

# A POOL TO BE COOL

HOW MISSION BEACH WON ITS AQUATIC CENTRE

KEN GRAY



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*No single protagonist led the community for the duration  
or masterminded almost every step and outcome.  
This wonderful facility was achieved by the many people who chipped in and played their  
unique roles along the way. The fabulous community we live in made it all possible.  
Success was ours when all parties aligned .... community, council, state and federal governments.*

*Funding then came from all levels:*

***Federal 'National Stronger Regions Fund': \$3.49M .... our first funding win  
QLD State 'Building our Regions Fund': \$3.49M and 'Works for QLD Fund': \$0.255M  
Cassowary Coast Regional Council: \$0.9M + Mission Beach Developer Contributions \$1.8M  
Mission Beach Community: \$50,000 cash plus \$110,000 contributed in research studies.***

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Dedicated to two special people.

To Jarred Crook

Son of Amy and Leeroy, who lost his life at only seven years age  
in 2003 to a marine stinger at Wongaling Beach.

To Noeline Ikin

Our wonderful LNP candidate for the seat of Kennedy, also sadly lost on our journey.  
Noeline advocated so strongly and effectively for our community and made our dreams come true.

Cover image: Billabong Leisure Pool.

A RECORD OF KEY EVENTS  
AND PEOPLE INVOLVED

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## The Dream is Reality

Daring to Dream: Pool Fairies, Cassowary and Mermaids; Fiona Maclean, Michael Johnson, Marni Badcock, Kim Badcock, Sal Badcock and Coralie Kemp.



Sometimes words do not tell the tale as quickly or as well as images. Below: Ben Melville's aerial shots (using Tom Orr's drone) in July 2018 show the final results clearly.



## Project Success

MBARC and its community can feel proud of their achievements:

- Cost \$10M to design and build. The Innisfail aquatic centre would cost \$15M to build today.
- Council budgeted to spend \$3M of ratepayer funds but because the community created such a strong funding case we won two government funds, not just one. So, only \$900,000 of ratepayers funds were spent! This facility was a BARGAIN for the region's ratepayers.
- Our community contributed \$50,000 cash to the project and over \$160,000 including studies, reports, surveys and videos which were essential to make the funding case.
- Some people claim it costs bucketloads to run. Untrue. Those who exaggerate the costs incorrectly include depreciation in the running costs.
- Council did an independent economic analysis. The net whole-of-life cost to Council was \$17M. The net benefit the facility gives to the region's economy over its life was found to be **\$124M**. That does not include the massive health benefits that such a facility adds.
- The economic study showed that the Innisfail pool attracts around 28,000 users per year, Tully has 19,000 and Cardwell 5,600 users pa. The MBAC was predicted by the experts to attract 39,000 users after a few years settling in. It almost achieved that volume in its first full year before all the services were even available.
- Its regional economic and health benefits greatly outweigh the costs. It attracts users from the entire region, especially in winter with its two heated pools and it will attract even more families in summer when we have proper shade.
- User reviews are glowing. People LOVE it.

All we need do now is get behind our new centre operators, Grimsey Aquatics, and help them make it bloom more than it already has.

This history was prepared using the extensive records kept by Mission Beach Aquatic and Recreation Club inc. for the duration of its operation from 2000 to 2020. The records remain with Ken Gray, President of the Association in 2021.

## Basis of this Record

This is a record of events and the main people involved in making the Mission beach Aquatic Centre become a reality.

Four people, the Life Members of MBARC, carried the bulk of the load over the years yet in the Overview below, we highlight 30 people in all who also made major contributions. Then in the Recognition section of this document we record a further 70 people and organizations who made contributions that mattered too. That is 100 people in the community or from Council(s) who did something significant to help achieve the goal and that by no means covers every person who helped in some way during the 20 years.

This process of recording started with a list of the events and dates when they occurred. These are outlined in Appendix 1 | Milestones. From there, topics were teased out to explain the history in a little more detail.

With any history or record of events, interpretation of events differs depending on who tells the story. Just look at the massive history of World War II and you see that the way it is told by master historian, Sir Winston, is quite different to the way it is told by many other diligent historians. John Newman, in his fable of the Man and the Lion, memorably demonstrates this common failing when the Lion is asked to say how he likes some fine artwork picturing a history of men and lions. The lion politely responds: 'Lions would have fared better, had lions been the artists.'

To reduce any misinterpretations, most events included in this paper are supported by one or more documents. Hence, when we were establishing an event such as calling the first MBARC meeting, memories of 2001 are misty, but we located the application for incorporation of the association for example and were fortunate enough to also find other documents recording these events such as the Needs Analysis and an MBARC Workshop Report. Both recorded that history.

Ken Gray was given the Mission Beach Aquatic and Recreation Club records early in 2010. Until then, treasurer and secretary, Coralie Kemp, kept these documents safe. Paul Roxby had a small number of images and documents on a computer that was purchased by MBARC early on but when we attempted to access that record in 2018, the hard drive was beyond repair. That was a pity for it may have filled in some gaps in the records from the first few years.

There are a host of sources available to cobble together a quality record of the events and players concerned such as: project updates, reports and studies, minutes and agendas, correspondence, press cuttings, Council documents, Facebook posts and data, as well as project plans and maps. All records on file were accessed and analysed.

## Acknowledgements

Many people helped ensure the accuracy and completeness of this document. Thanks to Paul Roxby, Maureen Scott and Coralie Kemp for contributing. Each added some fun memories and aspects not found in our records. As did Fiona Maclean, Kim and Sal Badcock and Diane Paul. Many provided images to add interest and it was a relief when Sal Badcock sent the iconic image of the pool fairies, mermaids and cassowary for the record. Ben Melville provided the fine drone shots of the finished pools.

## Overview - Main Steps and Players

The paramount objective of MBARC was help Council win funding to build a pool that was designed to meet the priority researched needs of the community.

Analysing actions at each of the key steps taken on the journey reveals the main people involved. The only conclusion possible is that there was no single leader who did it all or delivered most outcomes.

There were six main players:

Council Leaders: **Margaret Darveniza** and **Bill Shannon**.

Community Leaders: **Coralie Kemp**, **Maureen Scott**, **Paul Roxby** and **Ken Gray**

However, you could ask, would we still be arguing the case and waiting for funds if Noeline Ikin had not miraculously entered our lives and waved her magic wand in Canberra? Or ask: would we have survived 18 years without all the volunteers who sold raffle tickets to raise funds? Fair observation as well.

It is human nature to ask who the real mover and shaker was so there will inevitably be debates on that with some saying for example, 'Paul was the one involved longest, he was active for the whole 20 years and had his fingers in everything'. Others will say, 'Ken was the one on the ground in Mission Beach chasing a result for the longest period and led MBARC when the \$7M funding was won'. Others will say, 'That's all OK but would they have achieved anything if Maureen had not thought of the idea and called the community together to get it all started?' Fair point too. And let's not forget, the wonderful results achieved would certainly not have happened without Coralie Kemp, Bill Shannon and Margaret Darveniza. And if Maxine Marsh had not recruited her family to do our video we may not have won both funds.

It was a fusion of many people doing their bit ..... and, in the end: it was meant to be.

The important thing was that the MBARC leadership team always worked well together. Debates were intense among these passionate advocates yet, because they always shared the same vision, they mended the fences and fought on, united. Perhaps the best observation to make is:

*'You can accomplish anything in life,  
provided that you don't mind who gets the credit.'*

Harry Truman

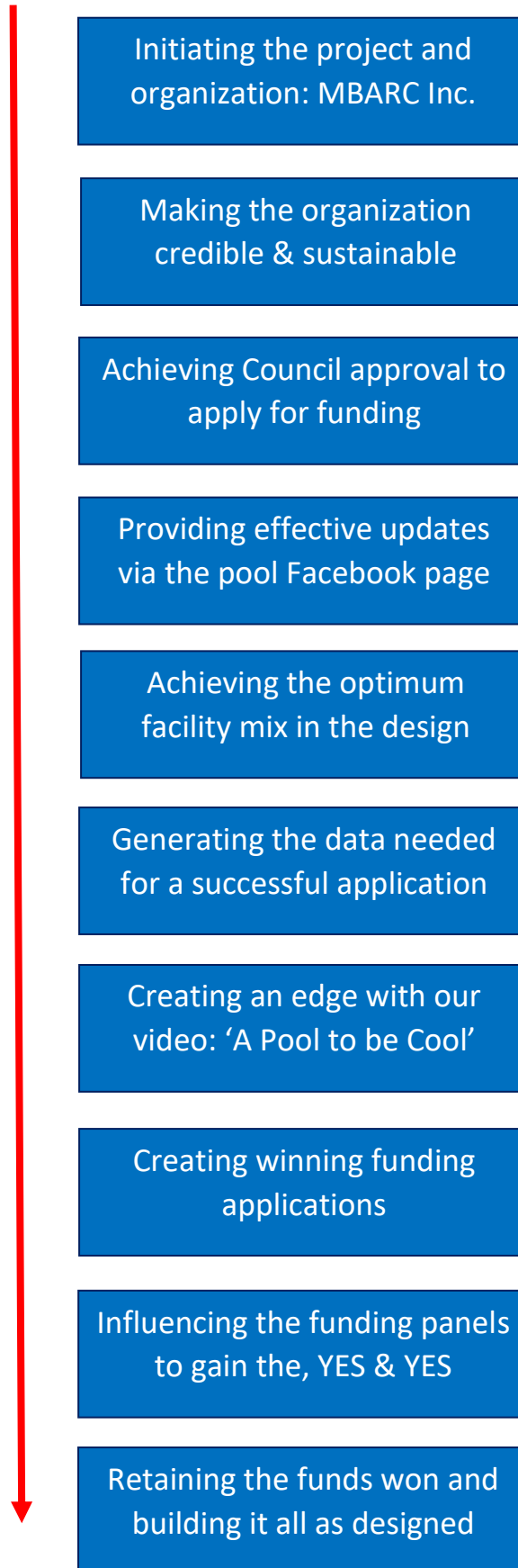
Hence we should probably settle for the inevitable conclusion, that:

***This wonderful facility was achieved by the many people  
who chipped in and played their own unique roles along the way.  
The fabulous community we live in made all of this possible.***

The objective of this book is to record what was done in this period of Mission Beach history and who was involved. If someone in the future wishes to know this part of the town's history, they have a simple record and do not have to read through every one of the mountains of documents we kept to see what happened.



