



Lockbridge

ACT 058 – ACT Ice Sports Facility

Options Analysis Report

Revision 5.1

19/10/2018

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Attachment 1- ACTISF Functional Brief

Attachment 2- Capital Cost Estimates for National Ice Sports Facility

Attachment 3- Forecast Demand of the Options

DOCUMENT CONTROL RECORD

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Notes

- The Architectural images presented in this report have been prepared by Cox Architecture.
- The capital cost estimates presented in this report have been prepared by WT Partnership.

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1.0 INTRODUCTION

In the lead up to the 2016 ACT election, the ACT Government committed \$75,000 to undertake a options study for the provision of a new ice sports facility in Canberra.

Active Canberra have consulted with the ACT Ice Sports Federation (ACTISF), who have prepared a comprehensive Functional Brief identifying their requirements for the new facility.

Stakeholder Information

In preparation of this report Lockbridge has held four workshops with the ACTISF, consulted with management operators and conducted site visits to the Phillip Ice Skating Facility, Cockburn Ice Arena (Perth) and Obrien Group Arena (Melbourne). It should be noted that the operators and owners of the aforementioned facilities were extremely generous in sharing their knowledge and experience in ice facilities. This information has supported the financial modelling identified in this report.

Facility Options

The ACTISF Functional Brief identified the need for a two-rink facility. This report also provides a comparison to a single rink facility. The options considered within this report include:

- Option 1 - two rink facility, planned over two levels
- Option 2 - two rink facility, planned over a single level
- Option 3- one rink facility, planned over two levels

Value Management

After presenting the initial capital cost estimates for the three options to the ACTISF during Stakeholder Workshop no 2 it was decided to value manage the design where possible. The capital cost estimates within this report include the savings identified through the value management process.

Ownership and Funding Structure

The ownership and funding structure of a new ice sports facility in Canberra has not yet been determined. For the purposes of this report a joint funding model option is explored, where part funding is gifted and part funding is debt funded. Various other types of funding options could be considered.

Operating Structure

The operating structure of a new ice sports facility in Canberra has not yet been determined. For the purposes of this report a cost recovery management model is applied.

Report Objectives

This report has been prepared in conjunction with Cox Architecture (architect) and WT Partnership (cost planner). The objectives of this report are to:

- determine the size and functional layout of a new (twin sheet) facility which meets the ACTISF Functional Brief;
- determine the size and functional layout of a new single rink facility, which does not meet the ACTISF functional brief;
- determine the capital cost of each option;
- determine the likely operating performance of each option.

Exclusions

The scope of this report did not include site identification analysis or an assessment to any future implications a new facility may have for the existing Phillip Ice skating facility.

2.0 FACILITY REQUIREMENTS

The facility requirements are defined in the ACTISF Functional Brief prepared by the ACTISF. This document is provided as **Attachment 1** to this report. After meeting with ACTISF to comprehensively understand the brief Lockbridge and Cox Architecture rationalised this document into a Facility Areas Schedule.

The Facility Area Schedule which aligns to the ACTISF Functional Brief is provided as **Table 1**.

ELEMENT	TYPE	AREA
Ground Floor Public Areas	Main entry with airlock	90
	Hall of Fame (within entry)	40
	Ticketing	30
	Admin / Cash Room	30
	Administration - combined	0
	Skater's Lounge	216
	Skate Rental and Sharpening	115
	Café	100
	Café Servery & Kitchen	60
	F&B Storage	20
	Food & Beverage Concession	30
	Retail / Pro Shop	100
	Synthetic Ice Shooting Range	100
	Function Rooms (Multipurpose Rooms for Parties / Rink 2 change / Ballet / Training)	256
	Public Stair	35
	Lift	6
	Public Amenities	140
	Spectator Seating (Rink 2)	180
	Spectator Standing Areas (Rink 1)	180
	FOH Circulation	360
	Subtotal	2,088
Ground Floor Service Areas	Rink (Removable Plexiboard & Netting, Kiss & Cry Lounge)	3600
	Player's Benches - Enclosed (Judges & Official over)	96
	Penalty Bench / Scorekeeping - Enclosed	56
	Enclosed Timekeepers / Game Official Box	
	Zamboni Ice Resurfacing Machine Area (Parking/Service, Snow Melt Pit, Water treatment, Storage)	108
	BOH Circulation	180
	Subtotal	4040
Ground Floor User Areas	Change Room Module (Lockers, Benches, Toilets, Showers)	256
	Official's Amenities (with Kitchenette)	32
	First Aid Room (with Sports Medical)	15
	Laundry	15
	Sport Equipment Store	144
	Fire Stair	36
	Subtotal	462
Ground Floor Plant Areas	Sub-station	45
	Meter Rooms (Switchroom, Water Meter Room, Gas Meter Room, Comms Room)	63
	Fire Booster Cupd	3
	Plant Area	-
	Subtotal	111
Ground Level GFA		6,701

ELEMENT	TYPE	AREA
Level 1 Public Areas	Spectator Seating	1,080
	Food and Beverage Concessions	60
	Viewing Gallery (Standing)	280
	Sports Lounge	152
	Bar and Storage	30
	Bar Amenities	25
	Function Room (Multipurpose Rooms Corporate Boxes / Media / Broadcast)	252
	Public Amenities	70
	Circulation	240
	Subtotal	2,189
Level 1 Service Areas	Administration & CEO Office (with Support worker)	70
	Meeting Room / Board Room	24
	Breakout	36
	Camera Locations	-
	AV Control Room	20
	Subtotal	150
Level 1 Plant Areas	Plant Area	320
	Subtotal	320
	Level 1 GFA	2,659
	Total GFA	9,360
	External Area - Parking	180 PARKS

Table 1 – Two Rink Scheme Facility Area Schedule

The estimated site area for this option is 25,000 m².

A single rink facility option is also considered. The Facility Area Schedule for the single rink option is provided as **Table 2**. Table 2 also includes a variance column which identifies the difference between the functional areas of the two rink option and one rink option.

ELEMENT	TYPE	AREA	VARIANCE
Ground Floor Public Areas	Main entry with airlock	90	0.00
	Hall of Fame (within entry)	40	0.00
	Ticketing	30	0.00
	Admin / Cash Room	30	0.00
	Administration - combined	135.2	135.20
	Skater's Lounge	86.4	(129.60)
	Skate Rental and Sharpening	115	0.00
	Café	80	(20.00)
	Café Servery & Kitchen	48	(12.00)
	F&B Storage	16	(4.00)
	Food & Beverage Concession	30	0.00
	Retail / Pro Shop	100	0.00
	Synthetic Ice Shooting Range	0	(100.00)
	Function Rooms (Multipurpose Rooms for Parties / Rink 2 change / Ballet / Training)	128	(128.00)
	Public Stair	35	0.00
	Lift	6	0.00
	Public Amenities	70	(70.00)
	Spectator Seating (Rink 2)	0	(180.00)
	Spectator Standing Areas (Rink 1)	180	0.00
	FOH Circulation	45	(315.00)
	Subtotal	1529.2	(823.40)
Ground Floor Service Areas	Rink (Removable Plexiboard & Netting, Kiss & Cry Lounge)	1800	(1,800.00)
	Player's Benches - Enclosed (Judges & Official over)	48	(48.00)
	Penalty Bench / Scorekeeping - Enclosed	28	(28.00)
	Enclosed Timekeepers / Game Official Box		0.00
	Zamboni Ice Resurfacing Machine Area (Parking/Service, Snow Melt Pit, Water treatment, Storage)	108	0.00
	BOH Circulation	90	(90.00)
	Subtotal	2074	(1,966.00)
Ground Floor User Areas	Change Room Module (Lockers, Benches, Toilets, Showers)	256	0
	Official's Amenities (with Kitchenette)	32	0
	First Aid Room (with Sports Medical)	15	0
	Laundry	15	0
	Sport Equipment Store	72	(72.00)
	Fire Stair	18	(18.00)
	Subtotal	390	(72.00)
Ground Floor Plant Areas	Sub-station	45	0
	Meter Rooms (Switchroom, Water Meter Room, Gas Meter Room, Comms Room)	63	0
	Fire Booster Cupd	3	0
	Plant Area	-	0
	Subtotal	111	0
Ground Level GFA		3,840	(2,861.40)
Level 1 Public Areas	Spectator Seating	1,080	0
	Food and Beverage Concessions	60	0
	Viewing Gallery (Standing)	140	(140.00)
	Sports Lounge	106	(45.60)

ELEMENT	TYPE	AREA	VARIANCE
	Bar and Storage	30	0.00
	Bar Amenities	25	0.00
	Function Room (Multipurpose Rooms Corporate Boxes / Media / Broadcast)	168	(84.00)
	Public Amenities	70	0
	Circulation	240	0
	Subtotal	1,919	(269.6)
Level 1 Service Areas	Administration & CEO Office (with Support worker)	-	(70.00)
	Meeting Room / Board Room	-	(24.00)
	Breakout	-	(36.00)
	Camera Locations	-	0.00
	AV Control Room	20	0.00
	Subtotal	20	(130.00)
Level 1 Plant Areas	Plant Area	224	(96.00)
	Subtotal	224	(96.00)
	Level 1 GFA	2,163	(495.60)
	Total GFA	6,003	(3,357.00)
	External Area - Parking	90 PARKS	

Table 2 –One Rink Scheme Facility Area Schedule

The estimated site area for this option is 20,000m².

3.0 FACILITY PROGRAM

Effective programming of ice time is critical to the financial success of a new facility. There is a delicate balance between scheduling of activities which maximise revenue (such as general admission or high-profile events), while providing suitable ice time to community priorities (such as local sport, school programs, youth programs) with lesser revenue. For the purposes of this report a Facility Program has been prepared. The program identifies activities for both the two rink option and single rink option.

It should be recognised that the single rink option significantly reduces ice time for venue hire/ private training activities such as; ice hockey, figure skating and broomball.

Facility programming will constantly change during the operation and lifecycle of the facility, therefore, the programs presented in this report are baseline programs only which are used for input data into the financial model to determine the potential operating performance. The programs provided are an average scheduling of ice time across a financial year. We recognise that there will be peak periods which exceed the usage identified in the program.

Based on available information, this program is considered realistic at the opening (day 1) of a new ice sports facility. The program would obviously evolve over time and consider both the commercial operating requirements and the needs, including opportunities for growth, for the ice sporting organisations that utilise the facility.

