		GLADSTONE REGIONAL COUNCIL TIMELINES	
			TRACKED PROGRAM	TRACKED PROGRAM	ORIGINAL PROGRAM
2018	Q1			Concept	Concept
	Q2			Project Scoping	Project Scoping
	Q3				
	Q4			Feasibility	Feasibility
2019	Q1				Community Engagement
	Q2			Community Engagement	Concept Design, Due Diligence and Costing
	Q3				
	Q4				
2020	Q1				
	Q2				Detailed Design / Costing
	Q3				Final Investment Decision
	Q4	START	Concept and Project Scoping		
2021	Q1		Feasibility	Concept Design, Due Diligence and Costing	Construction Commence Subject to Funding
	Q2		Community Engagement		
	Q3		Concept Design and Due Diligence		
	Q4		Detailed Design		
2022	Q1		Submit Development Application		
	Q2	CURRENT	Secure Funding		
	Q3		Final Investment Decision		
	Q4		Construction Commence Subject to Lease with GRC	Detailed Design	
2023	Q1			Submit Development application	
	Q2			Secure Funding	
	Q3			Final Investment Decision	
2024	Q1				
	Q2				
	Q3			Construction Commence Subject to Funding	
	Q4				
2025	Q1				
	Q2				
	Q3				
	Q4				

## 8 SITE COMPARISONS







9

# FINANCIAL MODELLING

## 9 FINANCIAL MODELLING

### 9.1 ASSUMPTIONS

The Aquatic Facility will be leased to Council until they are able to secure funding to Acquire the Facility. Council is likely to outsource the management or “sublease” to a capable and experienced Facility Management company.

Recent visitation and financial performance information for the Gladstone Aquatic Centre (GAC) has been reviewed to provide local operating context. Current annual visitation for GAC is circa 130,000 with an operating loss (including management costs) of \$800,000 (\$0.7m revenue against \$1.5m in expenses).

Gladstone regional Council have carried out their own financial modelling and forecasts which were done independently and to ZenDev’s financial modelling. ZenDev have not relied on Council’s forecasts to prepare this report however this section will review and compare the results from Councils investigative reports and make comment to where necessary. Councils reports and investigations have been made publicly available on Gladstone Regional Councils website

<https://conversations.gladstone.qld.gov.au/boyne-tannum-aquatic-recreation-centre?fbclid=IwAR3yoo1RFct6ob7PluOEh2Di2CjJ6jHkHkg7wRFEtGNj%E2%80%A6>

ZenDev and its consultants who participated in the preparation of this report have used their best endeavours to prepare the information in the same format for Council’s convenience and to compare the results and assumptions in a like for like manner.

**TABLE 17: OPERATING ASSUMPTIONS**

ITEM	ASSUMPTIONS	SOURCE/RATIONALE/BASIS																				
Facilities	As per DA approved plans																					
Operating Hours	<p><b>SUMMER</b>  Monday - Friday: 5:30am - 7:30pm  Saturday - Sunday: 7:00am - 5:00pm</p> <p><b>WINTER</b>  Monday - Friday: 5:30am - 7:30pm  Saturday - Sunday: 7:00am - 1:00pm</p> <p><i>(alternative hours for splash zone for summer and winter)</i></p>	Based on Gladstone Aquatic Centre Operating Hours																				
Fees and Charges (subject to council variation)	<p><b>CASUAL AQUATIC</b></p> <table> <tr><td>Adult</td><td>\$5.00</td></tr> <tr><td>Child/Concession</td><td>\$4.00</td></tr> <tr><td>Child under 3</td><td>FREE</td></tr> <tr><td>Spectator</td><td>\$2.70</td></tr> <tr><td>Family Pass (2ad + 2ch)</td><td>\$11.00</td></tr> <tr><td>Extra Adult</td><td>\$4.00</td></tr> <tr><td>Extra Child</td><td>\$3.00</td></tr> </table> <p><b>AQUATIC PASSES</b></p> <table> <tr><td>20 - Adult</td><td>\$90.00</td></tr> <tr><td>20 - Child/Concession</td><td>\$72.00</td></tr> </table> <p><b>MEMBERSHIPS</b></p> <table> <tr><td>Full Membership (Swim and Gym)</td><td>\$16.60 per week</td></tr> </table>	Adult	\$5.00	Child/Concession	\$4.00	Child under 3	FREE	Spectator	\$2.70	Family Pass (2ad + 2ch)	\$11.00	Extra Adult	\$4.00	Extra Child	\$3.00	20 - Adult	\$90.00	20 - Child/Concession	\$72.00	Full Membership (Swim and Gym)	\$16.60 per week	Based in Gladstone Aquatic Centre Fees and Charges and additional membership charges in recognition of additional facilities at the proposed BTARC
Adult	\$5.00																					
Child/Concession	\$4.00																					
Child under 3	FREE																					
Spectator	\$2.70																					
Family Pass (2ad + 2ch)	\$11.00																					
Extra Adult	\$4.00																					
Extra Child	\$3.00																					
20 - Adult	\$90.00																					
20 - Child/Concession	\$72.00																					
Full Membership (Swim and Gym)	\$16.60 per week																					