## The Ten Main Steps



## The Ten Main Steps - Main Players by Step

### Initiating of the community organization: MBARC Inc.

#### Main People Involved: Maureen Scott and Diane Paul.

Maureen Scott (Norris) initiated the project and set up MBARC Inc. With the help of Diane Paul, Maureen organized the first public meeting. She spoke to many in Mission Beach before holding that first meeting and involved Coralie and Paul from the start. Maureen was president for the first two years and applied for incorporation of the association March 2001. In 2003, Maureen and Coralie found the going difficult with councils, due to the patriarchal culture, so asked Paul Roxby to take the president's role.

### Building a sustainable and credible organization

#### Paul Roxby, Maureen Scott, Coralie Kemp, Phil Porter, Shane Thorogood, Shane Holmes.

The three leaders who did the most to build a sustainable organization were Paul, Coralie and Maureen. They attended almost all meetings. Paul's engagement with Councils lifted the organization's credibility. Coralie's professional financial governance made safe the funds. By 2005, MBARC had over \$30,000 in the bank after paying \$3,500 for a Needs Analysis and \$10,000 for a Concept Plan and Site Evaluation Report. The organization was certainly viable.

This core trio was assisted by many volunteers and keen advocates who attended meetings and took actions. Key players assisting at the time included: Phil Porter, Shane Thorogood, Shane Holmes, Paula Gilbard, Debbie Richards (King), Michael Johnson and Diane Paul. Raising the funds was an essential step in making the club viable and a wide spectrum of volunteers joined in the quest to make that happen.

### Achieving Council approval to apply for funding

#### Bill Shannon, Margaret Darveniza, Paul Roxby, Ken Gray, Bryce Macdonald, Glenn Raleigh, Alister Pike.

This was a long time coming and Maureen, Paul and Coralie worked hard at this objective up to 2005. By then MBARC were stymied. Commitments were obtained pre-election yet these evaporated after the election was declared. In 2005, CSC opted to fund the Tully MPC instead of the pool while JSC suddenly discovered they were near bankrupt.

The first ray of hope came in 2010, when CCRC passed a motion to apply for funding for Innisfail Library. As a trade-off, Mayor Bill Shannon moved a motion that CCRC would, at the next QLD Sports & Recreation Fund round, apply for \$1.5M. This fund then went into hibernation until 2014 when Council applied without success. By then, it was mainly Paul and Ken nagging Council about funding options and approvals and Paul was always the major link to Councillors.

It was in 2015 that the ideal fund option opened. Federal National Stronger Regions allowed an application for \$3.5M so we could build the whole facility. The two main advocates within Council, Mayor, Bill

Shannon, and Margaret Darveniza, argued the case well. They won the vote 4-3, with Crs Bill Shannon, Glenn Raleigh, Bryce Macdonald and Alister Pike voting for the motion and Crs Mark Nolan, Kylie Farinelli and Ian Rule voting against. Cr Raleigh was always a strong advocate and understood the regional impacts.

Shortly after, a similar fund opened: the QLD Building our Regions Fund. Bill Shannon was not at the meeting that considered a motion to apply for this and it was a tied vote: 3-3. Deputy Mayor, Bryce Macdonald, did the right thing by Mission Beach and voted for the motion with his casting vote. It should be noted that while Cr Alister Pike worked hard until January 2015 to convince Council to build a foreshore lagoon rather than the MARCS proposal, his promise when he lost that motion was to support the MARCS proposal thereafter. True to his word, he voted for his Mission Beach constituents in both these motions.

### Setting up effective updates via the pool Facebook page

**Coralie Kemp, Ken Gray, Paul Roxby, Desley Todd**

The 'Mission Beach Pool' page was created in November 2009 by Coralie Kemp. Coralie was administrator for the first year so did most of the posts that year. Ken was page administrator thereafter and over 80% of posts were of course done by the administrators, who controlled the page. Desley Todd was a page Editor from 2011 onwards. Paul was added as a page Editor in 2017 and could then post too. Most responses to posts, comments or misconceptions were handled by Ken and Paul. Paul regularly trawled through sites beyond the pool page and added positive messages on Facebook pages.

### Achieving the optimum facility mix in the design

**Margaret Darveniza, Ken Gray, Shane Thorogood, Paul Roxby, Dyana Brown.**

While winning the funding to construct the aquatic centre was always the ultimate goal for MBARC Inc., it was vital also to ensure that funds were used for components that most in the community wanted. That was a leisure pool, a lap pool, ample shade, an indoor, heated program pool, a splash pad and a café.

While design details and the way the facility would look were important, these mattered far less than the facility mix. As it turned out, design detail was determined primarily by the architects and Council. However, the Community Reference Group met once on the design detail. Ken had been to all previous CRG meetings as the MBARC rep but was in France this time so asked Paul and Shane Thorogood to attend. Several MBARC people attended the meeting representing different organizations. Dyana Brown, Shane and Paul made important suggestions, with Shane putting in a big effort to document and communicate the changes. His input was appreciated by Council.

The fierce debate over what components would be included was mainly waged from 2009 to 2015, between Ken and Council officers. That debate did not feature much in Community Reference Group meetings which mainly dealt with other MARCS Park users and their concerns. Council's Director until early 2013, resisted all community input on design and stuck firmly to her preferred facility mix. The first Council concept in 2009 ignored past designs agreed by the community. The Council design included a lap pool, an over-sized café and an inept tots pool plus a gym that few wanted and a massive overkill in car parks.

The main driver of the facility mix changes was ultimately the evidence of community priorities. Council refused to accept the community research, saying it was old (2005) yet would not conduct a new survey. In 2010, Ken conducted another community preference survey to overcome the impasse. A booth was set-up at Woolworths where residents received and returned survey forms. A massive response saw 20% of households participate. The results were nearly identical to the 2005 survey but Council could no longer ignore the community.

The 2011 concept design was far from elegant yet had the five components required. Unfortunately, the leisure pool was attached to the lap pool and research showed this was an unsuccessful option. The concept included a “multipurpose hall” and that gobbled up funds for an asset that would seldom be used. When Margaret Darveniza joined CCRC, the design impasse ended quickly and Council listened to its community. The 2014 concept plan was close to the mark then the final 2016 plan, done after a thorough design review initiated by Marg Darveniza, matched most community expectations.

### Generating the data needed for a successful application

**Ken Gray, Margaret Darveniza.**

24 studies and reports were completed by MBARC with Ken doing 16 and external people being paid to do three. He also completed five case studies to provide numerical evidence for applications. Councils did 29 studies, most were for construction rather than evidence to be used in the applications. Some, such as the Economic Impact Study, were vital for the applications. CCRC conducted 23 of the 29 Council-sponsored studies and Marg Darveniza commissioned those that counted most for quality of applications.

### Creating an edge with our video: ‘A Pool to be Cool’

**Peter Marsh, Ken Gray, Gabi Plumm, Robert Marsh, Pete Faulkner, Bill Shannon, Dyana Brown, Jane Burge, Jo and Rory Senior, Leandra Willis, Dave Nissen, Georgia Hayley, Tania Holliday, Jarred Crook**

The community video was a fabulous way to catch the attention of the funding panels and ministers. It made it far easier for MBARC to get the message across quickly and memorably. This was created by Peter Marsh (video and direction), Gabi Plumm (narration and script), Ken (organizing the video, draft script and recruiting the crew), Robert Marsh (editor) and the wonderful community cast: Pete Faulkner, Bill Shannon, Dyana Brown, Jane Berge, Tania Holliday, Jo and Rory Senior, Georgia Hayley, Dave Nissen, and the memorable end scenes starring Leandra Willis with children playing on the South Mission Beach sand.

### Creating the winning funding applications

**Margaret Darveniza, Ken Gray, Melanie Fazackerley, Pete Faulkner.**

The meeting to plan the way we would approach the applications was attended by the four listed above. Pete provided wise advice on what the emphasis should be and how to write the optimum case. Marg and Mel were the script writers and Ken provided input, finding necessary data, suggesting better angles and editing copy to improve the quality of applications. It was a team effort with many late night sessions.

## Influencing the funding panels to gain the, YES & YES

**Bill Shannon, Noeline Ikin, Ken Gray, Andrew Cripps, Pete Faulkner.**

Some say funding panels apply the selection criteria only and no one can influence their decisions. However, the reality is that lobbying continues and it is important when appropriate ministers say: "That project matters to me". The people who contacted many politicians and bureaucrats were Mayor, Bill Shannon, Noeline Ikin, LNP candidate for Kennedy, Andrew Cripps and Ken. Andrew Cripps, the LNP State member for Hinchinbrook, worked hard on the State side and assisted Noeline federally. Pete Faulkner helped by contacting key people he knew personally. Ken was able to use our community to great advantage phoning every politician possible and sending them a copy to see how excited people were about this project. That worked a treat and received very favourable comments and helped us stand out from the crowd of applicants.

## Retaining the funds won and building it all as designed

**John Kremastos, AJ Homes, Kirratech Lifestyle Pools, David Goodman**

It seems inconceivable, that a community could fight so long and hard for funding and work so well with the Council of the day then, when the Council and Community finally won \$7 million some would then do all they could to divert the funds. But it happened.

Contracts with both funding bodies specified the MARCS Park site and design with a deadline to start construction there. Yet the whole project was in jeopardy due to repeated requests for extensions to the construction deadline and requests for site and design changes. Finally, when the fourth extension was sought, the plug was pulled when Ken contacted key people in both governments and called a halt to the games. The very next day, Council were refused any further extensions.