3.1. Facility Program - Two Rink Option

The baseline program of the two rink facility is provided in **Table 3a** and **Table 3b**

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1000	General Admission	General Admission	General Admission	General Admission	General Admission	General Admission	Lesson Only - no public access
1030							
1100							
1130							
1200							
1230	General Admission	General Admission	General Admission	General Admission	General Admission	General Admission	General Admission
1300							
1330							
1400							
1430							
1500	General Admission	General Admission	General Admission	General Admission	General Admission	General Admission	General Admission
1530							
1600							
1630							
1700							
1730	General Admission	Lesson Only - no public access	General Admission	Lesson Only - no public access	General Admission	Lesson Only - no public access	General Admission
1800							
1830							
1900							
1930							
2000	Private Training	General Admission	Private Training	General Admission	Private Training	General Admission	Private Training
2030							
2100							
2130							

**** Maintenance occurs on weekday morning before open**

Table 3a –Rink 1 Of Two Rink Option Facility Program

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday						
0600	Private Training	Private Training	Private Training	Private Training	Private Training	Private Training							
0630													
0700													
0730													
0800				Mainenance									
0830	General Admission Hockey	General Admission Hockey	General Admission Hockey		General Admission Hockey	General Admission							
0900													
0930								General Admission Hockey					
1000													
1030													
1100		General Admission Hockey											
1130				General Admission Hockey									
1200	Private Training		General Admission Hockey		General Admission Hockey	General Admission Hockey	General Admission Hockey						
1230													
1300													
1330													
1400						General Admission Hockey							
1430	General Admission				Lesson Only - no public access								
1500													
1530		General Admission	General Admission		General Admission Hockey		Private Training	Private Training					
1600													
1630													
1700	Private Training				General Admission	General Admission							
1730							General Admission						
1800		General Admission	Private Training										
1830			General Admission Hockey		Private Training								
1900				General Admission									
1930	General Admission					General Admission Hockey							
2000					Private Training								
2030		Lesson Only - no public access	General Admission			General Admission							
2100													
2130			General Admission	Private Training		Private Training	Private Training						
2200		Private Training											
2230													
2300													
2330													

Table 3b –Rink 2 Of Two Rink Option Facility Program

3.2. Facility Program - One Rink Option

The baseline program of the one rink facility is provided in **Table 4**.

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday			
0600	Private Training	Private Training	Private Training	Private Training	Private Training	Private Training				
0630										
0700										
0730										
0800				Mainenance						
0830	General Admission Hockey	General Admission Hockey	General Admission Hockey		General Admission Hockey	General Admission				
0900										
0930										
1000										
1030						General Admission Hockey				
1100										
1130										
1200	Private Training	General Admission Hockey	Private Training	General Admission Hockey	General Admission Hockey		General Admission Hockey			
1230										
1300										
1330										
1400							General Admission Hockey			
1430	General Admission				General Admission Hockey					
1500										
1530		General Admission	General Admission	General Admission		General Admission Hockey		Private Training	Lesson Only - no public access	
1600										
1630										
1700	Private Training									
1730										
1800										
1830										
1900		General Admission	Private Training	General Admission	General Admission		General Admission			
1930										
2000										
2030										
2100	General Admission	Lesson Only - no public access	General Admission		General Admission	General Admission Hockey	Private Training			
2130										
2200										
2230										
2300		Private Training		Private Training		Private Training				
2330										

Table 4 – One Rink Option Facility Program

4.0 FACILITY REVENUE OPPORTUNITIES

The design of the facility considers the potential to drive revenue from Primary and Secondary revenue sources. An overview of the potential revenue opportunities for the facility is provided in **Table 5**.

Revenue Source	Revenue Activity	Revenue Barrier/ comment
Primary Activity		
Casual Admission	This revenue source is categorised as follows: <ul style="list-style-type: none"> • Adult (18+) • Concession Card Holder • Children (17 and Under) • Children (under 4) • Family passes 	Casual admission patronage is a key revenue contributor to the facility. It is assumed that the casual patronage level would increase with a new facility, albeit, there is no direct evidence to support this theory. For the purposes of this report we have therefore prepared five scenarios for each option indicating the change in operating performance from 50,000 to 150,000 visits per year.
Season Pass Holder	This revenue source is categorised as follows: <ul style="list-style-type: none"> • Single Skater 6 month pass • Single Skater 12 month pass 	Season pass holders are usually held by committed ice sports facility users therefore there is less variable in this patronage.
Skating Aids and Skate Hire	This revenue source is categorised as follows: <ul style="list-style-type: none"> • Skating aid hire • Skate hire- regular • Skate hire- platinum 	The revenue from skating aid hire and skate hire is a derivative of the casual patronage. It is assumed that 80% of Children under 4 entering as a casual entry fee will hire a skating aid and that 90% of all casual entry fees will also hire skates.
Venue Hire	This revenue source is categorised as follows: <ul style="list-style-type: none"> • Venue Hire/ Private Training (this includes hire for Ice Hockey, Ice Skating and Broomball). • Major Event rink hire (this includes CBR Brave games and major ice skating events and etc) 	It is assumed that ticket sales for events / Brave games are 50% split between the facility operator and event organisers.
Party Packages	This includes party room hire, food and beverage and skate hire.	Party packages are calculated as a net revenue.
Secondary Revenue		
Restaurant Bar and Canteen		Restaurant Bar and Canteen are calculated as a net revenue.
Pro-Shop Merchandise		Pro-Shop Merchandise is calculated as a net revenue.

Table 5 – Facility Revenue Opportunities

5.0 FACILITY OPTIONS ANALYSIS

The scope of this study was to investigate options to provide a new ice sports facility in Canberra which met the ACTISF Functional Brief. In addition, there was a requirement to review a potential alternate option to provide a single rink ice sports facility.

Three options have been considered in this report. The scope and functionality of each option varies. The options are as follows:

- Option 1 - two rink facility, planned over two levels.
- Option 2 - two rink facility, planned over a single level.
- Option 3- one rink facility, planned over two levels.

5.1. Scenario Analysis

Casual admission patronage is a key revenue contributor to an ice sports facility because this activity has the highest demand and expense recovery ratio. It is assumed that casual patronage would increase with a new facility, although, there is no direct evidence to support this theory. For the purposes of this report we have therefore prepared five scenarios for each option indicating the change in operating performance from 50,000 to 150,000 visits per year at 25,000 visit intervals.

Comparative analysis between the options is necessary to critique the performance of the options. For the purposes of this report 100,000 visits is the common patronage level used to assess comparative performance.

5.2. Option 1 - Two Rink Facility Planned Over Two Levels

The Option 1 scope includes the provision of a two-rink facility configured over two levels. This option physically separates the rinks by locating centralised player change rooms/ amenities. This option will provide the best patron experience in event mode due to the sports bar, corporate seating and function areas being located on level 1. The facility planning is identified in **Figure 1 and Figure 2**. The functional areas are identified in **Table 1**.

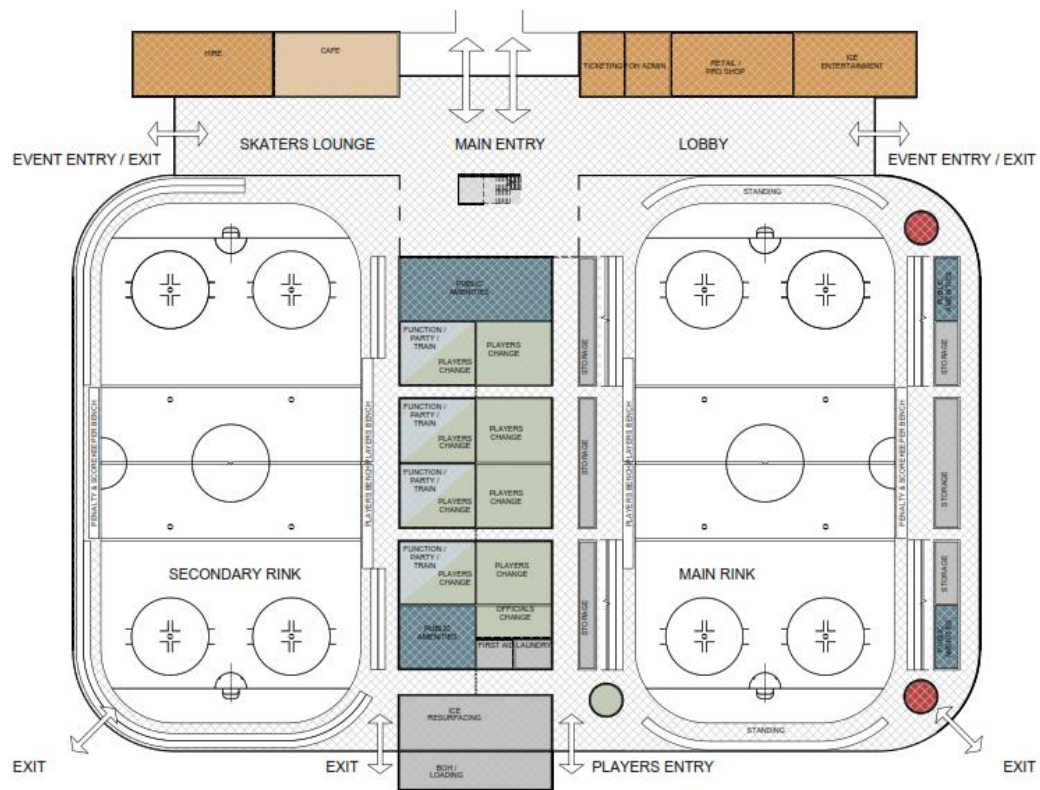


Figure 1 – Ground Floor, Two Rink Option

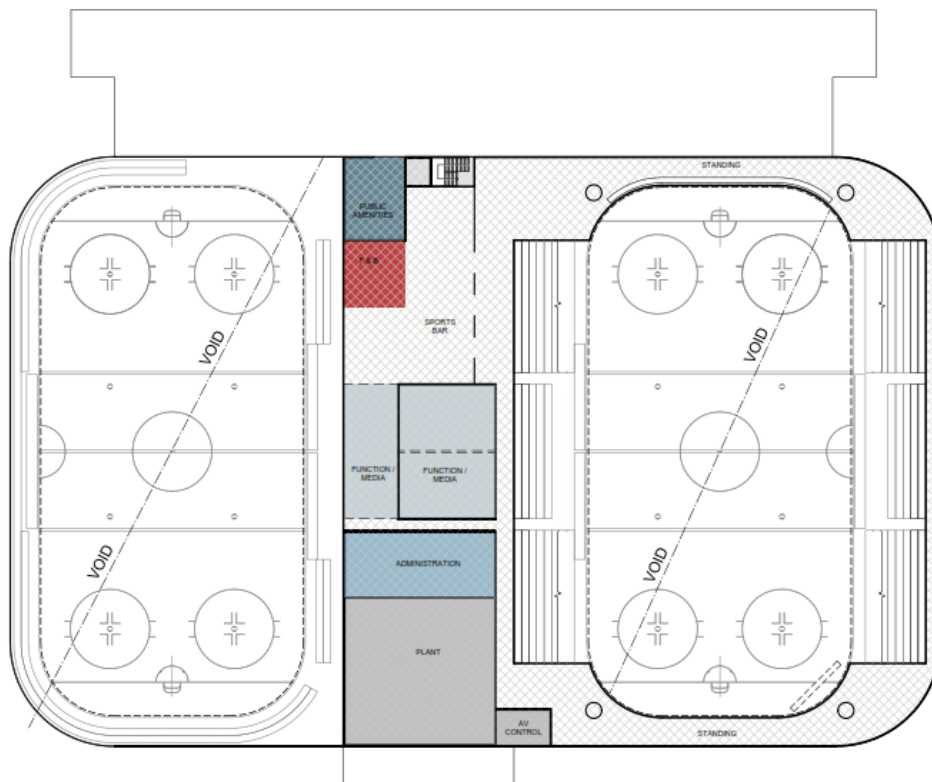


Figure 2 – Level 1, Two Rink Option

5.2.1. Departure from ACTISF Brief

The scope of Option 1 closely aligns to the ACTISF brief except for the following item:

1. The ACTISF brief identifies the requirements for 2000 seating capacity and 500 standing capacity. This option instead allows for 1200 seating capacity and 400 standing capacity.