## 9 FINANCIAL MODELLING

Visitations	<b>TARGET VISITATION ESTIMATES</b>		Target visitations have been calculated using detailed catchment analysis and includes hypothesis of attendance as a result of industry benchmarking of similar facilities and regions plus innovation, precinct design and facility design.
	Casual Visit	69,650	
	Passes	600	
	Programs	30,210	
	Memberships	400	
Management and Staffing	Modelling based on outsourcing model in line with GRC existing facilities (allowance for management included)  Staffing estimates approx 25 FTE to cover full operating hours and minimum supervision requirements of the facility.	Industry benchmarking, service level quality and supervision modelling has been used to calculate the management and staffing of the BTARC.	

TABLE 18: GENERAL BUSINESS ASSUMPTIONS

ITEM	ASSUMPTIONS	SOURCE/RATIONALE/BASIS
CPI Increase	2.3% increase from year 2 (variability will occur)	Consumer price index averages (Brisbane)
Business Growth	Year 1 of modelling assumes year 2 of operations with establishment year being discounted as per lease agreements with GRC.  Future growth assumed a 3% yoy growth (year 2-10) including CPI and general operating efficiencies.	Allows business establishment period and averages year on year growth over 10 year period.
Price Growth	Increases for admission, programs and operating expenses consistent across business growth revenue and expenditure .	
Expenditure	Allowance for CPI and general rate increases	
Recurrent Operating Expenditure	Recurrent operating expenditure including utilities, administration, marketing, security, maintenance and cleaning	Estimates based on similar facilities, operating efficiencies and facility design
Staff Costs	Includes salaries and oncosts (20%) Allowance for total wage growth (3%)	Fairwork averages and industry benchmarking
Asset Management and Maintenance	Allowance for annual reactive maintenance and asset replacement (end of life)  Modelling does not anticipate renewal costs until after year 10.	
Lease payments and property costs	Annual lease fee has been included in modelling and would be a cost saving in the event of purchase or other mechanism as outlined in lease terms	In line with operating lease agreement with GRC

A close-up photograph of a baby's face in a swimming pool. The baby is wearing a bright pink swim cap with blue and orange goggles perched on top. The baby has light blue eyes and is smiling. The background is a blurred blue pool with a wooden structure and a large orange buoy.

**10**

**COMMERCIAL  
CONSIDERATIONS**

---

## 10 COMMERCIAL CONSIDERATIONS

---

ZenDev is working hard to provide a facility which not only meets the community needs but provides a sound investment for council over the long term. We recognise GRC has alternative options to build an aquatic centre and recreational precinct for the community, however, we believe the ZenDev development is categorically a far more attractive option financially and location.

In order to meet the financial demands of the project and long term funding, we are proposing a number of options for ownership and operation of the facility. Each option has been carefully considered to maximise the benefits to constituents and provide council with an attractive pathway to ownership.

### 10.1 KEY COMMERCIAL LEASE

As highlighted, the intent of the project is to build a high quality, turn key aquatic and recreation facility which council can lease with an extended option to buy the facility at a time which is convenient for all parties. We recognise the importance of ownership to council and have included a number of key milestones in the commercial lease agreement allowing council to purchase the facility at market rates, in turn, securing the long-term viability of the facility within the proposed precinct.

#### Essential Lease Terms Highlights:

- 20 year lease period
- \$1,500,000 per annum lease fee
- Facility Purchase options at year 1, 2, 3 or year 10

Refer to Annexure 6 for AFL Schedule Items.

---

## 10 COMMERCIAL CONSIDERATIONS

---

### 10.2 OPERATING OPTIONS

In an effort to support GRC in the long-term acquisition of the facility, we are proposing a number of operating options supported by ZenDev in the short term. Below we have provided 2 such options and we are open to further discussion on options which may better suit council and ZenDev moving forward.

#### Option 1 – 6 Month Rent and Operating Cost Free

ZenDev is offering a 6-month period from practical completion of the facility Rent Free to council. Furthermore, ZenDev will cover the operational costs of the facility in that period to allow establishment of programs and services to the community.