Would the funds have been lost? Probably not, for Mayor, John Kremastos, promised he would do nothing to risk losing our funds. He made good on that promise and went on to ensure that Council built a fabulous facility for the community.

When construction began, eight months late, Paul worked on communications with the Mayor and the project leader, David Goodman. The build went well and apart from extremely poor Council communications (almost none) and a refusal to consult, MBARC was very happy with project delivery.

The lead contractor was AJ Homes of Innisfail and their pool construction partners were Kirratech Lifestyle Pools from Cairns. They, and many local subcontractors involved in the project, did a wonderful job and ploughed on in all-weather to generate a high quality outcome.

The proof is in the widespread joy and unbelievably positive feedback that the new aquatic centre was greeted with by almost all in the community when it opened in August 2018.

The dream is reality.



## Pivotal Moments

Some have asked what the pivotal moment was or what step had the most impact on the ultimate success of the venture. I am not sure that there is a definitive answer to that.

One suggestion was that the Council resolution in January 2010 could be the moment as that was the first time a Council had approved a motion to apply for government funds. That was certainly an important moment yet it would lead to another dead end. It took a further four years before that Sports and Recreation QLD fund re-appeared and then we were unsuccessful in our application. Furthermore, that fund was too small to allow us to do more than build Stage 1 of the project so was a severe compromise that fortunately we ended up avoiding. As Council votes would prove after that moment, we had to win many more motions later to apply for other funds so winning that initial approval left us no nearer the top of the queue when new funds appeared. We had to make the pitch and win it over and over again.

### Candidates for Pivotal Moment

1. **Winning the \$7M funds** in December 2015 was a key moment and while we still had a fight on our hands to retain this, as we soon found out, it was hard to stop the momentum after that.
2. **Bill Shannon winning the 2008 election** would be a strong candidate for pivotal moment. There was no way ever we were going to win Council approval to build it and apply for funds until the financial wreckage left by previous Councils was repaired. Bill worked hard at State and Federal levels and won their confidence in his financial governance and soon tens of millions were won by Bill to repair our broken-down Innisfail and Tully infrastructure. By 2012 he had Council finances well on track so the region was once again able to build essential new facilities.
3. **Bill Shannon winning re-election in 2012** was almost as important, for Bill now had the ability to achieve a 4-3 vote in Council to obtain the necessary approvals to apply for funds. Furthermore, he was well now known and respected in state and federal circles for the fine work he had done to fix the financial state of CCRC.
4. **The appointment of Margaret Darveniza as Community Services Director, CCRC**, in 2013 was also a huge turning point. While the 2009 community rally had given us the community reference group we still had no voice on designs. That changed the instant that Marg Darveniza took the reins and listened to the community.
5. **Noeline Ikin's acceptance of Ken's invitation to come to Mission Beach** was another big tipping point for now we also had an effective voice in Federal political circles. Noeline's earlier electoral success meant we were in a swing electorate and all eyes were on the seat of Kennedy. Noeline's hard work and skills gave us the voice we never had before in Canberra.
6. **Beating the naysayers soundly in January 2015** was another big moment. Those fighting against Council's preferred location and design put everything into a Council motion to move the facility to an unapproved site on the foreshore. If that had won we were back in no-man's land. Their effort fell well short: the community clearly wanted to move on and build. Our community campaign was a winner with a flood of emails hitting Councillors and assuring us of a vote to stay with the community facility at MARCS Park. It was a resounding MBARC win with a 5-2 vote. Ken Gray and Truus Biddlecombe attended that vital meeting.

## Beginning

The first attempt by Mission Beach residents to achieve a community pool for their town was in the 1970's, when a group calling itself the 'Progressive Society' ran a few meetings to find ways to build a rock pool. That effort died after a year of poorly attended meetings. 'Mission Beach Aquatic and Recreation Club' was created when Maureen Scott, with the help of Diane Paul, called a public meeting in February 2001 to start a group that would organize community resources and lobby for a pool for Mission Beach. Maureen met with other people before calling the meeting, including Paul Roxby and Coralie Kemp.

Maureen applied for incorporation of the 'Mission Beach Aquatic and Recreation Centre Club' on 16 March 2001 and was granted that on 17 May 2001. The Queensland Office of Equity and Fair Trading accepted the group name as, 'Mission Beach Aquatic & Recreation Club, Inc.' That was when it all started formally.

The inaugural 'Executive Committee' was appointed at the meeting on 16 March 2001 with Maureen Norris elected as president, Coralie Kemp treasurer and Lisa Arnold secretary. These were the officially recognized office bearers under the Act. Paul Roxby and Shane Thorogood were vice presidents, with Diane Paul, Shane Holmes, Phil Porter, Michael Johnson, Debbie Richards (King), Paula Gilbard and seven others on the sub-committee. In 2001, MBARC Inc. had 46 members including those above plus John Pender, Paul Goldsmith, Pam and Graham George, Peter Heywood, Yoko Yasui, Karen Morrison, Jexie Stranger, Sandra Harris, Sandra Porter, Diedre Holmes, Sarah Johnson, Steve Kemp, Judy and Greg Brady, Ray Fisher, Donna Roxby, Darren Arnold, Liza and Glen Rosetto, Ken and Anne Fox, Beth Morris, Kate and Neil Rungert, Marilyn and John Schoefield, Angus Lytton, Jane and Paul Franklin, Truus and Patrick Biddlecombe, John and Debbie Richards, Michelle Lloyd and Fiona Fowles.

## Office Bearers

The three formal officer bearer positions were held by the following members over the 18 years:

Abbreviations: PR = Paul Roxby; MN = Maureen Norris (Scott); CK = Coralie Kemp; RC = Rose Cooper; RS = Rochelle Smith

Year	President	Secretary	Treasurer
2001	MN	Lisa Arnold	CK
2002	MN	Diane Paul	CK
2003	PR	Lisa Noonan	Paula Gilbard
2004	PR	MN	CK
2005	PR	MN	CK
2006	PR	MN	CK
2007	PR	MN	Fiona MacLean
2008	PR	MN	Fiona MacLean
2009	PR (in NSW)	MN	CK
2010	KG	CK	CK
2011	KG	Leandra Willis	RC
2012	KG	Tanya Holliday	RC
2013	KG	Eva Lavery	RC
2014	KG	Eva Lavery	RC
2015	KG	RS	RC
2016	KG	RS	RC
2017	KG	RS	RC
2018	PR	RS	RC
2019	PR	-	-
2020	KG	-	-
2021	KG	-	-

## Committees

The committee started out full of vigour and hope with 18 committee members in 2001. By 2005, the committee was down to a core of four determined people. They remained highly active, and people came to the regular meetings but the committee itself was a small group by then because the Councils had put the project on ice in 2005.

In 2012, the committee numbers were built again to make it more diverse and representative of all views and sectors of the community. MBARC recruited 13 people to the 2012 management committee and gradually built the committee membership up to 31 in 2015 when the heat was on to win the funds. Yoko Yasui and Rhonda Jarvis helped recruit the new management committee members.

In December 2016, MBARC Inc. discontinued incorporation when the remaining funds were transferred to the CEO of Cassowary Coast Regional Council to build the aquatic centre.

Year	Committee
2001	18: MN, CK, Lisa Arnold, PR, Shane Thorogood, Diane Paul, Shane Holmes, Phil Porter, Paula Gilbard, Michael Johnson, Debbie Richards, plus 7 others (names not recorded in the files).
2002	9: MN, CK, Diane J, Shane T (VP), Shane Holmes, Phil Porter, Debbie Richards, Lisa Noonan, Margaret Gleeson.
2003	6: PR, Paula G, Lisa N, MN, CK, Shane T, Shane Holmes, Phil Porter.
2004	4: PR, CK, MN, Ron Darlington.
2005	3: PR, CK, MN.
2006	3: PR, CK, MN.
2007	4: PR, CK, MN, Fiona Maclean
2008	4: PR, CK, MN, Fiona Maclean
2009	3: PR (NSW), CK, MN
2010	3: CK, KG, George Graham.
2011	8: KG, Leandra Willis, Rose Cooper, George Graham, Rhonda Jarvis, Eva Lavery, Susie England, Sandy Kastner.
2012	13: KG, Rose, Rhonda, Eva, Susie, Desley Todd, Yoko Yasui, Tanya Holliday, Tania Deveraux, Glenn White, Ben Logan, Matthew Rowe, Eva Knightly
2013	15: KG, Rose, Rhonda, Eva, Susie, Desley, Yoko, Tanya, Glenn, Ben, Matthew, Eva K, Hayley, Claire Hayley, Sophia Michael
2014	29: KG, Rose, Rhonda, Eva, Susie, Desley, Yoko, Tanya, Hayley, Claire, Sophia, Shane Thorogood, Leandra, Jane Berge, Dyana Brown, Dave Nissen, Shannon Rigato, Geoff Davy, Gordon Todd, Meleeta Hemsley, Joy Clayfield, Andrew Gourlay, Riley Hanson, Maddi Harris, Chloe Harris, Kris Melvin, Kim Badcock, Sal Badcock, Georgia Catania
2015	31: KG, Rose, Rochelle, PR(NSW), Rhonda, Eva, Desley, Yoko, Tanya, Claire, Sophia, Shane, Leandra, Susie, Jane, Dyana, Dave, Shannon, Geoff, Gordon, Wayne, Meleeta, Joy, Andrew, Riley, Maddi, Chloe, Kim, Sal, Maxine Marsh, Linda Souter (Townsville)
2016	29: KG, Rose, Rochelle, PR(NSW), Rhonda, Eva, Desley, Yoko, Tanya, Claire, Sophia, Shane, Leandra, Jane, Dyana, Dave, Shannon, Geoff, Gordon, Wayne, Meleeta, Joy, Andrew, Chris Smith, Riley, Maddi, Chloe, Maxine, Linda (Townsville).
2017	29: KG, Rose, Rochelle, PR, Rhonda, Eva, Desley, Yoko, Tanya, Claire, Sophia, Shane, Leandra, Jane, Dyana, Dave, Shannon, Geoff, Gordon, Wayne, Meleeta, Joy, Andrew, Chris, Riley, Maddi, Chloe, Maxine, Linda (Townsville).