5.2.2. Financial Assessment

This option provides the highest capital investment cost option at \$35,390,298.00 (excluding GST). The capital cost estimate is provided as **Attachment 2**.¹

The financial analysis indicates that this option will have the second highest net operating profit after Option 3. It has a small increase in net operating profit from Option 2 due to an increase in seating capacity and secondary spending during major events. The Expense Recovery Ratio based on achieving 100,000 casual visits is forecasted at 150%.

Financial Analysis Summary

The financial analysis forecast for the five scenarios is summarised in Table 6:²

Scenario	1	2	3	4	5
Total no. of Patrons	50,000	75,000	100,000	125,000	150,000
Annual Income / Expenditure					
Primary Revenue	\$2,264,770	\$2,891,645	\$3,518,520	\$4,145,395	\$4,772,270
Secondary Revenue	\$40,000	\$60,000	\$80,000	\$100,000	\$120,000
Total Income	\$2,304,770	\$2,951,645	\$3,598,520	\$4,245,395	\$4,892,270
Total Expenditure	\$1,801,480	\$2,069,933	\$2,338,386	\$2,606,839	\$2,875,292
Expense Recovery Ratio	128%	143%	154%	163%	170%
*Net Cashflow	\$503,290	\$881,712	\$1,260,134	\$1,638,556	\$2,016,978

Table 6 – Financial Assessment for Option 1

¹ Note exclusions on capital cost provided in Attachment 2.

² Forecast demand of Option 1 is provided in Attachment 3.

Funding Scenarios

Adjustment to the net cashflow of each scenario based on interest only repayment is identified in Table 7.

Scenario	1	2	3	4	5
Total no. of Patrons	50,000	75,000	100,000	125,000	150,000
Cashflow before interest	\$503,290	\$881,712	\$1,260,134	\$1,638,556	\$2,016,978
Option 1 - Debt Amount \$0					
Third Party Debt Amount	\$0	\$0	\$0	\$0	\$0
Interest rate (5% p.a.)	\$0	\$0	\$0	\$0	\$0
Cashflow after Interest Drawdown	\$503,290	\$881,712	\$1,260,134	\$1,638,556	\$2,016,978
Option 2 - Debt Amount \$5m					
Third Party Debt Amount	(\$5,000,000)	(\$5,000,000)	(\$5,000,000)	(\$5,000,000)	(\$5,000,000)
Interest rate (5% p.a.)	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)
Cashflow after Interest Drawdown	\$253,290	\$631,712	\$1,010,134	\$1,388,556	\$1,766,978
Option 3 - Debt Amount \$10m					
Third Party Debt Amount	(\$10,000,000)	(\$10,000,000)	(\$10,000,000)	(\$10,000,000)	(\$10,000,000)
Interest rate (5% p.a.)	(\$500,000)	(\$500,000)	(\$500,000)	(\$500,000)	(\$500,000)
Cashflow after Interest Drawdown	3290	\$381,712	\$760,134	\$1,138,556	\$1,516,978
Option 4 - Debt Amount \$15m					
Third Party Debt Amount	(\$15,000,000)	(\$15,000,000)	(\$15,000,000)	(\$15,000,000)	(\$15,000,000)
Interest rate (5% p.a.)	(\$750,000)	(\$750,000)	(\$750,000)	(\$750,000)	(\$750,000)
Cashflow after Interest Drawdown	(\$246,710)	131712	\$510,134	\$888,556	\$1,266,978
Option 5 - Debt Amount \$20m					
Third Party Debt Amount	(\$20,000,000)	(\$20,000,000)	(\$20,000,000)	(\$20,000,000)	(\$20,000,000)
Interest rate (5% p.a.)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)
Cashflow after Interest Drawdown	(\$496,710)	(\$118,288)	\$260,134	\$638,556	\$1,016,978

Table 7 - Financial Analysis for Option 1

5.3. Option 2 - Two Rink Facility Planned Over A Single Level

The Option 2 scope includes the provision of a two-rink facility configured on one level. This option physically separates the rinks with player changes rooms/ amenities. Spectator seating is provided rink side and corporate seating is located within the general seating area.

The facility planning is identified in **Figure 3**. The functional areas are identified in **Table 1**.

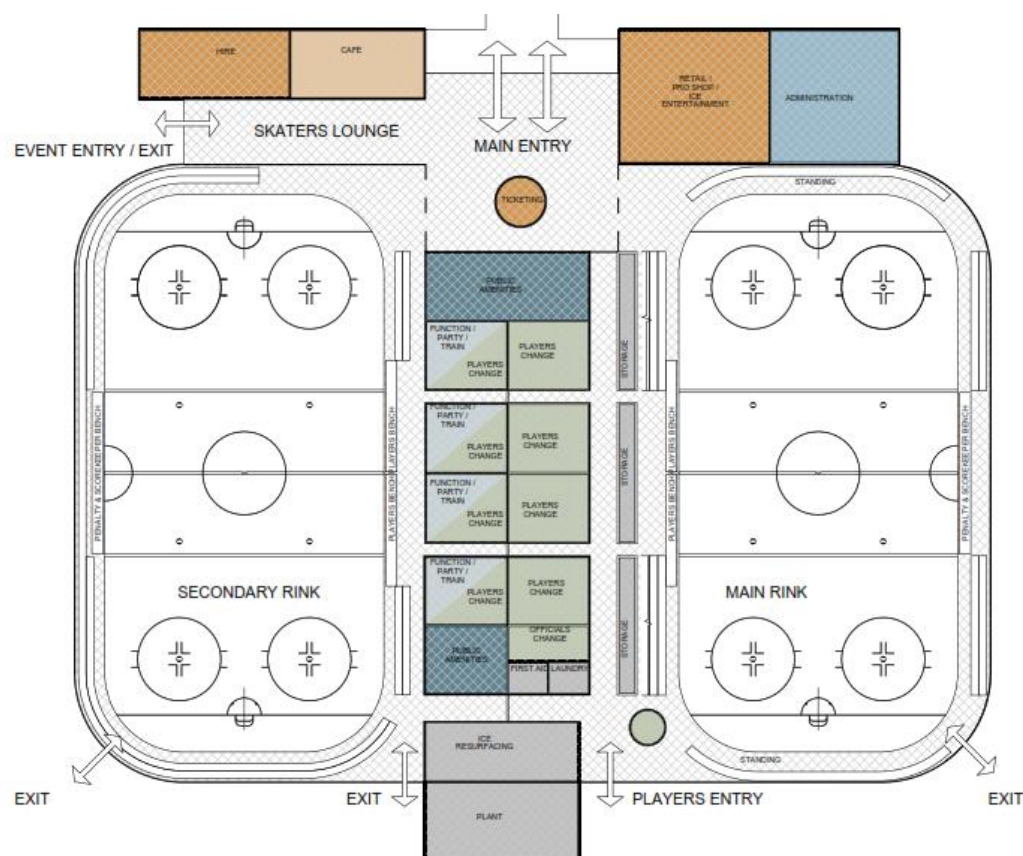


Figure 3 – Ground Floor, Two Rink Option

5.3.1. Departure from ACTISF Brief

The scope of Option 2 broadly aligns to the ACTISF brief except for the following items:

1. The ACTISF brief identifies the requirements for 2000 seating capacity and 500 standing capacity. This option instead allows for 600 seating capacity and 200 standing capacity for the event rink.
2. reduces the capacity of the Skater's lounge.
3. does not include sports lounge facilities.
4. does not include a designated viewing gallery.
5. Deletes the synthetic ice shooting range.
6. This option does not include enclosed corporate boxes. Instead boxes would be assembled within the general seating area.

5.3.2. Financial Assessment

This option provides the lowest capital investment cost for a two rink facility at \$30,159,851.00 (excluding GST). The capital cost estimate is provided as **Attachment 2**.³

The financial analysis indicates that this option will have the lowest net operating profit. It has a small decrease in net operating profit from Option 1 due to the decrease in seating capacity and secondary spending during major events. The Expense Recovery Ratio based on achieving 100,000 casual visits is forecasted at 147%.

Financial Analysis Summary

The financial analysis forecast for the five scenarios is summarised in Table 8:⁴

Scenario	1	2	3	4	5
Total no. of Patrons	50,000	75,000	100,000	125,000	150,000
Annual Income / Expenditure					
Primary Revenue	\$2,153,470	\$2,780,345	\$3,407,220	\$4,034,095	\$4,660,970
Secondary Revenue	\$20,000.00	\$30,000.00	\$40,000.00	\$50,000.00	\$60,000.00
Total Income	\$2,173,470	\$2,810,345	\$3,447,220	\$4,084,095	\$4,720,970
Total Expenditure	\$1,746,990	\$2,011,293	\$2,275,596	\$2,539,899	\$2,804,203
Expense Recovery Ratio	124%	140%	151%	161%	168%
*Net Cashflow	\$426,480	\$799,052	\$1,171,624	\$1,544,196	\$1,916,767

Table 8 – Financial Assessment for Option 2

³ Note exclusions on capital cost provided in Attachment 2.

⁴ Forecast demand of Option 2 is provided in Attachment 3.

Funding Scenarios

Adjustment to the net cashflow of each scenario based on interest only repayment is identified in Table 9.

Scenario	1	2	3	4	5
Total no. of Patrons	50,000	75,000	100,000	125,000	150,000
Cashflow before interest	\$426,480	\$799,052	\$1,171,624	\$1,544,196	\$1,916,767
Option 1 - Debt Amount \$0					
Third Party Debt Amount	\$0	\$0	\$0	\$0	\$0
Interest rate (5% p.a.)	\$0	\$0	\$0	\$0	\$0
Cashflow after Interest Drawdown	\$426,480	\$799,052	\$1,171,624	\$1,544,196	\$1,916,767
Option 2 - Debt Amount \$5m					
Third Party Debt Amount	(\$5,000,000)	(\$5,000,000)	(\$5,000,000)	(\$5,000,000)	(\$5,000,000)
Interest rate (5% p.a.)	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)
Cashflow after Interest Drawdown	\$176,480	\$549,052	\$921,624	\$1,294,196	\$1,666,767
Option 3 - Debt Amount \$10m					
Third Party Debt Amount	(\$10,000,000)	(\$10,000,000)	(\$10,000,000)	(\$10,000,000)	(\$10,000,000)
Interest rate (5% p.a.)	(\$500,000)	(\$500,000)	(\$500,000)	(\$500,000)	(\$500,000)
Cashflow after Interest Drawdown	(\$73,520)	\$299,052	\$671,624	\$1,044,196	\$1,416,767
Option 4 - Debt Amount \$15m					
Third Party Debt Amount	(\$15,000,000)	(\$15,000,000)	(\$15,000,000)	(\$15,000,000)	(\$15,000,000)
Interest rate (5% p.a.)	(\$750,000)	(\$750,000)	(\$750,000)	(\$750,000)	(\$750,000)
Cashflow after Interest Drawdown	(\$323,520)	49052	\$421,624	\$794,196	\$1,166,767
Option 5 - Debt Amount \$20m					
Third Party Debt Amount	(\$20,000,000)	(\$20,000,000)	(\$20,000,000)	(\$20,000,000)	(\$20,000,000)
Interest rate (5% p.a.)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)
Cashflow after Interest Drawdown	(\$573,520)	(\$200,948)	\$171,624	\$544,196	\$916,767

Table 9 - Financial Analysis for Option 2

5.4. Option 3- One Rink Facility Planned Over Two Levels

The Option 3 scope includes the provision of a single-rink facility configured over two levels. This option separates the function/ event space on level 1 to the general operational spaces on ground level.