This commitment is contingent on GRC entering into the 20-year lease period as per the master lease agreement.

#### Option 2 – 12 Month Rent Free Period

ZenDev is offering a 12-month Rent Free period commencing at practical completion of the facility. At which time GRC will enter into commercial lease for 20 years (with facility purchase options provided) and will assume all operating costs for the facility (as per the master lease agreement).

### 10.3 OPERATING PARTNER OPPORTUNITY

As identified in section 5 – BTARC Management and Operations, there are a number of identified management options available in the market. We recognise GRC will consider all management options in order to find the most beneficial outcomes for the community over the long term.

As part of the above operating options, ZenDev is able to facilitate the short-term management and operation of the facility on behalf of council through our operating partners, MSK Management Group.

MSK Management Group are an industry leading operating consulting company who have developed a short-term operating program designed to support local government in managing their sport and recreation facilities for interim periods.

The operating partner arrangement can run for the 6 or 12 month Rent Free periods and can be extended up to 24 months at council discretion. This support mechanism is designed to offer council an opportunity to establish the facility, generate real time operating data and provide operating clarity in readiness for long term operating options (commercial tendering or internal operations).



# 11

## DEVELOPER OVERVIEW

---

## 11 DEVELOPER OVERVIEW

---

### 11.1 INTRODUCTION

ZenDev is a Real Estate Development company directed by a Seasoned Builder/Developer and a Property Acquisitions/ Research Analyst. Together, the Directors bring a wealth of knowledge in both the Construction Industry and Real-estate investment sector.

The unique acquisition model empowers ZenDev to acquire properties burdened by specific encumbrances whilst under a long-term Call Option deed and at a discounted rate which are then resolved whilst Under Option through our due diligence process and value engineering strategy which is enforced by Planning Approvals at which time significant value has been added and realised through a Professional Valuation.

The strategies for acquisition and disposition were developed in-house research department, powered by industry leading technology and sophisticated research software. The successful completion and delivery are assured by experienced project management team and the appointment of the best Corporate Advisers, Executive Specialist, Town Planners, Architects, Engineers and Consultants.

## OUR VALUES

---



RESPECT



TRUST



COLLABORATION



PASSION



EXCELLENCE



INTEGRITY



---

## 11 DEVELOPER OVERVIEW

---

### 11.2 CAPABILITY

ZenDev offers its partners Blue-Chip Residential developments and premium Retail/Commercial opportunities often de-risked by tenant lease pre-commitments.

ZenDev has forged valuable relationships with retail partners offering significant advantages by removing speculation and ensuring financial confidence from due-diligence stage and throughout the project.



## 11 DEVELOPER OVERVIEW

### 11.3 RECENT AND CURRENT PROJECTS

In early 2020, ZenGroup shifted focus from Residential high-rise construction and development to premium institutional investment grade retail developments, underpinned by top tier national/ multinational tenant covenants with long term leases in high growth areas.



#### **CRESTMED VILLAGE**

Neighbourhood Centre  
(3 Stages)

- Service Station
- Drive Thru Cafe
- Gym & Wellness Centre
- Pub/Club

Expected Completion - May 2022

**Project Value \$30m**



#### **CALTEX WILLAWONG**

Service Station

- Service Station
- Car Wash

Expected Completion - Nov 2022

**Project Value \$8m**

## 11 DEVELOPER OVERVIEW



### **FORREST GROVE**

Woogooroo Street, Ellen Grove  
Neighbourhood Centre  
(3 Stages)

- Service Station
- Drive Thru Cafe
- Childcare Centre
- Pub/Club

Expected Completion - Mar 2023

**Project Value \$30m**



### **THE ISLAND**

Boyne Island, Gladstone  
Retail, Rec and Tourism  
(3 Stages)

- Community Aquatic and Recreation Centre
- Hotel/Residential and Retail
- Boat Club
- Marina

Expected Completion - Jan 2024

**Project Value \$100m**

## 11 DEVELOPER OVERVIEW



### **NEWSTEAD LUXURY APARTMENTS**

Longlands St, Newstead  
Brisbane  
(Stage 1)

- 78 Apartments
- 4 level basement + 1 level retail + 2 levels + commercial+ 15 levels residential

Completed

**Project Value TBC**



### **VISTA ON RIVERVIEW**

Riverview Terrace Indooroopilly  
Brisbane

- 24 Luxury Apartments
- 2 level basement + 6 levels residential

Completed

**Project Value \$15m**

## 11 DEVELOPER OVERVIEW



### **ALLURE WEST END**

Victoria St, West End  
Brisbane

- 53 Apartments
- 3 level basement + 7 levels residential

Expected Completion - TBC

**Project Value TBC**



### **SAVOIR FAIRE RESIDENCES 1 & 2**

Manning St, Milton  
Brisbane

- 130 Apartments
- 4 level basement + 15 levels residential
- 2 standalone towers