## Community Fundraising

In 16 years, the community, through its lobby-group MBARC, contributed \$50,000 in cash plus \$108,000 in essential studies and promotional materials needed to make a compelling case and allow us to win State and Federal funds.

\$38,800 cash was handed to CCRC December 2016 and, with interest over the 19 months it took before opening, that was then worth \$40,300 to Council. Our promise was \$40,000 and it was delivered in full.

In 2005, MBARC paid \$10,000 for a concept design and site assessments with the two Councils contributing \$5,000 each, so the total community cash donated was \$50,000.

MBARC Inc Funds Held at Year End: \$,000's  
From Audited Reports



In the first year, 2001, the committee raised almost \$20,000 via donations, raffles and many events: a ball, chocolate drives, raffles etc. That was a frantic effort by the committee and their enthusiastic volunteers. Many people sold raffle tickets and helped in small ways and the efforts of these people created a wonderful result for the community.

In 2002, fundraising was equally energetic but, unfortunately, expenses were very high, so the dividend was small. \$1,800 was the result of a massive effort, so the team rationalized its fundraising strategy for 2003 and focused on just 3 events. The result was impressive - another \$11,700 was raised.

The chart above shows that most of the MBARC fund was raised in 2001 and 2003. Spending on a Concept Design and Site Assessment meant a \$4,000 loss in 2004 and in 2005 fundraising was limited to the Aquatic Festival so MBARC only added a further \$1,700 to the kitty. Fundraising continued for a while in a minor way then the decision was to cease fundraising until MBARC had positive outcomes from Councils. Asking the community to contribute when the future was unknown was not felt to be fair or wise. Later, when Rotary started fundraising for their splash pad, MBARC left them to do so without competition so fundraising efforts were not rekindled.

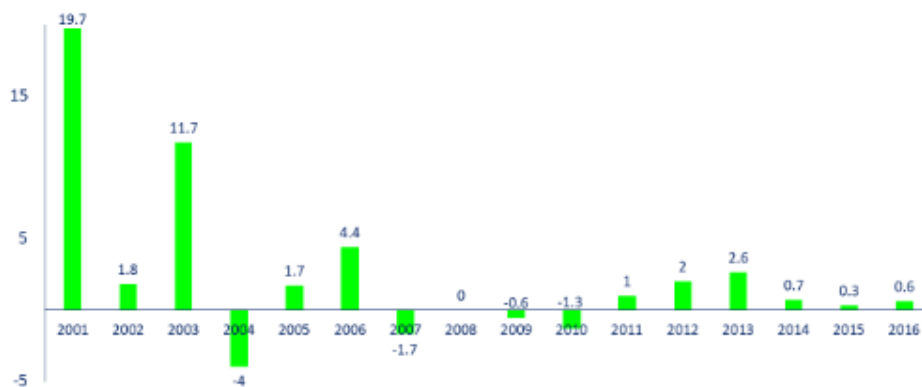
By 2010, it was clear that if MBARC continued as is on finances then the fund would slowly erode (as it had for the last 4 years) and would drop to around \$25,000 by 2017. The aim was to have a significant amount to contribute to construction. Having \$40,000 was the goal and that amount would demonstrate to funding panels that the community had dug deep. This was an important box to tick in any funding application.

Problem was, the fund was being eroded by administrative costs like printing, stationary etc and this was averaging almost \$700 a year alone. Thelma and Ken Gray agreed to soak up those costs and others in their market research business and over the next 6 years that saved MBARC around \$7,000. That was a start. Rose Cooper (Treasurer) and Ken then limited spending to the bare essentials and maximised the interest returned from deposits. The fund started to grow once more with Rose's good governance.

Over the years, the biggest share of net income came from Interest: \$16,900. Member fees added \$1,600, "Sales" \$1,500, Balls \$1,500 and Sponsors gave \$6,100. Overall, \$18,900 net income came from donations, raffles, functions and festivals. Festivals and functions generated a good gross income of \$35,200 but the input costs were very high. Raffle income was \$17,400 but this also had heavy costs eg the tinnie cost one year was \$6,500. All up, the gross income from donations, raffles, festivals, and functions was over \$70,000 but due to high input and running costs net income was less than \$20,000.

In summary, a lot of effort went into raising the funds and maintaining them. Most importantly, the club reached its ultimate goal - to contribute enough cash to satisfy the funding panels that this community was fair dinkum and deserved to be funded.

### MBARC Inc Profit or Loss by Year: \$000's From Audited Reports



The aquatic festival was organized by an independent committee that was closely linked to MBARC. Maureen Norris, Paul Roxby and Coralie Kemp were all heavily involved in running the Aquatic Festivals with Paul as the entertaining MC and Coralie as bartender extraordinaire.





Aquatic Festival 2002: back row Emily Hilton, Lindy Hilton, Michelle Lloyd (organizer), Coralie Kemp and Maureen Norris



Scout group at 2004 Aquatic Parade



Banana Festival 2002. The Fabulous Mirrorballs (Left to right): **Zsa Zsa Galor (Greg King)** the alluring & shy social butterfly. **Fifi Flambé (Steve Kemp)** the exotic dancer. **Pia Carides (Stuart Cocker)** the other Carides sister. **Delicia Toyota (Kim Badcock)** the stunning and majestic cassowary. **Angeliqué Fondelle (Angus Lytton)** the go-go dancer. **Coco Chenille (the late Henry Daniells)** the stately flower. **Jezebel Bonde (Glen Murray)** the voluptuous temptress.



Priscilla Queen of the Beach 2002:



The 'Boat-that-isn't a Boat' competition from early Mission Beach Aquatic Festivals – Opera House & Tully Gumboot

## Community Surveys

There were six formal surveys of community opinions.

Survey	Year	No	Scope	Report By
1	2001	406	Support levels, site and facility preferences	Gillian Houston Boyd
2	2004	299	Site and facility preferences	KG
3	2005	570	Support levels and site preferences	KG
4	2010	365	Facility preferences	KG
5	2012	101	Site preferences	KG
6	2013	40	Facility preferences	KG

# KG = Ken Gray

The portion of the population wanting an aquatic centre was never lower than 90% in these polls.

The site preferences data is discussed in detail under 'Sites' later. Overall there were 1,781 local residents who responded to these polls so the samples were certainly high enough. In the 2010 survey, 20% of households participated which is a high sample size for this type of research.

As expected, opinions were divided on site preferences. The factor most influencing opinion on sites was residential address ie the closer the sites were to the person's home, the more they liked that option. However, MARCS was a clear winner in these polls and even when it was MARCS versus a foreshore site at CCRC's camping ground, MARCS polled higher. It was never a close vote.

On preferred facilities for the aquatic centre, the pecking order never changed over time and was:

1. Leisure pool (billabong – 'safe cool swim water')
2. Lap pool
3. Shade and temperature controls
4. Water adventure (slides or similar)
5. Café
6. Kids splash pad or pool
7. Program pool – hydrotherapy

Woolworths Supermarket staff helped MBARC immensely in survey number 4 in 2010 when we used a booth for survey form distribution and a drop box for returning surveys on their site.



What people wanted most: cool, safe swim water .... Many cited Babinda Boulders as a vision.

## Designs

There were nine concept plans drawn over 16 years and some had further revisions. Most of the drawings are shown in Appendix 3.

The first two plans were drawn, no charge, by Shane Thorogood, Tropical Design. These had 50m pools before we knew the costs were unaffordable. After the first feasibility study that option was dropped.

No.	50 m pool	25 m pool	Leisure pool	Hydro pool	Cafe	BBQ's	Shade Water	Dive pool	Kids area	Grand Stand	Hall Gym	Car Parks	Water Slides	Store Room	Volley Ball
1	✓							✓	✓	✓		21			
2	✓			✓	✓			✓	✓	✓		50			
3	Ext	✓	✓	✓	✓		✓		✓	✓	✓	219	✓	✓	
4		✓			✓		✓		✓		✓	102		✓	
5		✓	✓	✓	✓				✓		✓	118		✓	
6		✓	✓	✓	✓		✓		✓		✓	?		✓	
7		✓	✓	✓	✓		✓		✓			140		✓	
8		✓	✓	✓	✓	✓	✓		✓		✓	22		✓	✓
9		✓	✓	✓	✓	✓	✓		✓			42		✓	

The third design was by specialist Brisbane-based pool architects, Argo, and paid for by MBARC (\$10,000) and JSC|CSC (\$5,000 each). This included a site assessment report before these designs were drawn for MARCS Park. Argo designed a MARCS Park Master Plan at the same time.

The Argo design included a 25m pool that was designed to enable extension later to a 50m pool, if the population of the town grew much quicker than forecast. This design was 'the works': a three stage project that would have cost near to \$20m to build in 2018. Stage 1 was estimated at \$5m.

The next three designs were done for Council by NSW architect, FDG. They had never designed an aquatic centre, only a simple lap pool facility. It showed. The designs were inept and unappealing and far from what the community wanted. MBARC fought for years with Council on these and made no headway at all. The focused was on heavy investments in car parks and dry facilities whereas the community priorities were for water facilities: three pools - lap, leisure and program.

The breakthrough came when Margaret Darveniza was appointed as Director Community Services, CCRC, mid-2013. The community finally had a voice in Council. Marg soon appointed Cairns-based CA architects who were not experienced pool architects but Marg partnered them with an experienced Cox-Rayner team. The designs were immediately appealing and soon matched the community's expressed needs.