The facility planning is identified in **Figure 4 and Figure 5**. The functional areas are identified in **Table 2**.

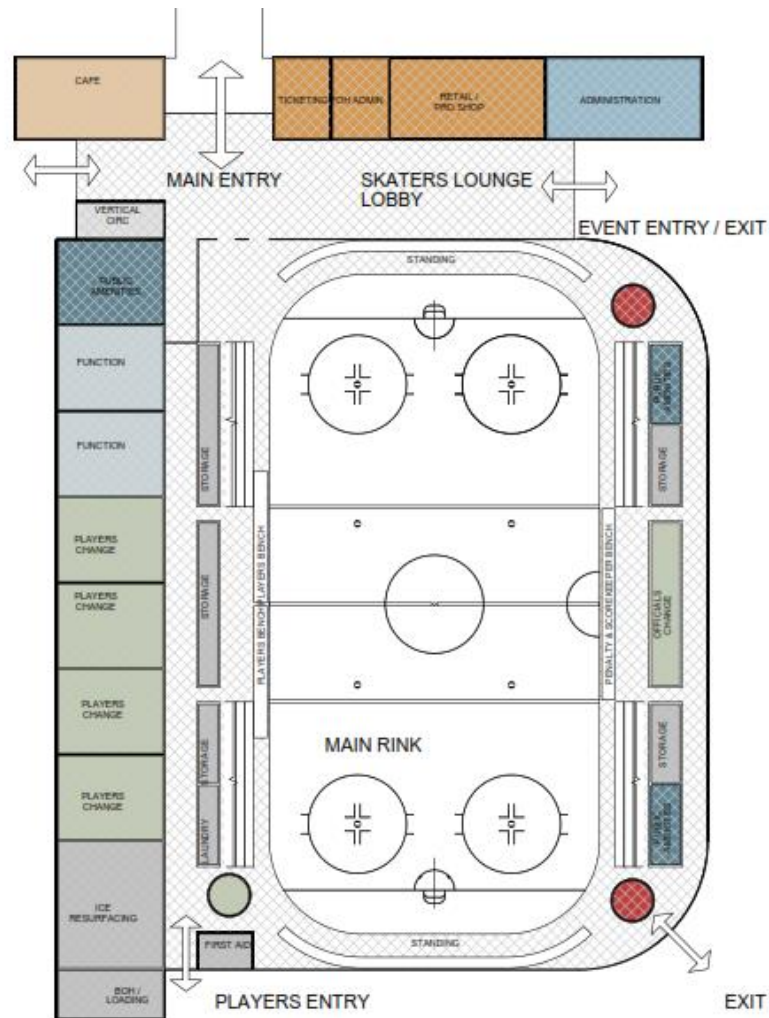


Figure 4 – Ground Floor, One Rink Option

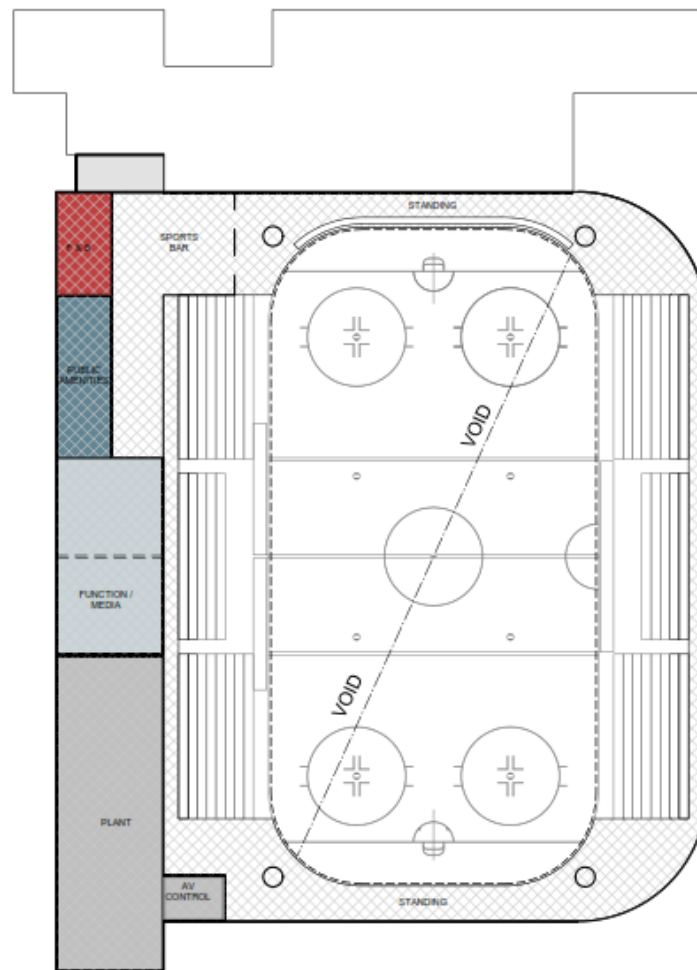


Figure 5 – Level 1, One Rink Option

5.4.1. Departure from ACTISF Brief

The scope of Option 3 does not align to the ACTISF brief. The following departures are identified:

1. The ACTISF brief identifies the requirement of a two rink facility. This option reduces the facility to a single rink facility.
2. The ACTISF brief identifies the requirements for 2000 seating capacity and 500 standing capacity. This option instead allows for 1200 seating capacity and 400 standing capacity for the event rink.
3. Reduces the extent of function rooms.

5.4.2. Financial Assessment

This option provides the lowest capital investment cost option at \$22,677,655.00 (excluding GST). The capital cost estimate is provided as **Attachment 2**.⁵

The financial analysis indicates that this option will have the highest net operating profit. The Expense Recovery Ratio based on achieving 100,000 casual visits is forecasted at 175%.

Financial Analysis Summary

The financial analysis forecast for the five scenarios is summarised in Table10:⁶

Scenario	1	2	3	4	5
Total no. of Patrons	50,000	75,000	100,000	125,000	150,000
Annual Income / Expenditure					
Primary Revenue	\$2,057,470	\$2,684,345	\$3,311,220	\$3,938,095	\$4,564,970
Secondary Revenue	\$40,000	\$60,000	\$80,000	\$100,000	\$120,000
Total Income	\$2,097,470	\$2,744,345	\$3,391,220	\$4,038,095	\$4,684,970
Total Expenditure	\$1,369,232	\$1,629,599	\$1,889,966	\$1,888,428	\$2,116,452
Expense Recovery Ratio	153%	168%	179%	214%	221%
*Net Cashflow	\$728,238	\$1,114,746	\$1,501,254	\$2,149,667	\$2,568,518

Table 10 – Financial Assessment for Option 3

⁵ Note exclusions on capital cost provided in Attachment 2.

⁶ Forecast demand of Option 3 is provided in Attachment 3.

Funding Scenarios

Adjustment to the net cashflow of each scenario based on interest only repayment is identified in Table 11.

Scenario	1	2	3	4	5
Total no. of Patrons	50,000	75,000	100,000	125,000	150,000
Cashflow before interest	\$728,238	\$1,114,746	\$1,501,254	\$2,149,667	\$2,568,518
Option 1 - Debt Amount \$0					
Third Party Debt Amount	\$0	\$0	\$0	\$0	\$0
Interest rate (5% p.a.)	\$0	\$0	\$0	\$0	\$0
Cashflow after Interest Drawdown	\$728,238	\$1,114,746	\$1,501,254	\$2,149,667	\$2,568,518
Option 2 - Debt Amount \$5m					
Third Party Debt Amount	(\$5,000,000)	(\$5,000,000)	(\$5,000,000)	(\$5,000,000)	(\$5,000,000)
Interest rate (5% p.a.)	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)
Cashflow after Interest Drawdown	\$478,238	\$864,746	\$1,251,254	\$1,899,667	\$2,318,518
Option 3 - Debt Amount \$10m					
Third Party Debt Amount	(\$10,000,000)	(\$10,000,000)	(\$10,000,000)	(\$10,000,000)	(\$10,000,000)
Interest rate (5% p.a.)	(\$500,000)	(\$500,000)	(\$500,000)	(\$500,000)	(\$500,000)
Cashflow after Interest Drawdown	\$228,238	\$614,746	\$1,001,254	\$1,649,667	\$2,068,518
Option 4 - Debt Amount \$15m					
Third Party Debt Amount	(\$15,000,000)	(\$15,000,000)	(\$15,000,000)	(\$15,000,000)	(\$15,000,000)
Interest rate (5% p.a.)	(\$750,000)	(\$750,000)	(\$750,000)	(\$750,000)	(\$750,000)
Cashflow after Interest Drawdown	(\$21,762)	\$364,746	\$751,254	\$1,399,667	\$1,818,518
Option 5 - Debt Amount \$20m					
Third Party Debt Amount	(\$20,000,000)	(\$20,000,000)	(\$20,000,000)	(\$20,000,000)	(\$20,000,000)
Interest rate (5% p.a.)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)
Cashflow after Interest Drawdown	(\$271,762)	114746	\$501,254	\$1,149,667	\$1,568,518

Table 11 - Financial Analysis for Option 3



Attachment 1

ACTISF Functional Brief



**ACT ICE SPORTS
FEDERATION**

Functional Brief

1. Usage

- The National Ice Sports Centre (NISC) would operate 7 days a week, typically from approximately 6am to 12am (pending daily demand). The operating hours could be extended (on an ad-hoc or long-term basis) pending growth in demand.

I. Ice Hockey

- Ice hockey operates across both summer and winter seasons. Currently, ACT ice hockey leagues are split with ACT Senior D League and ACT Women's League playing in summer, with juniors and the remaining senior grades (A, B and C) playing in winter. With a new facility, many of these leagues could operate both summer and winter seasons.
- In addition, the NISC would host national-level league matches and national league team training.
 - CBR Brave: Australian Ice Hockey League (AIHL);
 - 2 x 1.5hrs training sessions per week (possibly raising to 3 per week, pending availability) from January through to August;
 - 14 home games (a mix of Saturday and Sunday evenings from late April to August). Each game requires 4 hours rink hire;
 - Canberra would host other AIHL teams from Sydney, Melbourne, Adelaide, Perth and Newcastle;
 - 2016 annual rink fees approx \$32k (does not include ticket revenue sharing with current rink, which is approximately 50% of ticket sales).
 - Canberra Pirates - Australian Women's Ice Hockey League (AWIHL);
 - Canberra Pirates currently playing in the Australian Women's Tier II Showcase Series, with club aiming to make AWIHL in the future;
 - 2 x 1.5 hrs training sessions per week (possibly raising to 3 per week, pending club growth and rink availability);
 - Canberra hosts 1st round (2 days of matches) of AW2IHL Eastern Conference in April, with visiting teams from Sydney and Brisbane.
 - Canberra Junior Brave - Australian Junior Ice Hockey League (AJIHL);
 - Due to insufficient player numbers, Canberra was unable to field a team in 2017;
 - If in future, Canberra is able to field a team this would include 2 x 1.5hrs training sessions per week as well as hosting games. It is our expectation that with a new facility, Ice Hockey ACT (IHACT) would be in a position to grow the junior numbers to a sufficient level to field a competitive in this national league.
- There are also a range of opportunities for Canberra to host various national league events, once a new facility of sufficient capacity and standard is established. This may include:
 - Hosting AIHL, AWIHL and AJIHL finals;
 - Hosting AIHL All Star weekend;
 - An opportunity to work with Ice Hockey Australia (IHA) and the AWIHL Commission to establish and host an AWIHL All Star weekend.
- The new facility would also play home to IHACT, which would include hosting various competitions and training. Note, based upon current growth projections, all Leagues are likely to expand with access to a new facility and greater ice time availability:

- ACT Senior A League is in the process of being established. This would likely involve 3 to 4 teams, with 1 to 2 matches per week, plus 1 to 2 training sessions per week;
 - ACT Senior B League involves 4 teams, playing 2 matches per week, plus 1 to 2 training sessions per week;
 - ACT Senior C League involving 6 teams playing 3 matches per week, plus 1 to 2 training sessions per week;
 - ACT Senior D League involving 6 teams playing 3 matches per week, plus 1 to 2 training sessions per week;
 - ACT Women's League involving 4 teams playing 2 matches per week, plus 1 to 2 training sessions per week;
 - Junior Leagues. The potential for growth of junior hockey, once a new facility is established, is significant. In future this could involve separate Junior Leagues for Under 18, Under 15, Under 13, Under 11, Under 9;
 - ACT Representative teams (Senior, Under 18, Under 15, Under 13 and Under 11).
- Increasingly, a number of Canberra teams compete in Ice Hockey NSW Leagues. This involves separate training and hosting of IHNSW League games, involving teams from Sydney and Newcastle. Currently IHACT facilitates:
 - A Canberra team competing in the NSW Women's League;
 - A Canberra team competing in NSW Under 18 'Midgets' League;
 - A Canberra team competing in NSW Under 13 'PeeWee's' League;
 - Working towards a future Canberra team in the East Coast Super League;
 - Working towards a future Canberra team in the NSW Under 15 'Bantams' League.
- Old-timers Ice Hockey Australia Network (OiHAN)
 - The Old-Time Ice Hockey Australia Network is the Australian masters ice hockey network, enabling competition in a range of age categories;
 - The Canberra Senators represent Canberra in OiHAN competition and compete in a range of masters tournaments across Australia;
 - Typically, the Senators play a social hockey competition weekly;
 - With a new facility, there is an opportunity for Canberra to host an OiHAN tournament which could bring in teams from around Australia and possibly internationally.
- IHA Nationals Tournaments:
 - With a new facility, there is an opportunity for Canberra to bid to host annual IHA National Championships (Five championships held annually - Senior, Under 18, Under 15, Under 13 and Under 11);
 - These events usually run over 4 days, involving multiple games.
- International / National (standalone) Tournaments:
 - With a new facility, there is an opportunity for Canberra to establish standalone tournaments in men's, women's and/or various junior grades, inviting/hosting teams from around Australia and internationally;
 - These type of events would usually be ran over 2 to 6 days.
- Australian representative team selection / development camps;
 - With a new facility, there is an opportunity for Canberra to bid to host one or more annual Australian representative team selection / development camps, which would involve anywhere from 2 to 8 days in length;

- Five Australian teams competing at World Championships (Senior Men, Senior Women, Under 20s Men, Under 18s Men, Under 18s Women).
- World Championships
 - With a new facility, there is an opportunity for Canberra (with Ice Hockey Australia support) to host IIHF World Championships in relevant divisions involving Australian participation;
 - These events could last anywhere between 4 to 6 days.
- Development Camps / Programs
 - This would include targeted development camps focused on specific development of:
 - Players, including specific camps for:
 - Women;
 - Juniors;
 - Coaches;
 - Referees / Linesman.
- Come and Try Days and Academies
 - This would include sessions set up for people to come and try ice hockey and skating. Academies are usually ran with one session over several weeks intending to teach beginners the basics, to prepare them for beginner's leagues and teams. Separate come and try days and academies are ran for:
 - Juniors;
 - Women;
 - Men.
- Australian Defence Force (ADF) Ice Hockey Association
 - The ADF has only recently recognised ice hockey as one of its approved sports. As a result, the ADF now fields a combined ADF team, as well as separate teams for the Army (Knights), Navy (Tiger Sharks) and Air Force (Eagles);
 - In 2016, the Navy Tiger Sharks and the CBR Brave initiated a partnership which will see the Brave provide coaching assistance to develop the Navy ice hockey program;
 - With a new facility, there is an opportunity for Canberra to host an Inter-Services ice hockey tournament which could bring in service teams from Australia and internationally. This may also include NISC hosting ADF ice hockey camps and training.

II. Figure Skating

- Figure skating is an all year round sport accommodating all ages and skating levels. Currently membership ages range from 4 years to 76 years of age. A new facility will provide numerous opportunities to increase figure skating numbers in the ACT and region. This would include recreational skating, as well as competitions at local, national and international level, and specialised training camps for local, national and international figures skaters. It also includes the opportunity to provide figure skating for special needs children / adolescents / adults in the community.
- The new facility would also be home to the ACT Ice Skating Association (ACTISA), which is the governing body of figure skating in Canberra and surrounding region covering single, pair, ice dance, adults, synchronised and 'Theatre on Ice' skaters.

- The new facility will also provide the opportunity to develop figure skating clubs under ACTISA and attract additional / new coaches from within Australia and overseas.
- Come and Try Days would include established sessions set up for the public to come and have mini group lessons on figure skating. These days would focus on:
 - Children up to 10 years;
 - Teens up to 19 years ladies and men;
 - Adults Ladies and Men.
- Current weekly training sessions are conducted 6 days per week, both AM and PM, totalling approximately 35 hours per week. This is envisaged to increase with the growth in numbers of figure skaters.
- The trademarked Aussie Skate program, has been developed by Ice Skating Australia (ISA) - the National Governing Body for figure skating. It provides streaming for all ice sports to learn the basics and then develop their skating skills in their chosen ice sport; for example into figure skating or ice hockey.
- Monthly Aussie Skate Tests (1st Thursday / month) would increase once new rink starts with a new skate school program.
- ISA Test days - 6 to 8 sessions / year (approx. 40 hours / year).
- Development camps - hours and numbers dependant on type of camp.
- Current major events:
 - Summer camp January - 3-4 days approximately 6-8 hours/day;
 - Autumn Trophy May - 2-3 days approximately 6-8 hours/day;
 - RPA/NFC Sept/Oct - 3+ days approximately 6-8 hours/day;
 - ACT Championships Oct/Nov - 2 days 4-6 hours/day;
 - End of year Gala Nov/Dec -1 day 4-6 hours/day.
- Events that a new (30 x 60) rink could bring:
 - Australian Figure Skating Championships Dec - 10 days 20 hours/day;
 - International Skating Union event (Grand Prix) - 10 days 20 hours/day;
 - Synchronised skating.

III. Broomball

- Broomball has existed in the ACT since the mid 1980's, although remains a niche ice sport by comparison to ice hockey and figure skating. The ACT Broomball Association (ACTBA) currently operates 1 mixed competition, which includes an "all women's" team. Broomball in the ACT includes a number of women and junior competitors. ACTBA conducts regular Come and Try Days, as well as school programs to boost participation in the sport.
- Typically, ACTBA (currently) requires approximately 5 hours per week ice time, however with current growth of the sport (projected at around 10% per year) as well as additional growth, inevitable with a new facility, this requirement would likely double over time.
- Importantly, ACTBA have a stellar reputation in terms of national and international representation, having won 32 national championships across men's, women's and mixed divisions. From 1992 until 2003 the ACT Men's Elite team won all 12 National Championships and have won a total of 15, the most of any state team. The ACT

Women's Elite team have won 7 national championships, the second most of any state team. The ACT also boasts multiple current and former Australian representatives, who have played for Australia in numerous World Championship campaigns.

- It is the reputation of the ACT Broomball Association at national and international, which would position Canberra to host various national and international level tournaments and activities. With a new facility, ACTBA would seek to host national broomball championships as well as aim to establish an international invitational event (every 2nd year, on non-world championship years) with teams from Canada, USA, Japan and Australia in attendance. These events would be tournament style and be ran over multiple days.

IV. Recreational Skaters (Public sessions)

- This would be a main aspect of the NISC operations, which would include various party, 'disco' nights and special event options.
- Experience from existing Australian ice rinks is that public skate sessions are the major source of revenue, and can accommodate 200 to 300 skaters at any given time.
- Current access to public skate sessions is \$15 entry (for a 2 hour session), plus an additional \$3 for skate hire.
- The Public Skate Rink (Rink #2) would generally operate 7 days a week. Public Sessions may operate in 2 hourly sessions (such as at Phillip Rink) or longer sessions, for example where you may pay once and skate all day.
- A number of innovative approaches, underpinned by effective marketing, are available to boost participation rates and increase revenues. This may also include hiring the Public Rink for private functions, such as birthday or private parties, as well as corporate events.
- The ACTISF will also aim to promote special events which may lead to fundraising or charity related activities.

V. Additional

- ACT and NSW Schools ice skating program:
 - The Federation would work with the relevant education systems to establish programs through school sport, to encourage schools to access the facilities for recreational ice skating and ice sports;
- Speed Skating:
 - Currently ACT does not have a speed skating association or speed skating competition due to the current facility being too small to accommodate short-track speed skating. The Federation intends to work with the Australian Ice Racing Association to establish an ACT chapter and bring speed-skating to Canberra. This may also include bringing national level speed skating competition to Canberra.
- Curling:
 - Currently ACT does not have a curling association or curling competition. The Federation intends to work with the Australian Curling Association to establish an

ACT chapter and bring curling to Canberra. This may also include bringing national level curling competition to Canberra.

- Disabled Ice Sports (eg. Figure Skating, Sled Hockey, Blind Hockey and Sled Racing):
 - Currently ACT does not have any disabled ice sports bodies or activities. The Federation intends to work with the relevant partner organisations to bring disabled ice sports to Canberra. This may also include bringing national level disabled ice sports competition/s to Canberra.

2. Key Facilities / Infrastructure

- The ACT Ice Sports Federation has already purchased and registered the NISC trading name. The NISC would consist of two ice rinks with the following suggested configuration:
- Competition Rink (Rink #1):
 - 60m x 30m Olympic sized rink;
 - Enclosed player benches;
 - Enclosed penalty boxes;
 - Enclosed timekeeper/scorekeeper/game official box;
 - 2,000 seating capacity;
 - 500 standing room capacity;
 - Figure skating judging platforms;
 - Plexiglass boards, with netting above enclosing rink:
 - Partial removal of plexiglass as is required for figure skating competitions;
 - Change rooms (see below for further information);
 - Electronic score board and large video screen;
 - Area for figure skating competition 'kiss and cry';
 - Modern lighting and sound system, including announcing booth, for event entertainment / announcing.
- Public Skate Rink (Rink #2):
 - 60m x 30m Olympic sized rink;
 - Able to operate as a back-up ice sports rink (ie. ice hockey, broomball and figure skating competition), when necessary:
 - With boards (no plexiglass) and removable netting;
 - Enclosed player benches;
 - Enclosed penalty boxes;
 - Electronic score board;
 - Bench seating only;
 - Disco lighting and sound for general skate sessions.
- Australian Ice Sports Hall of Fame (AISHoF):
 - A walk through facility (i.e. museum style, but small) showcasing memorabilia from Australian (and international) ice sports. This facility would require various built-in glass display cabinets and appropriate lighting, with designated entrance and exit. The entrance / exit to the AISHoF would be from the foyer of the NISC, with the AISHoF sharing the NISC cashier / front office.
- Custom built building:
 - Effective insulation to maximise ice quality and minimise energy loss;
 - Building should be energy efficient, leveraging renewable (solar) energy as much as possible;

- Building should also maximise water (including run-off) and waste recycling, as well as recycling heat generated by plant to warm public areas, water, etc;
- Building should also be designed to enable disabled access and use;
- Ideally, co-location with a Community Club (eg Vikings) partner:
 - NISC could be co-located with a club (including possible adjacent structures), utilising common walls, plumbing, power, carpark, etc;
 - The Community Club (pending details) could contain bar and restaurant facilities, directly accessible from the NISC via internal access / control points. This may include a dual-sided bar, which would enable serving club patrons from one side of the bar, while operating a bar for NISC patrons on the other side;
 - A cafe, operated by the Community Club (or leased out), situated within the NISC would provide basic food services (ie. coffee, chips, pies, sandwiches, salads, cold drinks, snacks, etc) which would be accessible from within the NISC;
 - The Competition Rink could be visible from a Viewing Area within the Community Club enabling patrons to watch events from within the Community Club (this area would need to have control / access points to ensure that for ticketed events - eg. AIHL games, major figure skating and broomball events - only ticket holders can access the Viewing Area). The Viewing Area could physically sit above the change rooms of the Competition Rink.