Expected Completion - TBC

**Project Value TBC**

## 11 DEVELOPER OVERVIEW



### **BREEZE ON BLUNDER**

Blunder Rd, Durack  
Brisbane

- 30 Townhouses
- 3 bed, 2 car, 2 bath

Expected Completion - TBC

**Project Value TBC**



### **MARINE COVE AND MORETON VIEW**

Marine Parade, Redcliffe  
Brisbane

- 38 Apartments
- 2 level basement + 9 levels residential
- 2 separate buildings

Expected Completion - TBC

**Project Value TBC**

## 11 DEVELOPER OVERVIEW



### **ARRIVA APARTMENTS**

Ferry Rd, West End  
Brisbane

- 56 Apartments
- 3 level basement + 7 levels residential

Expected Completion - TBC

**Project Value TBC**



### **SOUTH EDGE APARTMENTS**

Merivale St, South Brisbane

- 47 Apartments
- 2 level basement + 9 levels residential + 1 level retail

Expected Completion - TBC

**Project Value TBC**

---

## 11 DEVELOPER OVERVIEW

---

### 11.4 CAPACITY TO FINANCE THE PROJECT

Managing Director, Michael Emanuel has invested considerable amounts of Capital into lucrative Real Estate deals across SEQ over the past decade and with his family office, plans to actively invest in the residential sector during the “golden decade” leading up to the 2032 Olympic Games.

In addition to deploying its own capital into residential projects, ZenDev have developed an acquisition and investment model attracting significant interest from both private and institutional investors. ZenDev have forged valuable relationships with industry leading financial institutions and investors. We collaborate with our financial partners from an early stage of the project cycle to ensure the viability of the project is assured from inception, and usually have the entire project funded before the subject site is purchased.

Refer Annexure 2 to Capital Partner LOI



---

## REFERENCE LIST

---

- Australian Bureau of Statistics (2016). Community Profile 2016 – Gladstone LGA.
- Australian Bureau of Statistics (2022). 2016 Census QuickStats – Boyne Island. [https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/SSC30348](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC30348)
- Australian Bureau of Statistics (2022). 2016 Census QuickStats – Tannum Sands. [https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/UCL314022](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/UCL314022)
- Boyne Tannum Hookup (2022). Past Events – 2021. <https://boynetannumhookup.com.au/2021-2/>
- GapMaps (2022). <https://live.gapmaps.com/cartographer>
- Gladstone Regional Council (2017). Gladstone Regional Council Mapping System. <https://maps.gladstone.qld.gov.au/html/?Viewer=PlanningScheme>
- Gladstone Regional Council (n.d.). 2021–2026 Corporate Plan. <https://www.gladstone.qld.gov.au/downloads/file/3684/gladstone-regional-council-corporate-plan-2021-2026>
- Green Building Council of Australia (n.d.). Introducing Green Star. [https://www.gbca.org.au/uploads/91/2139/Introducing\\_Green\\_Star.pdf](https://www.gbca.org.au/uploads/91/2139/Introducing_Green_Star.pdf)
- Queensland Government (2021). Queensland Globe. <https://qldglobe.information.qld.gov.au/>
- Remplan (2022). Gladstone Region Community Profile. <https://app.remplan.com.au/gladstone/community/population/age?state=j6ONiZ!2n6kFXKnZF0aJ8etEBxAahGTntp5KSMtptJtMbHxt1FJEvCqoz>
- Design principles: Referenced from <https://www.re-thinkingthefuture.com/rtf-fresh-perspectives/a1310-10-things-to-remember-when-designing-a-resort/>



2 CENTENARY DRIVE

# BOYNE ISLAND



BOAT CLUB



HOTEL



MARINA



AQUATIC &  
RECREATION  
CENTRE



**A1**

**COMMUNITY ENGAGEMENT  
REPORT**

**A2**

**CAPITAL PARTNER LOI**

**A3**

**DEVELOPMENT APPLICATION  
APPROVALS**

# **A4**

**DEVELOPMENT APPLICATION  
PLANS**

**A5**

**FINANCIAL MODEL**

**A6**

**AFL SCHEDULE ITEMS**



**A7**

**PROJECT TIMELINE**

**A8**

**SUPERVISION MAP**

**A9**

**WASTE MANAGEMENT PLAN**

# **A10**

**PRINCIPLE PROJECT  
REQUIREMENTS**

**A11**

**CONSTRUCTION RISK  
ASSESSMENT**