Summary of design changes by major facility components:

**Community Preference No.1** for facility inclusion was **leisure water** and the CA design included a 340 m<sup>2</sup> 'billabong' pool that was slightly smaller than hoped for yet OK (ideal was 500 m<sup>2</sup>). After the design review in 2016, a 'river run' (water current in the channel behind the island) was introduced to modernise the design – that was regarded as a means to attract more users according to successful pool operators. Earlier designs included leisure water but the FDG designs were far too small and a couple of designs had the leisure pool as part of the lap pool but research showed that concept was unsuccessful where it was tried due to differing water temperature requirements for sports and leisure pools.

**Preference #2** was for a **25m lap pool**. That was part of every design apart from the two early ones that included 50m pools instead.



**Preference #3** was for **shade sails** over both pools and heating-cooling for the two outdoor pools. The final design had shade over part of the lap pool (retractable) but not over the billabong unfortunately. That will be a significant flaw and reduce use in summer but is not a huge cost to fix so the community will have to work with Council over time and attract more funding to fix that safety and revenue limiting factor.

**Preference #4** was for a **water adventure play area**. Argo included that in their design but Councils were never going to go that far for Mission Beach, so it was dropped.

**Preference #5** was for a small **café** and almost all design plans had that included.

**Preference #6** was for a **splash pad** or tots pool and the design review found the former more attractive for modern families so that was eventually the chosen option.

**Preference #7** was for a **program pool** and that was included in more recent design iterations and the design review agreed with the feasibility studies – ie a well-run and well-designed program pool is a huge revenue earner in a quality aquatic centre. So that element stayed in.

**Preference #8** was a hall that could also be used as a gym. That was a low priority and the community asked for other things first since there were meeting rooms close by (Arts Centre) and a commercial gym was merely 500 metres from MARCS.

In 2016, Margaret commissioned a design review where the entire design was assessed by a number of successful pool operators in QLD. The objective of the design review was to look at ways to make the facility run more efficiently (lower annual operational costs) and generate higher annual revenue. When this review was completed the revised design was revealed to the MARCS Park user group first then the Community Reference Group. The CRG made a number of useful suggestions and some were adopted.

The review confirmed the need for BBQ's and for more car parks than the 22 allowed for in design plan #8. However, it did not recommend more than 50 sealed car park spaces since there are so many informal car parking spaces on the park that augment the formal parking area. Other changes made during the design review were the addition of starter blocks, a life guard tower, lighting in buildings, modification to the tots area (made into a splash pad), 'river run' added, some changes to the roof structure and addition of solar panels and a little more storage.

In 2014, CA architects provided artists impressions of the finished facility (below and next page) and the resemblance to the completed project is certainly strong. Artist impression, Billabong:





## Artist impression



## Community Reference Group

MBARC fought with Council to have a community reference group (CRG) formed to consult on design. Equivalent groups were formed quickly by Council when they built the Tully Multi-Purpose Hall and the Innisfail Library: their communities did not even need to ask for that right.

The Director of Community Services at the time responded to MBARC's continual nagging for a CRG on 25 March 2010 saying that she would form the group shortly, and at the first meeting would table a revised MARCS Park Master Plan (which was never done after it was destroyed when CCRC authorized the Arts Centre land lease in the middle of the land assigned for the pool facility in the Master Plan.)

In October 2009, Ken and Pete Faulkner met with Council to outline the work done to date including the Argo design and its location on MARCS and explained the community research that led to decisions on the facilities included. Then, when Council had FDG architects do the next concept design, it bore no resemblance whatsoever to what the community had requested. The Argo design was dismissed.

Head butting meetings between MBARC and Council (Director and Division 3 Councillor) continued throughout 2010 without any sign of design changes: Council saw their role as merely communicating the designs, not consulting the community on design. They dismissed MBARC (community) input out of hand. The other impasse was that Council at the time was determined to minimize spending on design so adopted a 'design and build' model as had been done unsuccessfully for the Kuranda pool. Expert opinions all pointed to the pain that method causes Councils for complex projects such as pools. Few Councils were any longer adopting that model for projects that were anything more than small buildings.

The advice that MBARC had received from funding bodies was that the design must be developed as far as possible before applying for funds. Council, at this stage wanted to take the design only to stage one (concept design) and minimize spending on architecture before building and just let the tender to a builder who would do a design and build. There are several stages in the design after concept design which is a simple set of diagrams showing a site plan, ie what facilities are included and where they are located on the site, plus a few building elevations to indicate what it would look like.

That meant that key design steps like ‘design documentation’, ‘engineering drawings’, ‘contract documentation’ and ‘tender documentation’ were to be left undone at the funding application stage. The problem with that approach was that the scoring system for the funding bodies had three or four main criteria and one was always, “shovel ready”. If a Council applied for funds with only a concept design then the funding bodies would give it a low score on shovel readiness because of the long lead time required to achieve final design. A town with a project at tender documentation stage would score a massive advantage in funding scores over our project so the likelihood of our winning funds was close to zero.

This all came to a head when MBARC decided enough is enough and called for a public rally to be held at the school in December 2010. Before the meeting, Ken conducted another community survey to refresh the community preferences data that the Council was rejecting. A fabulous rally turnout from our Mission Beach community saw the Mayor immediately agree to appoint a Community Reference Group. Mayor Shannon also declared categorically that, “Mission Beach would not get a pool design that it did not want”.

The first meeting of the CRG occurred in February 2011 and the new group were given only one day’s notice to attend with no optional dates suggested. A little progress was made at the meeting but the design was still well short of the mark when compared to the data from recent community preferences studies.

By 2012 we remained in the same bind and MBARC published a paper demonstrating the wide gap between the Council’s proposed concept design and what the community had asked for in many surveys.

That problem was not resolved until mid-2013 when a new Director of Community Services was appointed by CCRC: Margaret Darveniza. Margaret had a deep belief in community consultation and engaged skilfully and meaningfully from day one. The community reference group was heard clearly and the community preferences data was applied by newly appointed architects to rectify the design flaws.

The reference group included one member from each of several organizations with an interest in the project:

- 🌊 MBARC: Ken Gray attended all but the last meeting where Shane Thorogood and Paul Roxby took his place in his absence while Ken was in Europe
- 🌊 Mission Beach Community Association: Usually Pete Faulkner then later Truus Biddlecombe
- 🌊 Mission Beach Primary School: Gordon Robertson initially, then mainly Chris Smith
- 🌊 QLD Health: Heather Diczbalis Cassowary Coast Region, seldom able to attend so Jane Berge ended up being our rep for QLD Health
- 🌊 Mission Arts: Lynda Hannah or (mainly) Sally Moroney
- 🌊 Mission Beach Surf Lifesaving: originally Yoko Yasui or Rose Cooper then Malcolm Davison
- 🌊 Mission Beach P&C: originally Dyana Brown, several different people were involved
- 🌊 MARCS Park user committee: Susie England
- 🌊 Mission Beach Business and Tourism – Des Ewing then several changes
- 🌊 Representative for elderly and disabled – Joy Clayfield
- 🌊 QLD Department of Communities and Disabilities – never came.

## Sites

Debates on preferred locations raged long and hard over many years. From 2009 onwards, these discussions picked up energy especially when MBARC looked to be near to winning funding. The strategy of those seeking a foreshore lagoon was to let MBARC do the hard work to win approvals and funds then step in and take the funds for themselves.

In the original Needs Analysis of 2001, 57% of residents said they preferred a Wongaling site. In the 2004 survey we looked at the main factors that influenced resident choices on preferred site and the overwhelming force was close proximity to where a person lived. Hence, because most live in Wongaling and that is the most central location, that was always the preferred village area to build it if a suitable site was available. But a suitable Wongaling site did not eventuate. The land near McNamara Street was found unsuitable and private land near Rotary Park was mentioned but the cost was prohibitive and Council had no appetite for adding land to the cost when it already owned MARCS Park outright.

Other factors influencing site choices were closeness to the school, closeness to beachfront and closeness to the existing sports and recreation activities ie MARCS.








Will Marcus, an experienced pool architect (Argo Architects, Brisbane), came to Mission Beach in 2004 and ran a community workshop with 12 people attending – people from key community organizations plus Council officers and Councillors. Ken facilitated the workshop. Will showed the group how to evaluate sites for pools using weighted selection criteria. The group scored three sites.

Rotary Park was scored slightly higher than MARCS. McNamara Street land (set aside as a condition of a development approval in Wongaling) was back in third place. When you eliminate two criteria on funds that were soon to be non-existent the scores were near identical for MARCS and Rotary Parks.

The McNamara Street site was eliminated by architects later because of the soil stability (bog) and other factors. The Rotary site was eliminated soon after, when the State advised that there could be no building east of the line of Banfield Parade. That made it a long and narrow site unsuitable for ease of life-guard supervision. Then CSC built a skate park on the site so it was then too small for the pool facility. Rotary did not want the pool there as well (but did not want it at MARCS Park either).

No other sites ever reached a stage where Council would or could consider them. The most spoken of was the CCRC camping site in Mission Beach (North). That site and private land opposite Rotary Park were tested by experts, Urban Design, in 2014 and found to rate poorly compared to MARCS. Each site was scored on 23 criteria by an independent expert. That is discussed further in ‘Coups and Blues’ below.

Summary of data on site options:

-  In the three community polls MARCS scored more votes than foreshore sites on all occasions.
-  Counting all polls, 56% voted for MARCS and 44% foreshore; both options were popular.
-  A petition in 2014 only gained 7% of resident support for changing to the foreshore.
-  Councils voted countless times on sites and always chose MARCS Park.
-  The Community Reference Group chose MARCS Park, almost unanimously.
-  State advice was strongly against the camp ground option.
-  Some in MBARC preferred a beachfront site but it never stacked up.

## Coups and Blues

The MBARC Needs Analysis (2001) included a community survey. 406 residents responded and 2% asked for a 50m lap pool rather than 25m. However, 7% were concerned about the costs of a 50m lap pool and the overwhelming need expressed was for a leisure pool: ‘safe, cool, swim water’.