3. Spectators Capacity

- CBR Brave:
 - Current attendance average - approximately 800 (14 home games per season) with most games sold out, anticipated immediate increase in spectators with right venue and strong marketing.
- We envisage increased spectators to various other ice sports events/tournaments, which may in time include ticketed spectators;
 - For example national championships / international tournaments, etc. During events of this nature, the NISC would generate considerable foot traffic which in turn would generate revenue for a Community Club partner;
- At its peak the Competition Rink would accommodate up to 2,500 spectators. We believe this will be very achievable based upon growth indicators and opportunities.
- It is the ACTISF intention to work with various ice sport stakeholders (international and national) to bring major events to Canberra, on a regular basis, which would utilise increased spectator capacity. For example, the ACTISF would aim to work with:
 - The International Ice Hockey Federation (IIHF) and Ice Hockey Australia (IHA) to host in Canberra a World Championships tournament;
 - The International Skaters Union (ISU) and Ice Skating Australia (ISA) to host an ISU Grand Prix of Figure Skating event;

4. Car Parking Requirements

- Peak demand during CBR Brave / AIHL events:
 - 2,000 to 2,500 spectators;
 - 14 homes games per season, plus AIHL all-stars weekend and AIHL finals weekend;
 - Peak time - 3pm (for 5.30pm start) to 8.00pm Saturday and Sunday evenings.

- Plus other tournaments / events (as necessary). (Note: The NISC may be able to leverage public car parking within the vicinity, as NISC peak time likely to be off-peak for other uses).
- Car parking access required from 6am to midnight, but may increase pending facility demand.

5. Proximity to Desirable Services

- Within close proximity of major transport corridor to allow easy access from North and South Canberra residents, as well as reasonably accessible from airport.
- Within walking distance of public transport.
- Within walking distance of commercial facilities (ie. shopping centre / food court, handy when hosting tournaments - not critical, but preferable).
- Within reasonable commuting distance of accommodation facilities.

6. Equipment / Storage

- Gas-powered Zamboni, used for cutting and laying the ice.
- Workshop:
 - Including basic maintenance tools and equipment;
 - General storage - e.g. spare plexiglass, etc;
 - Including Zamboni parking/storage;
 - Needs to be centrally located to enable Zamboni access to both rinks, as well as enabling external access for Zamboni via roller door and driveway. This access point would also provide access for emergency services, such as ambulances to both rinks. Roller door access to both rinks and externally.
- Figure skating storage room:
 - Insulated from moisture to house all electronic / judging equipment etc for figure skating competitions. Needs to be clean, dry, lockable and secure, with access via roller door. Approximately 10 m2 minimum located between both rinks. Other storage rooms (below) would have similar requirements.
- IHACT storage room;
 - Approximately 40m2, located in proximity of Competition Rink.
- CBR Brave storage room.
- Broomball storage room.
- Speed skating storage room.
- Plant room (would require location nearby workshop). This would house the various plant used for operating two ice rinks (eg. chillers, etc). Would require external roller door access to facilitate maintenance etc.

- Lockers for general public use - located along one side of Public Skate Rink.
- Individual Notice Boards for each ice sport.
- General storage area accessible to rink for hockey and broomball goals, and speed skating protective pads, medals podium etc.

7. Major Events / Change Room Facilities

- Broadcast capacity:
 - This would include stations (for cameras) around the Competition Rink;
 - This could also include a (back of house) room for broadcast equipment.
- Ballet room
 - Available for ballet practice, and warming up / stretching area (for figure skaters).
- 6 change rooms:
 - 4 change rooms for Competition Rink:
 - Should be adjacent to team benches and enable easy access to rink;
 - 2 change rooms for Public Skate Rink;
 - All 6 change rooms accessible from either rink (as well as being potentially externally accessible for other sports, if part of a broader sporting precinct);
 - Change rooms approximately 30 to 40m² each;
 - Accommodating approximately 25 players/figure skaters, plus coach/es, team medic/physio and equipment manager;
 - Change rooms should have a unisex toilet (x1) and communal showers (x6 to x8);
 - Change rooms will need to be insulated and accessible with skates, thus should have appropriate protective flooring (to protect skates);
 - Change rooms will require bench seating, and competitor storage;
 - Mirrors will need to be available in change rooms during figure skating competitions.
- Coaches / Referee's / Judges Room;
 - Lockers for ice sports coaches, potentially eight to ten;
 - Work tables and chairs;
 - Notice boards;
 - Fridge and kitchenette.
- Party rooms:
 - Minimum of two;
 - Should be located within Public Skate Rink area;
 - Glass windows, to allow supervision.
- Synthetic Ice Shooting Range
 - This would involve a small sheet of synthetic ice, set up with goals and 3 to 4 locations for shooting pucks, enabling shooting and goalie practice;
 - This would be rentable for players and teams, with access managed via the Pro-shop.

8. Administrative Facilities

- Entry/foyer, with built-in glass display cabinets for trophies, etc.
- Front office, including cashiers desk (including eftpos capacity).
- Board room (used for committee meetings, event management, player / skater meetings, development camp meetings, and as a corporate box on AIHL Game Day and other major ice sports events);
 - Committee room should have one wall of large windows to view main ice rink, situated above change rooms;
 - Committee room should be situated next to CEO's office and bar/restaurant.
- CEO's Room and Office;
 - Office area should include space for possible support staff (one or two), and office equipment (with fridge and basic kitchenette). Accessible for member organisations during major events;
 - CEO's Office should have one wall of large windows to view main ice rink, situated above change rooms and could be used as a corporate box for entertaining VIPs/sponsors during major events.
- First Aid Room, fully equipped, accessible with stretcher/wheel chair from both rinks, and accessible (with ambulance stretcher) from entrance (note, all NISC staff would be first aid trained).
- Pro-shop and skate hire:
 - It is expected that this would operate as a separate business (leased out to a contracted operator) fulfilling the following functions:
 - Fitting and sales of ice sports clothing and equipment - i.e. skates, hockey equipment, figure skating uniforms, local hockey uniforms, etc;
 - Sales of ice sports merchandise - i.e. CBR Brave and AIHL merchandise, NHL merchandise, etc;
 - Equipment technical maintenance - including skate baking and sharpening;
 - Skate hire;
 - Skate school (for example Aussie Skate) - running basic learn to skate classes (and possibly figure skate/ice hockey academies, in conjunction with the relevant Associations);
 - Pro-shop could manage a variety of informal hockey sessions such as drop-in and stick and puck sessions, as well as potentially a 3-on-3 'shimy' league;
 - It would be located close to the entrance, and in the proximity of the Public Skate Rink (rink #2) but accessible to both rinks.
- Toilets:
 - Require separate male, female and disabled toilets facilities;
 - Separate toilet facilities required for each rink, to enable independent operation of both rinks (e.g. hosting major events while operating public skate session).
- Wi-Fi access available for patrons.

9. Design Needs / Limitations

- Independent operation of both rinks:
 - Rinks need to be mutually accessible from either side, but need control points to secure access when events are occurring;
 - Sound proofing between rinks will also enable operation of both rinks concurrently while avoiding disturbing events (eg. operating #2 Public Skate Rink with music for general skate session while operating #1 Competition Rink for figure skating competition with set music).
- Appropriate judging/officials area for competitions:
 - (For figure skating) Officials area at rink side to accommodate 12 officials at tables at barrier height 30 to 40m length on long barrier;
 - Table to allow for computer screens and paper work approx 900mm depth, room for cabling and power;
 - Higher dais behind officials' area for 6 officials plus camera on tripod, with same requirements for tables, chairs, cabling and power (access to change rooms must not be through officials' area);
 - This may be a dedicated platform or temporary, as long as it's easily installable.
- Security / crowd control:
 - Able to close off general access to player boxes, penalty boxes and change rooms during events;
 - Foyer, covered walkway and designated line up areas;
 - Emergency exits;
 - Access / control points.
- Seating / standing room:
 - Congenial to game atmosphere, standing room next to boards, seating not too high or too far back;
 - Bench seating with backing.
- Corporate box - see CEO office above.
- Protective flooring to protect skate blades.

10. Revenue Streams

- General skate access:
 - The Federation envisages a system of NISC memberships (eg 12 month, 6 month and 3 month memberships, which may also include single and family memberships), which would provide access to regular general skate sessions;
 - This may also include rink hire for private events.
- Schools ice skating program:
 - This would include access for schools in the ACT and NSW region via a schools sports program;
 - We would also promote the facility for visiting schools undertaking excursions to the capital.
- Pro-shop:

- Pro-shop would likely be competitively tendered with the successful bid, paying a monthly lease to the rink operator;
- Pros-shop would derive its revenue streams through:
 - Equipment sales and maintenance (eg skate sharpening);
 - Merchandising;
 - Skate hire;
 - Learn to skate classes and possible ice sport academies;
 - Fees to access sessions such as stick and puck, shimmy league, drop in hockey.
- Ticket sales:
 - Currently, tickets are sold for AIHL games which includes a revenue sharing agreement between the CBR Brave and the rink operator. Total current ticketing revenue is approximately \$150,000;
 - It's possible in time that additional ticket sales may be undertaken for national league / national ice sports' championships / international events and/or exhibition events;
- Facility rooms:
 - This may include renting party rooms as well as the Board room for private functions and/or corporate events.
- Rink hire for ice sports associations:
 - This would involve hiring a rink on an hourly basis for ACT ice sports and training. Current ice hire fees are \$400 per hour. By comparison, top of the range hourly ice time hire in Australia (ie. Sydney) is approximately \$480 per hour;
 - Currently, figure skating training for private lessons is covered by rink entry with the coaches paying a fee to the facility for use of the ice.
- Hospitality:
 - If a Community Club should partner with the ACTISF and the ACT Government to achieve the NISC, the hospitality capabilities (i.e. bar, restaurant and café) could be operated by the Community Club (or possibly sub-let by the Community Club) thus creating a revenue stream for the Community Club, rather than the NISC itself. However, it would be expected that the NISC would receive benefits through community grants and club discounts to the various ice sports organisations, teams and athletes.