In the 2004 Feasibility Study, Laurie Lawrence and Swimming Australia were consulted by Ken. Both favoured the 25m option. Laurie went on to explain in a local newspaper why 25m pools were ideal for small towns and Mission Beach specifically and were entirely suitable for competitions and swim squads.

After further preference studies, the debate over 50m versus 25m largely ended in 2005. The preference was clearly for a 25m lap pool plus a small leisure lagoon and a heated program pool for learn to swim, hydrotherapy etc. If we chose to build a 50m pool there would be no leisure water and preferences were slightly stronger for leisure water than for sports water (lap pool).

A few suggested an ocean pool or ocean rock pool but those options never gained any momentum as no one expected that they would ever be approved by a State government. Further, these options did not cover all the needs demonstrated in the community preference studies.

It is not surprising that a beachfront lagoon was favoured by some. However, the community wanted an outcome so MBARC had to go with something Council would approve. That was never going to be a lagoon.

Some saw the wonderful Cairns Esplanade Lagoon and were sure that was what we should aim for. And, if we could afford it, who could disagree? That would be a boost to our fragile tourist economy. This was utterly pie-in-the-sky. What was not said by those advocating that option, was that the 2018 build costs for the Cairns lagoon would be \$45M and the cost to run it was over \$2.5M pa including depreciation.

The enduring debate was between a community-driven pool designed to appeal to tourists as well as locals and a foreshore lagoon to boost the tourist economy. Council made it clear from the start they were not up for the latter yet would not resist a commercial enterprise that built and operated such a facility if the advocates could find a site and have it approved by the state. They never even agreed on a site let alone had it designed or approved.

There was one known, incorporated community group (MBARC) who raised funds and conducted studies to proof their proposals. They were opposed by a small faceless ‘group’ who made negative, unfounded assertions about the MBARC project. The legitimate path for those advocating a lagoon was to do their own studies and designs and to peer review Council and MBARC studies. The dissident ‘group’ chose just to argue without data or significant public support.

At no time did any of those holding this alternate view establish an approved alternative site, provide a proper concept plan, or do any community studies to support their baseless assertions.

The first signs of a lagoon ‘group’ were in November 2009, just after Council declared it would apply for Federal Funding for one of three projects (including the Mission Beach Aquatic Centre). A meeting was called by two people saying we must, ‘Light the fire under the pool to get things going’. They proposed a ‘commercial project’ – a lagoon at the CCRC camping ground and stated that it could be built in six months. Their eyes were on the anticipated pile of cash that Council might win yet no investor was eagerly putting their hands up to do it. The proposal was quickly rejected.

The next move was in 2012. Division 3 Councillor, Alistair Pike, invited State Government officials to investigate beachside site options for a beachfront lagoon. He felt strongly that Mission Beach needed a foreshore lagoon to boost the economy. The problem was that his six fellow councillors did not concur.

In February 2014, 'lagooners' turned up at the State Government's cabinet meeting in Tully where the Mayor Bill Shannon and Pete Faulkner were presenting a funding case for the Aquatic Centre at MARCS. While Council was pitching for funding, this other 'group' were scuttling them by secretly meeting and pleading with the LNP ministers to refuse funding.

An out-of-town developer who had purchased a little property in Mission Beach and wanted to add value to it with a nearby public lagoon, had an architect do a quick cut and paste of a lagoon, superimposing the image on the CCRC camping ground site. This crude image was deemed to be a 'concept plan' for a 'proposed swimming lagoon at Mission Beach'. It did not matter that it was bigger than the \$45M Cairns Lagoon or that it did not fit on the site and overlapped existing houses. This was printed with many pretty pictures of lagoons, taken from a web page on 'The ten best absolute beachfront resorts in the world' (Frommer's Travel Guide). It was then used to persuade LNP ministers that this was the option preferred by most in Mission Beach and, somehow, this would be built by volunteers and be more affordable than the modest aquatic centre Council were proposing. In February, they persuaded a real estate agent to mail the picture to their customers.

A petition from banana farmer, Stuart Flegler, was then presented, asking Council to relocate the facility to the foreshore. He wanted to use the 'Council-owned' esplanade land (van park). The land is managed by Council but owned by the State. Unsurprisingly, that motion also foundered. Despite months spent seeking signatures, this group only managed to garner 274 from Mission Beach. This represented a mere 7% of the population and we all know that many will sign petitions just to fob people off.

The 2004 Feasibility Study assessed a lagoon option and found it unviable. In 2005, Leisure Futures agreed, as did Strategic Leisure in 2011. Council looked yet again in 2014. Three sites were then compared using 23 criteria in an independent site assessment. This was done by leading urban planners, Design Urban of Melbourne. The study found the two beachside locations scored well below the MARCS site on almost all criteria. The lagoon proposal was, yet again, found by the non-partisan experts to be .... a huge fizzer.

Strategic Leisure studied the feasibility of a small beachfront lagoon in Port Douglas in 2011. This researched lagoons in Australia and looked at the build and running costs. The Cairns lagoon is 4,700 m<sup>2</sup> and Port Douglas advocates knew they could not afford that so they proposed a 2,000 m<sup>2</sup> lagoon. The cost was \$16M - \$23M to build in 2018 and \$1.6M pa to run excluding depreciation. Depreciation for the lowest cost option was \$500,000 pa so the all-up annual budget for that pool would be \$2.2M including lost revenue from the CCRC van park. For a Mission Beach equivalent, design, planning and site approvals and fund raising would take at least three years so the costs would escalate at least 10% more.

The Port Douglas proposal failed to meet funding criteria even with a regional population of 160,000 (Port was part of Cairns Council in 2011). Their regional tourist economy was \$320M compared to our region's modest \$50M, so if it was unviable even in Port Douglas, it was nowhere near viable in Mission Beach. The lagoon advocates were unphased by the facts. They had no independent estimates of costs and their location was not approved by State or Council. When challenged, they said their real preference was Rotary Park yet that was already found to be too small and it also lacked state approvals.



With 1,600 rate notices in Mission Beach, if the town had gone it alone, as suggested by some advocates, the average rates bill would have risen by almost \$1,400 pa. How many ratepayers would vote for that?

January 2015, lagoon enthusiasts made a last ditch stand and asked Council to obtain an 'independent business and social analysis' for two beachfront sites. Urban Design had just finished evaluating these sites. As a sweetener, a local developer with land nearby, sent a letter stating: 'Please be advised that if the Cassowary Coast Regional Council choose to build the Mission Beach Swimming Pool on the foreshore where the Council Caravan Park is currently situated, XXX will contribute \$20,000 to the project.' How would Council find that attractive when they would lose over \$100,000 pa in camping fees if they did so?

Residents sent a flood of emails to Council opposing the motion. After a debate for 90 minutes, the motion was defeated 5-2. Only Cr Nolan, voted against us with Cr Pike. Cr Raleigh spoke for the MARCS proposal and, after the vote, Cr Pike declared that his opposition to the MARCS proposal was at an end.

Lagoon advocates rose from the ashes in March 2016. Division 3 candidate, W Kimberley, was asked directly at a pre-election meeting run by MBARC if he would support the MARCS proposal given that the funds were specifically granted for that site and design. He said he had fought hard against the proposal but that, if elected, he would not change the proposal or fight it ... in his words it was, "A done deal".

Immediately after the election result was declared, his opposition to the project was renewed. Recall on what was said pre-election then differed vastly between the new Councillor and almost 30 MBARC members who were present at the meeting.

In April 2016, Mayor Kremastos, after due consideration and consultation, wrote that the facility would be built at MARCS. He would not risk losing the funding so would comply with the grants and their stipulated conditions to start the construction before 30 September 2016 and build the facility to the design agreed.

Someone in Council wrote to both Governments, including their funding bodies, seeking change ie to a foreshore option. In response, State insurers (LGM Assets) advised Council that insuring a facility on the foreshore site would be unaffordable. Unsurprisingly, funding bodies said that Council had signed a contract for the current proposal and a change in location or significant change in design would be a deal breaker and Council would have to re-apply for an alternative site and design ie the funds would be lost.

The Mayor's view by this time was that: the grants are conditional on the commencement date and are location-specific; it would take years to prepare an alternative proposal so funding would be lost if the site changed; Council had already paid \$500,000 towards the MARCS project and committed a further \$200,000 so was past the point of no return; insurance would be prohibitive on the foreshore; State decision makers were highly averse to approving a foreshore location.

One would think that was the end of the saga. However, tenders were stalled by antagonists and the foreshore option was once again explored. Council again sought extensions with both funding bodies. The first few delays were possibly reasonable but in late January 2017 we learned that they planned a fourth extension.

In January 2017, Ken Gray considered this dangerous delay and decided it had to end before the funds we had helped win were lost. There was only one way to do that reliably. The necessary action was taken by Ken. Next day, the Council applications for extensions were refused by both funding bodies.

The battle was over: our pool would be built. Our hard-won funds would not be lost.

## Research












The ultimate goal of MBARC was to win funding for a pool that met most community expectations. On the journey, we had to persuade Councils to apply for the funds of course and when we got that green light we had to be ready with a compelling case.

That meant having data and being able to make the case well with cogent and persuasive arguments based on properly researched data that would meet the funding panels' tough selection criteria. All funding panels require a Needs Analysis and well researched community expectations so that would be the initial focus. And all panels want solid Feasibility Studies. That was next.

Appendix 2 shows the 53 studies done by Councils (29) and MBARC (24). Some criticised MBARC or Council for not studying things properly. This facility was researched like no other pool facility in history.

Normally such a facility would involve one Community Survey, one Feasibility Study, one Business Plan, one Concept Plan, an Engineering Report and Final Design: that is six studies and plans. Ten would be a high number and 53 is what we ended up doing because of all the bickering, debates and delays.

The project was studied to death, every time MBARC did a study they were asked for more:

-  Eight (8) surveys and studies on needs, site and design preferences;
-  Ten (10) concept plans or design reviews;
-  Four (4) feasibility studies or reviews;
-  Seven (7) business, management or economic studies;
-  Three (3) region sports and recreation facility studies;
-  Four (4) engineering and cost assessment reports;
-  Three (3) population size and trend reports;
-  Three (3) traffic and transport studies;
-  Two (2) building reports;
-  One (1) planning report for material change of use;
-  Eight (8) other studies.

Despite all this professional research and planning, MBARC still received criticism. In 2014, a local self-professed expert wrote to MBARC saying, 'I see no evidence that proper investigations and life cycle costing has been done for this or any other site.'

Yet all the studies this man went on to say were missing had been completed. For example, the geotechnical report, soil tests and surveys were done one year before this criticism. Soil tests were done three times at MARCS Park over time. The author of this critique was advocating a foreshore site and he and his fellow protagonists had completed no tests or studies, reports or approvals at all for that proposal. Double standards perhaps.

## MBARC Communications

In the first three years, there were MBARC meetings every month, sometimes more often when events were planned. Much of the communication with the community was achieved at these meetings. MBARC committee members were at many Council meetings as well so there was a lot of communication occurring face-to-face with Councillors in the first three years.

Over time, the MBARC meetings, as usually occurs with community groups, were now mainly attended by a small group of dedicated people who always turned up and took on the necessary actions. The committee dropped in numbers from 18 in 2001 to only four in 2004 and three in 2005.

Communication in Mission Beach has always been a challenge. There are ways to get a message out but one medium on its own is ineffective. In later years, a larger committee was purposely recruited (30 members) and the reason for this was mainly to gain input from a broader spectrum of residents and organizations and to communicate updates and decisions more effectively. Even then, the president would email the group of 30 and often receive just five responses so the only way to ensure everyone on the group had the message and a say was to email, text and phone when necessary to obtain a full response.

Facebook became an easy way to communicate more widely as the number of Facebook page followers lifted. Using the newspapers was an ineffective medium – few read the two local papers so that was inefficient. Noticeboards were used early on and were effective at the 2010 rally. In that case, MBARC also paid for large road signs to spread the message. MBARC would do its best to update residents yet time and again people would say we had not told them. Rumours of all sorts were common: ‘The community donations are gone!’ was always a favourite. Even, ‘The lap pool is short – it is not 25m!’ Those against the project merely invented these and many other myths.

Truus Biddlecombe, through her hard work and energy built an effective, email-based newsletter for MBCA and as that spread more widely it became the most effective communications medium for Mission Beach. Truus also developed a good following on the MBCA Facebook page.

MBARC president’s usually published an annual report for the AGM’s. Updates were also done: five from 2001 to 2009 then 70 after that date as more progress was made and more debates began and decisions were occurring more frequently.

In most years after 2011, there was only one meeting, sometimes two if there was a major event like the video production. Communication was largely via emails which peaked in 2015. Almost 400 were sent by the president alone that year. Phone calls, Facebook pages and the MBCA’s newsletter were used to spread important messages.

For the duration of the project, Paul phoned and kept touch from his home in NSW so that was another means of communicating and garnering feedback from the community.

## Council Approvals

The process for a project such as this is the community convinces its Council that they must apply for funds. Council then applies for funds and when it wins the funds the pool is built.

There are many steps between, yet those are usually all handled by Councils. Not so for Mission Beach.

When Tully wanted a Multi-Purpose Hall that is what happened, there was a bit of argy bargy on what to build and what could be afforded but the community did little more than ask Council for the facility. Same for the all the other Tully and Innisfail projects done in this period. All of these sports and recreation and other discretionary projects that were done by Council were handled by them alone.

In none of these cases were the community asked to find \$3,500 to do a Needs Analysis before the project would be considered. Or find \$40,000 for a Feasibility Study and fund a host of surveys. The all up contribution by the Mission Beach community was over \$160,000 in the end. Mission Beach had to do all that themselves, and more, before their Council would consider this case and apply for funding. How's that for equity?

No doubt some reading this outline of events will say or think: 'Well they should do so because they get everything else!' Really? Name one Mission Beach project, before this one, that was not for basics like roads, sewerage, water and waste where Council ever spent \$500,000 or more from ratepayer's funds in Mission Beach. There is not one. Trace the capital expenditure and revenue budgets back for 20 years and until 2008 you will see that Mission Beach paid a very high share of the rates for the Cardwell Shire yet averaged a mere 2% share of the region's capital expenditure on Sports & Recreation projects. That improved substantially after 2008, yet in one year in the next Council term Mission Beach was back down to 2% share once again.

This pool project was first approved for a funding application in 2014 when Councillors voted in favour of applying (later) for \$1.5M from Sports and Recreation QLD and agreed to pay the rest (\$2.6M) to build stage 1 of the Mission Beach pool. The only reason this resolution occurred was that the Innisfail Councillors wanted a new library worth \$5.2M for Innisfail so they agreed to a trade-off.

There was \$1.8 million sitting in the Mission Beach developer contributions reserve so it was no stretch for Council to find the funds. Interestingly, the contribution from CCRC revenue ended up being only \$0.9 million – much lower than the cost to refurbish the Tully pool in 2000 and much lower than the \$2.6M it was going to be in 2014 for Stage 1 only.

Despite the obvious inequity created when a town with 4,000 residents (and many more visitors) has no pool, achieving approval from Council(s) to apply for funds and build this modest facility, was not at all easy. In the early days, this was in good part due to the town being split into two shires. When the population was around 3,000 it was roughly split into 1,000 in JSC and 2,000 in CSC.

Every election that came was a new battle for Mission Beach and we slid back to the start and had to argue our case all over again. Repeatedly, motions were put to Councils after the 2010 motion (Resolution S002, 11 January 2010) agreed to apply for the next S&R QLD funding round for a pool at MARCS Park. There would be no S&R QLD funding program until late 2014, so Mission Beach had to wait another four years before it finally had an opportunity to apply for funding via its Council.

For the duration, the team worked to persuade their elected representatives to support the project. In 2008, some candidates promised to urgently advance the project but one Mayoral candidate did not: Bill Shannon. A wise and fair decision as Bill well understood the debts in CSC and JSC and the dire status of infrastructure in JSC, broken down after years of neglect by successive JSC Councils.

Not surprisingly, in 2008, when Paul and Ken presented to the new councillors in July they received a good hearing but were told they would have to wait at least two years, possibly more. That was a fair decision and was good communication. The new Council set about raising funds and fixing the region's base infrastructure so that future councils could afford to invest in projects like the Mission Beach pool.

A problem MBARC faced, was that Council would not consider alternative fund options such as RDA. Other Councils across Australia were successful in funding aquatic centre projects from RDA but after four rounds of that funding, Mission Beach did not receive a green light to apply once.

Another problem MBARC continually faced was that the 2010 resolution was a Council commitment to seek funding and build a pool at MARCS Park but it did not specify the pool design. Councillor Nolan had a unique vision for Mission Beach. Essentially it was founded on the premise that Mission Beach should receive the minimum amount of funding possible, so more could be spent in Cr Nolan's Innisfail division. He had in mind the minimalist hole-in-the-ground pool built in 2008 in Kuranda. Quite a disaster.

In 2008, that disaster project cost \$2M to build. In 2018 it would have been over \$3M. A 25m pool built in Brisbane in 2017 cost \$3.4M and had heating but did not involve other assets. For that pool, without the temperature control, it was \$3M to build. Cr Nolan was willing to go as high as \$2.5M, no more. In effect then, he was only willing to approve a 25m lap pool and a shed.

The third stumbling block for Mission Beach was that our Division 3 Councillor at the time also had a different vision. This was a foreshore lagoon. That was a sensational idea for tourism but did not meet all the community's needs and the three Innisfail Councillors wanted to minimize the spend on Mission Beach so that was a dead end option.

Council approved the MARCS Park stage 1 proposal in 2014 and the vote was 3-3 and Mayor Shannon used his casting vote to approve the motion. The vote went with Mission Beach again mid-2015 when Crs voted on the proposal to bid for NSRF funds and again, shortly after, when they voted on the QLD Building our regions application. That was also locked at 3-3 with all Innisfail Crs against it and Deputy Mayor Bryce Macdonald used his casting vote in the Mayor's absence to pass that motion.

When the two funding panels each awarded the project \$3.49M, one would have expected that it was all over. However, this big bucket of money was too tempting for one of our Councillors. Fortunately for Mission Beach, his repeated attempts to steal MBARC's hard won funding were defeated at every turn and the rest is history.



## Media

### 2002: Aquatic Festival Numbers Double

“Beachside boat races, treasure hunts, rafting contests and late night music made the weekend’s Aquatic Festival an event to remember. 8,000 people flocked to Wongaling Beach for a jam-packed two-day festival. Triathlon, surf lifesaving and outrigger events drew crowds and competitors from Townsville north. Hundreds hit the beach for a 7,000-lolly drop and a junior tug of war. A giant gumboot modelled on Tully’s planned tourist attraction stole the show in the popular boat-that-isn’t a -boat float-by, giving Ken Fox a win in the creative section. Crowds gathered for the tinny races further down the beach won by an Ingham crew. In the afternoon it was peanut-butter eating, ironman and women’s novelty events that entertained big crowds. Stuart Roxby and Ebony Kemp won the inaugural aquatic prince and princess titles for their \$2,800 strong fundraising campaign. The most animated winner was Brenda Kempshall who floored compere Paul Roxby with a flying bear hug and bought cheers from the crowd on hearing she had won the year-long raffle for a \$6,000 tinnie.”

### 2003: Heavenly Legs Mystery at the Ball

“Could there be a mayor or a councillor among this Swan Lake line-up? (Photo of tutu clad legs no faces). This was the launch of the 2003 Aquatic festival.”

### 2005: Pool plans put on hold

“Johnstone Shire councillors voted on Thursday night against applying for an aquatic centre grant in this year’s Department of Sports and recreation funding round.”