11. Operating Model

- There are a range of models potentially available for operating the NISC.
- One potential model with considerable attraction among the ice sports community may include the physical building being owned by a Community Club, with the Federation owning the NISC business name and having a long-term lease to operate the facility as the NISC. Under this model, the proceeds would be used to subsidise the ice sports community; and maintain / update the NISC over-time.
 - This model has precedence in Australia, with the Liverpool Catholic Club owning and operating the Liverpool Ice Rink in Sydney;
 - The ice rink in Thebarton (Adelaide), South Australia is operated by the South Australian Ice Sports Federation with the generated proceeds being used to subsidise South Australian ice sports.

- Day-to-day operations of the NISC would likely be managed by an appointed Chief Executive Officer reporting to the ACTISF (or possibly a joint Board, including ACTISF and other primary stakeholders, such as ACT Government and a Community Club partner). This role would be a senior position, responsible for leading and overseeing all aspects NISC operations, and would be expected to deal with marketing and promotions, financial management, procurement and contract management, staff management and recruitment, periodic reporting, operational oversight, media and public affairs, regulatory and compliance issues, relationship management including liaising with primary stakeholders (government, community, ice sports, etc), etc.
- The NISC would also have trained 'Rink Staff' responsible for supervision, including on-ice supervision, during public skate sessions. These staff would be akin to lifeguards at a pool, whereby they would supervise and manage skater safety, provide a first response capacity to any accident / injury, and provide skating tips (not coaching) to participants. These staff would be first aid trained, meet ACT Government 'Working with Vulnerable People' requirements, and have a minimum Level 0 coaching accreditation. It would be expected that these staff would have significant competition experience in their respective ice sport.

12. Outdoor Area

- Ideally, the NISC would have a grassed outdoors area, which may include a suitable BBQ area with a small number of tables and coin-operated BBQ's. In addition, it would be beneficial to have a small number of (suitably surfaced) roller-blading tracks around the perimeter of the outdoor area and NISC to enable inline skating.
- An additional option, pending size, may be to have an outdoor surface, suitable for rollerblading and inline hockey (full size / half size). This may be open air or be under a roof, but open-walled. This would have a significant benefit to enable the ice skating sports to undertake off-ice skating training.

ATTACHMENT A (inserted July 2018) – national averages of ice hockey players per rink (among OECD Countries and select other countries)

COUNTRY	PLAYER NUMBERS	TOTAL RINKS (indoor + outdoor)	AVERAGE PLAYERS PER RINK
Czech Republic	113,425	206	550.6
<i>Australian Capital Territory</i>	<i>Over 500*</i>	1	<i>Over 500.0</i>
Latvia	7,145	18	396.9
Finland	76,387	306	249.6
Chile	493	2	246.5
United States	555,935	2,535	219.3
Australia	4,111	19	216.4
Norway	9,073	48	189.0
Malaysia	367	2	183.5
Denmark	4,647	26	178.7
United Kingdom	10,325	58	178.0
France	21,682	125	173.5
Slovakia	11,502	78	147.5
Slovenia	1,024	7	146.3
Belgium	2,316	16	144.8
Lithuania	1620	12	135.0
Sweden	63,901	492	129.9
New Zealand	1,405	11	127.7
Austria	9,483	75	126.4
Luxembourg	378	3	126.0
Mexico	2,577	22	117.1
Portugal	116	1	116.0
Japan	18,995	167	113.7
South Africa	766	7	109.4
Spain	1,054	10	105.4
Hungary	5,291	57	92.8
Switzerland	26,840	304	88.3
Italy	5,726	70	81.8
Germany	20,646	261	79.1
Canada	631,295	8,300	76.1
Estonia	1,502	22	68.3
Poland	3,633	57	63.7
Greece	185	3	61.7
Brazil	330	7	47.1
Turkey	1,041	27	38.6
Netherlands	2,970	96	30.9
South Korea	2,675	89	30.1
Iceland	566	20	28.3

Thailand	359	13	27.6
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- All data is taken from the International Ice Hockey Federation website as of July 2018.
- Countries coloured yellow are designated 'alpine' countries whereby temporary ice surfaces such as frozen lakes/rivers, and backyard ice surfaces provide considerable ice skating opportunities in addition to permanent ice rinks (similar to that of Australians learning to play cricket and football). As such, it is very misleading to compare 'alpine' to 'non-alpine' countries.
- Overall Australia is the 5th worst among OECD countries, and 2nd worst among non-alpine OECD countries.
- ACT figures are an estimate comprising IHACT registered players, and non-IHACT registered players which include non-ACT based CBR Brave players, ADF ice hockey players, old-timers hockey network players, and casual (drop-in only) players.
- On this basis, the ACT is 2.3 times the Australian national average and if the ACT were a separate country, it would be the 2nd worst country and the worst of the non-Alpine countries.
- For the ACT to achieve the OECD average of 119.6 ice hockey players per rink, the ACT would require over 4 ice rinks.
- Also to note, in many countries, many rinks are dedicated to ice hockey use only, and may not have other ice sports present, thus ACT and Australian numbers would tell an even worse story, noting that multiple ice sports use the existing ACT single rink.



Attachment 2

Capital Cost Estimates for National Ice Sports Facility

National Ice Sports Centre, Canberra

Scheme B Costings					Main Entry & Skaters Lounge - 40% smaller			Main Entry / Skaters Lounge - 40% smaller. Synthetic ice shooting area becomes bar. Spectator seating / standing / FOH circulation reduced by 30%			Main Entry & Skaters Lounge - 40% smaller									
Cox Functional Area Schedule - 21/9/2017					2 Rink Scheme (Grd & L1)			2 Rink Single Level Scheme (Grd only)			1 Rink Scheme (Grd & L1)									
GROUND LEVEL		L	W	Area	Qty		\$/m2	TOTAL	Qty		\$/m2	TOTAL	Qty		\$/m2	TOTAL				
Public Areas	Main entry with airlock	15	15	225	1		90.00	\$ 2,070.00	\$ 186,300.00	1		90.00	\$ 2,180.00	\$ 196,200.00	1		90.00	\$ 2,180.00	\$ 196,200.00	
	Hall of Fame (within entry)	10	4	40	1		40.00	\$ 2,770.00	\$ 110,800.00	1		40.00	\$ 2,880.00	\$ 115,200.00	1		40.00	\$ 2,880.00	\$ 115,200.00	
	Ticketing	6	5	30	1		30.00	\$ 2,570.00	\$ 77,100.00	1		30.00	\$ 2,680.00	\$ 80,400.00	1		30.00	\$ 2,680.00	\$ 80,400.00	
	Admin / Cash Room	4	3	30	1		30.00	\$ 2,530.00	\$ 75,900.00	1		30.00	\$ 2,640.00	\$ 79,200.00	1		30.00	\$ 2,640.00	\$ 79,200.00	
	Administration	13	13	169	0		-	\$ -	\$ -	1		169.00	\$ 2,640.00	\$ 446,160.00	0.8		135.20	\$ 2,640.00	\$ 356,928.00	
	Skater's Lounge	30	9	270	2		216.00	\$ 2,030.00	\$ 438,480.00	1		108.00	\$ 2,140.00	\$ 231,120.00	0.8		86.40	\$ 2,140.00	\$ 184,896.00	
	Skate Rental and Sharpening	12	9	115	1		115.00	\$ 2,160.00	\$ 248,400.00	1		115.00	\$ 2,270.00	\$ 261,050.00	1		115.00	\$ 2,270.00	\$ 261,050.00	
	Café	12	10	100	1		100.00	\$ 3,380.00	\$ 338,000.00	1		100.00	\$ 3,490.00	\$ 349,000.00	0.8		80.00	\$ 3,790.00	\$ 303,200.00	
	Café Servery & Kitchen	9	7	60	1		60.00	\$ 5,240.00	\$ 314,400.00	1		60.00	\$ 5,350.00	\$ 321,000.00	0.8		48.00	\$ 6,090.00	\$ 292,320.00	
	F&B Storage	6	3	20	1		20.00	\$ 2,190.00	\$ 43,800.00	1		20.00	\$ 2,300.00	\$ 46,000.00	0.8		16.00	\$ 2,300.00	\$ 36,800.00	
	Food & Beverage Concession	5	3	15	2		30.00	\$ 1,960.00	\$ 58,800.00	1		15.00	\$ 2,070.00	\$ 31,050.00	2		30.00	\$ 2,070.00	\$ 62,100.00	
	Retail / Pro Shop	14	8	100	1		100.00	\$ 2,140.00	\$ 214,000.00	1		100.00	\$ 2,240.00	\$ 224,000.00	1		100.00	\$ 2,250.00	\$ 225,000.00	
	Synthetic Ice Shooting Range	8	4	100	1		100.00	\$ 2,200.00	\$ 220,000.00	0		-	\$ 2,160.00	\$ -	0		-	\$ 2,160.00	\$ -	
	Bar			100	0		-	\$ -	\$ -	1		100.00	\$ 4,440.00	\$ 444,000.00						
	Function Rooms	8	8	64	4		256.00	\$ 2,180.00	\$ 558,080.00	4		256.00	\$ 2,290.00	\$ 586,240.00	2		128.00	\$ 2,290.00	\$ 293,120.00	
	Public Stair	7	5	35	1		35.00	\$ 1,670.00	\$ 58,450.00	0		-	\$ 1,780.00	\$ -	1		35.00	\$ 1,780.00	\$ 62,300.00	
	Lift	3	2	6	1		6.00	\$ 1,670.00	\$ 10,020.00	0		-	\$ 1,780.00	\$ -	1		6.00	\$ 1,780.00	\$ 10,680.00	
	Public Amenities	10	7	70	2		140.00	\$ 2,790.00	\$ 390,600.00	2		140.00	\$ 2,900.00	\$ 406,000.00	1		70.00	\$ 2,900.00	\$ 203,000.00	
	Spectator Seating (Rink 2)	30	2	60	3		180.00	\$ 2,540.00	\$ 457,200.00	3		54.00	\$ 2,650.00	\$ 143,100.00	0		-	\$ 1,810.00	\$ -	
	Spectator Standing Areas (Rink 1)	30	3	90	2		180.00	\$ 1,710.00	\$ 307,800.00	2		54.00	\$ 1,820.00	\$ 98,280.00	2		180.00	\$ 1,820.00	\$ 327,600.00	
	FOH Circulation	30	3	90	4		360.00	\$ 1,810.00	\$ 651,600.00	2		54.00	\$ 1,920.00	\$ 103,680.00	0.5		45.00	\$ 1,920.00	\$ 86,400.00	
Sub Total					2,088.00			\$ 4,759,730.00	1,535.00			\$ 4,161,680.00	1,264.60			\$ 3,176,394.00				
Service Areas Rink	Rink (Removable Plexiboard & Netting, Kiss & Cry Lounge) - Building Structure	60	30	1800	2		3,600.00	\$ 1,500.00	\$ 5,400,000.00	2		3,600.00	\$ 1,610.00	\$ 5,796,000.00	1		1,800.00	\$ 1,620.00	\$ 2,916,000.00	
	Rink and associated fittings							\$ 1,690.00	\$ 6,084,000.00				\$ 1,690.00	\$ 6,084,000.00				\$ 1,690.00	\$ 3,042,000.00	
	Player's Benches - Enclosed (Judges & Official over)	12	2	24	4		96.00	\$ 2,020.00	\$ 193,920.00	4		96.00	\$ 2,130.00	\$ 204,480.00	2		48.00	\$ 2,130.00	\$ 102,240.00	
	Penalty Bench / Scorekeeping - Enclosed	14	2	28	2		56.00	\$ 2,020.00	\$ 113,120.00	2		56.00	\$ 2,130.00	\$ 119,280.00	1		28.00	\$ 2,130.00	\$ 59,640.00	
	Enclosed Timekeepers / Game Official Box							\$ 1,760.00	\$ -				\$ 1,870.00	\$ -			-	\$ 1,870.00	\$ -	
	Zamboni Ice Resurfacing Machine Area																			
	(Parking/Service, Snow Melt Pit, Water treatment, Storage)	18	6	108	1		108.00	\$ 1,810.00	\$ 195,480.00	1		108.00	\$ 1,920.00	\$ 207,360.00	1		108.00	\$ 1,920.00	\$ 207,360.00	
BOH Circulation	60	3	180	1		180.00	\$ 1,690.00	\$ 304,200.00	1		180.00	\$ 1,800.00	\$ 324,000.00	0.5		90.00	\$ 1,810.00	\$ 162,900.00		
Sub Total					4,040.00			\$ 12,290,720.00	4,040.00			\$ 12,735,120.00	2,074.00			\$ 6,490,140.00				
User Areas	Change Room Module (Lockers, Benches, Toilets, Showers)	8	8	64	4		256.00	\$ 3,280.00	\$ 839,680.00	4		256.00	\$ 3,210.00	\$ 821,760.00	4		256.00	\$ 3,210.00	\$ 821,760.00	
	Official's Amenities (with Kitchenette)	8	4	32	1		32.00	\$ 2,610.00	\$ 83,520.00	1		32.00	\$ 2,720.00	\$ 87,040.00	1		32.00	\$ 2,730.00	\$ 87,360.00	
	First Aid Room (with Sports Medical)	5	3	15	1		15.00	\$ 2,380.00	\$ 35,700.00	1		15.00	\$ 2,490.00	\$ 37,350.00	1		15.00	\$ 2,490.00	\$ 37,350.00	
	Laundry	5	3	15	1		15.00	\$ 2,380.00	\$ 35,700.00	1		15.00	\$ 2,490.00	\$ 37,350.00	1		15.00	\$ 2,490.00	\$ 37,350.00	
	Sport Equipment Store			24	6		144.00	\$ 1,990.00	\$ 286,560.00	4		96.00	\$ 1,980.00	\$ 190,080.00	3		72.00	\$ 2,100.00	\$ 151,200.00	
	Fire Stair	6	3	18	2		36.00	\$ 1,670.00	\$ 60,120.00	0		-	\$ 1,780.00	\$ -	1		18.00	\$ 1,780.00	\$ 32,040.00	
	Sub Total					498.00		\$ 1,341,280.00	414.00				\$ 1,173,580.00	408.00				\$ 1,167,060.00		
Plant Areas	Sub-station	9	5	45	1		45.00	\$ 1,690.00	\$ 76,050.00	1		45.00	\$ 1,800.00	\$ 81,000.00	1		45.00	\$ 1,810.00	\$ 81,450.00	
	Meter Rooms (Switchroom, Water Meter Room, Gas Meter Room, Comms Room)	9	7	63	1		63.00	\$ 1,690.00	\$ 106,470.00	1		63.00	\$ 1,800.00	\$ 113,400.00	1		63.00	\$ 1,810.00	\$ 114,030.00	
	Fire Booster Cupd	3	1	3	1		3.00	\$ 1,690.00	\$ 5,070.00	1		3.00	\$ 1,800.00	\$ 5,400.00	1		3.00	\$ 1,810.00	\$ 5,430.00	
	Plant Area	16	9	144	0		-	\$ -	\$ -	1		144.00	\$ 1,800.00	\$ 259,200.00	0		-	\$ -	\$ -	
Sub Total					111.00			\$ 187,590.00	255.00			\$ 459,000.00	111.00			\$ 200,910.00				
Ground Level GFA					6,737.00			\$ 18,579,320.00	6,244.00			\$ 18,529,380.00	3,857.60			\$ 11,034,504.00				
LEVEL 1	Public Areas	Spectator Seating	54	10	540	2		1,080.00	\$ 2,370.00	\$ 2,559,600.00	1		540.00	\$ 2,390.00	\$ 1,290,600.00	2		1,080.00	\$ 2,370.00	\$ 2,559,600.00
		Food and Beverage Concessions	5	3	15	4		60.00	\$ 1,980.00	\$ 118,800.00	0		-	\$ 2,000.00	\$ -	4		60.00	\$ 1,980.00	\$ 118,800.00
		Viewing Gallery (Standing)	35	4	140	2		280.00	\$ 1,920.00	\$ 537,600.00	0		-	\$ 1,940.00	\$ -	1		140.00	\$ 1,920.00	\$ 268,800.00
		Sports Lounge	19	8	152	1		152.00	\$ 4,410.00	\$ 670,320.00	0		-	\$ 4,440.00	\$ -	0.7		106.40	\$ 5,250.00	\$ 558,600.00
		Bar and Storage	6	5	30	1		30.00	\$ 3,150.00	\$ 94,500.00	0		-	\$ 3,180.00	\$ -	1		30.00	\$ 3,150.00	\$ 94,500.00
		Bar Amenities	5	5	25	1		25.00	\$ 2,340.00	\$ 58,500.00	0		-	\$ 2,370.00	\$ -	1		25.00	\$ 2,350.00	\$ 58,750.00
		Function Room (Multipurpose Rooms																		
		Corporate Boxes / Media / Broadcast)	12	7	84	3		252.00	\$ 2,450.00	\$ 617,400.00	0		-	\$ 2,480.00	\$ -	2		168.00	\$ 2,450.00	\$ 411,600.00
		Public Amenities	10	7	70	1		70.00	\$ 2,900.00	\$ 203,000.00	0		-	\$ 2,920.00	\$ -	1		70.00	\$ 2,900.00	\$ 203,000.00
		Circulation	60	2	120	2		240.00	\$ 1,800.00	\$ 432,000.00	1		120.00	\$ 1,830.00	\$ 219,600.00	2		240.00	\$ 1,800.00	\$ 432,000.00
Sub Total					2,189.00			\$ 5,291,720.00	660.00			\$ 1,510,200.00	1,919.40			\$ 4,705,650.00				
Service Areas	Service Areas	Service Areas Administration & CEO Office (with Support worker)	10	7	70	1		70.00	\$ 2,270.00	\$ 158,900.00	0		-	\$ 2,300.00	\$ -	0				

National Ice Sports Centre, Canberra

Functional Area Estimate

LIST OF EXCLUSIONS AND INFORMATION

LIST OF EXCLUSIONS

1	GST
2	Land costs, holding costs and interest charges
3	Legal fees
4	Finance Costs
5	Temporary accommodation / relocation costs
6	Underpinning to neighbouring / existing buildings
7	Contaminated Soil removal or remediation costs
8	Unknown site conditions in excess of allowances made
9	Excavation in rock
10	Works to surrounding roads
11	Existing incoming mains amplification works (if applicable)
12	Professional design / management fees
13	ACT Government management fees
14	Computers / printers / screens
15	Cutlery / crockery / curtains / soft furnishings / paintings
16	Works outside lot boundary
17	Dewatering
18	Escalation
19	Standby generators
20	Loose furniture / equipment
21	Public artwork / sculptures
22	Client project contingency
23	Client Representative Fees
24	Prolongation and time extension costs
25	Council Approvals / Authority Fees / Development Application Fees / Building Certificate Fees etc
26	Design phase & Construction phase Contingency
27	Allowance for any works carried out 'out of hours'

LIST OF INFORMATION

Cox Architecture	NISC Area Schedule - 21/9/2017 ACT Government response to land zone and parking requirements
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Attachment 3

Forecast Demand of the Options

Forecast Demand of Option 1 – 2 Rink Facility Planned Over Two Levels

Scenario	1	2	3	4	5
Total no. of Patrons	50,000	75,000	100,000	125,000	150,000
Estimated Annual Visits / Usages					
<u>Casual Admission</u>					
Adult (18+)	9000	13500	18000	22500	27000
Concession Card Holder	5000	7500	10000	12500	15000
Children (17 and under)	27500	41250	55000	68750	82500
Children under 4	3500	5250	7000	8750	10500
Family of 4	750	1125	1500	1875	2250
Family of 5	400	600	800	1000	1200
<u>Season Passes</u>					
Single skater 6 month pass	100	100	100	100	100
Single Skater 12 month pass	50	50	50	50	50
<u>Skating Aids and Skate Hire</u>					
Skating aids hire - 80% of Children under 4	2800	4200	5600	7000	8400
Skate hire - regular (60% of 90% of Patrons)	27000	40500	54000	67500	81000
Skate hire - platinum (40% of 90% patrons)	18000	27000	36000	45000	54000
<u>Venue Hire</u>					
Rink Hire (Training, Events etc) 40 hours per week	1920	1920	1920	1920	1920
<u>Party Package</u>					
No. of parties (12 parties per week)	624	624	624	624	624

Forecast Demand of Option 2 – 2 Rink Facility Planned Over A Single Level

Scenario	1	2	3	4	5
Total no. of Patrons	50,000	75,000	100,000	125,000	150,000
Estimated Annual Visits / Usages					
<u>Casual Admission</u>					
Adult (18+)	9000	13500	18000	22500	27000
Concession Card Holder	5000	7500	10000	12500	15000
Children (17 and under)	27500	41250	55000	68750	82500
Children under 4	3500	5250	7000	8750	10500
Family of 4	750	1125	1500	1875	2250
Family of 5	400	600	800	1000	1200
<u>Season Passes</u>					
Single skater 6 month pass	100	100	100	100	100
Single Skater 12 month pass	50	50	50	50	50
<u>Skating Aids and Skate Hire</u>					
Skating aids hire - 80% of Children under 4	2800	4200	5600	7000	8400
Skate hire - regular (60% of 90% of Patrons)	27000	40500	54000	67500	81000
Skate hire - platinum (40% of 90% patrons)	18000	27000	36000	45000	54000
<u>Venue Hire</u>					
Rink Hire (Training, Events etc) 40 hours per week	1920	1920	1920	1920	1920
<u>Party Package</u>					
No. of parties (12 parties per week)	624	624	624	624	624

Forecast Demand of Option 3 – 1 Rink Facility Planned Over Two Levels

Scenario	1	2	3	4	5
Total no. of Patrons	50,000	75,000	100,000	125,000	150,000
Estimated Annual Visits / Usages					
<u>Casual Admission</u>					
Adult (18+)	9000	13500	18000	22500	27000
Concession Card Holder	5000	7500	10000	12500	15000
Children (17 and under)	27500	41250	55000	68750	82500
Children under 4	3500	5250	7000	8750	10500
Family of 4	750	1125	1500	1875	2250
Family of 5	400	600	800	1000	1200
<u>Season Passes</u>					
Single skater 6 month pass	100	100	100	100	100
Single Skater 12 month pass	50	50	50	50	50
<u>Skating Aids and Skate Hire</u>					
Skating aids hire - 80% of Children under 4	2800	4200	5600	7000	8400
Skate hire - regular (60% of 90% of Patrons)	27000	40500	54000	67500	81000
Skate hire - platinum (40% of 90% patrons)	18000	27000	36000	45000	54000
<u>Venue Hire</u>					
Rink Hire (Training, Events etc) 32 hours per week	1536	1536	1536	1536	1536
<u>Party Package</u>					
No. of parties (12 parties per week)	624	624	624	624	624