### 2008: ‘Ineffective’ Johnstone Shire Council sacked

“After suffering through an ineffective council for some time, which has become mired in a culture of bullying and petty argument at the cost of its constituents, the people of the Johnstone Shire require strong, stable leadership and effective decision making.” (ABC News).

### 2008: Public pool not a priority

“Mission Beach’s pool lobbyists have been told the proposed aquatic centre is still several years away.”

### 2010: Beach town still wants swim pool

“Mission Beach residents are continuing their campaign for a public swimming pool. The Cassowary Coast Regional Council recently voted to apply for a state sports and recreation grant and to budget for a staged pool project, after favouring a new Innisfail library over the pool for a Federal Government grant opportunity.”

### 2010: 50m pools old hat, says Laurie

“Australia’s best known swimming coach Laurie Lawrence has come out in support of the Cassowary Coast Regional Council, saying 50m pools are a thing of the past. You need a 25m pool and play areas with moving

water and a hydrotherapy pool which can also be used for learn to swim. Wayne Lomas, of Swimming Queensland, backed Lawrence and gave examples of Olympic champions who train in 25m pools.”

### 2010: Mission Beach group calls public rally over design

“MBARC has accused the Cassowary Coast regional Council of not consulting them but the council says it has.”

### 2010: Mission pool pact

“The Mission Beach community has spoken, with a 25m pool and associated splash pool at MARCS Park winning out as the preferred option for the seaside community’s new aquatic centre. Agreement was reached at a packed community meeting. The MARCS Park concept received the nod ahead of a lagoon-style pool proposed for the waterfront.”

### 2011: Aquatic centre closer to reality

“An aquatic centre at MARCS Park in Mission Beach is one step closer to reality. Cassowary Coast regional Council this week approved a development application for the project.”

### 2012: MBARC ready to move on aquatic facility

“MBARC and council officers have very different views. People here will use a leisure pool and do not want a 1950’s hole in the ground, said Ken Gray, president of MBARC. Popular party girl and incredible organizer, Coralie Kemp, is sadly leaving her Carmoo home to head south. Coralie was one of the trio that started MBARC, so this is a huge loss”.

### 2012: Missing Pool

“While I sympathise with the residents of Cardwell that their pool shade covers are missing, spare a thought for the residents of Mission Beach – their whole pool is missing”. Letter to Ed, Ian Lang, Wongaling Beach.”

### 2012: Planning for Mission Beach pool

“Mayor Bill Shannon opened the meeting (MBARC AGM) and said he was quietly confident of the town’s chances at funding after such a long wait.”

### 2012: Pool a “luxury” item - letter to ed

Cr Nolan wrote to the paper saying the Mission Beach pool was a “luxury” item. MBARC responded.

### 2014: Mission Beach pool protest voted down. Pool is not precious to some councillors.

“Cr Mark Nolan questioned the wisdom of Council including a \$1.6M loan towards the Mission Beach pool in the 2015-16 budget. I understand the pool is precious to you (directed to Mayor Bill Shannon) but it is not precious to me. A vote was taken on Cr Nolan’s amendment with Cr’s Farinelli and Rule voting with Cr Nolan, and Crs Shannon, Macdonald and Raleigh voting against and Cr Shannon using his Mayoral casting vote to break the deadlock.”

## 2015 Pool will be built at MARCS Park

“The Mission Beach Aquatic centre will be built at MARCS Park, not at either of the proposed foreshore locations. Division 3 Councillor, and Tourism Portfolio holder, Allister Pike put forward a motion recommending the Council obtain an independent Business and Social Analysis of the aquatic centre for two alternative foreshore locations. Seven councillors have already voted unanimously to put that pool in at MARCS Park, Cr Rule said” Footnote: an independent site assessment on 23 criteria had already been done by Council.

## 2015: Letter to Ed, Rochelle Smith, Mission Beach

“We have to build to grow. The pool is a vital asset to expand our population and wealth region-wide. Wanting to cut our budget from \$6.1M to \$2.5M for the Mission Beach Aquatic Facility is not a viable option, Cr Nolan.”

## 2015: Council pick pool location

“MBCRC president Ken Gray said 70 people poured their hearts out to the councillors either through text or email urging them not to vote for the motion. And it seemed most other councillors agreed with five not in favour of the motion to change the location. They have waited long enough to get their pool, said Division 5 councillor Ian Rule. Give them a pool they deserve and stop stuffing around.”

## 2015: Pool funding fears

“Council voted 4-3 in favour of making an application for State Government funding under the Building our Regions program. Crs Bryce Macdonald, Glenn Raleigh and Alister Pike voted in favour of the resolution, while Crs Kylie Farinelli, Mark Nolan and Ian Rule voted against. Cr Macdonald, as chairman in the absence of Mayor Bill Shannon, broke the deadlock with his casting vote.”

## 2015: Christmas present for Beach: Federal funding of \$3.49m means aquatic centre will go ahead

“The project can now go ahead, Cr Shannon said. The announcement is a significant moment for many Mission Beach residents who have spent more than 20 years tirelessly working towards an aquatic facility for the greater Mission Beach community. Cr Shannon praised staff, saying Federal Government feedback had been that the Council’s funding application for the aquatic centre was a first-class submission.”

## 2015: Letter to editor, MBCRC: To Cassowary Coast Regional Councillors

“It will be no surprise to you that that Mission Aquatic and the vast majority of the 3,574 residents of Mission Beach are absolutely delighted at the news of the funding for the Mission Beach Aquatic Centre.”

## 2015: Funding announcement carries a sting, says Nolan

“Not everyone was pleased with the Federal Government’s funding announcement for the Mission Beach Aquatic Facility. Division 6 councillor Kylie Farinelli said the pool in its current form would be a noose around the neck of every ratepayer in the region. Cr Nolan said it was a sad day for ratepayers. We now have to borrow another \$1M to match the 50:50 funding as we only have approximately \$3.5M at this moment so there is a sting in this announcement.” Footnote – a week later we won another \$3.5M and they remained unhappy.

## 2016: Mayor gives park pool thumbs up

“Mayor John Kremastos: We don’t want to risk losing any or all of the grant money to finally build a public pool at Mission Beach through failing to comply with stipulated concerns. Construction is planned to start later this year with an anticipated opening date in late 2017.” Footnote – construction started late April 2017 and was completed August 2018.

## 2016: Town celebrates pool progress

“MBARC is inviting the town and region to join them in celebrating the confirmation by the Cassowary Coast Regional Council that the long awaited pool project will proceed as planned at MARCS Park. We would love to see the many individuals and service groups who have assisted in fundraising and supporting us over the years attend, said Mr Roxby, past president, MBARC.”

## 2016: Concern pool will take parking places

“Concerns have been raised surrounding the loss of community parking space at the site of the new Mission Beach Aquatic Facility. Rotary Mission Beach president, Tom Brown, said the new development at MARCS Park could be ‘quite catastrophic’ for patronage at the group’s monthly Monster markets.” Footnote: the 6,000 square metres of vacant land at MARC Park was Council owned land in a prime position in the town. Council had an obligation to use this asset effectively. At the time, it was used one half day, once a month for 8-9 months a year for parking and lying fallow for the other 99% of the year; hardly efficient use of the asset. The monster market relocated easily to the park in Mission Beach (north) where the other markets are run and the location is a far better one for market patrons with good shade and better ambience. This was a win-win for the whole community.

## 2017: Innisfail company awarded tender

“Innisfail builder AJ Homes has been awarded the tender to construct the Mission Beach Aquatic Facility, sparking hopes of an economic boost for the whole region. The Mission Beach Aquatic Facility is scheduled to open in early 2018.”

## 2017: Council dives in for pool

“Mission Beach Aquatic Centre will go ahead under a local tender and despite being a couple of million over budget. CCRC voted unanimously at its January meeting, after a closed session to discuss a confidential report on the much anticipated facility, that despite the extra funding needed, the tender would be awarded to AJ Homes and the work begun.” Footnote – this article included a massive angry tirade by Cr Kimberley who was always opposed to MBARC and the MARCS Park proposal and was bitterly disappointed at continually losing the battles in Council when he proposed an alternative: a foreshore lagoon.

## 2017: Ratepayers will be angry, editorial Advocate

“Someone has to be in serious strife over the MBAF cost blowout. We are not talking a few dollars here or there but a whopping 36% cost overrun. The cost of the blowout will need to be borne and will be covered by a loan so the council books will balance out.” Footnote: Editor, Bev Story, assumed the cost estimate before tender of \$6.3M. Not so. It was estimated at \$7.4M before the design review and \$8.3M after the design review. The end cost to council was \$2.4M and that was lower than estimated in 2014 when all that was being built was stage 1.

## 2017: Mission Pool Update

“The major construction phase of the Mission Beach Aquatic Facility is under way with the first concrete pour.”

## 2017: Aquatic facility almost complete

“Construction work on the Mission Beach Aquatic Facility is 80% complete, with an opening set for June next year.” Footnote: somewhat premature statement by CCRC – construction was 6 months in and it would take seven months more to complete, perhaps longer to open.

## 2018: Long wait for Mission Beach Aquatic Facility nearly over

“After an eighteen-year slog the Mission Beach Aquatic and Recreation Club (MBARC) is about to be rewarded for its efforts. The much-anticipated and debated Mission Beach Aquatic facility is nearly completed and will soon be open to the public.”

## 2018: Dreams come true as Mission Beach Aquatic Centre opens

“Tears were shed at the official opening ceremony on the deck overlooking the Mission Beach Aquatic centre last Friday, September 18. The watching crowd included many members of the Mission Beach Aquatic and recreation Club (MBARC), some of whom worked for eighteen years for a safe aquatic facility to be built in Mission Beach, and emotions ran high as they saw their dream finally realised.”

## 2018: Aquatic centre’s opening makes a welcome splash

“A long-awaited Mission Beach Aquatic centre was officially opened yesterday to the applause of residents who campaigned tirelessly for its construction”.

## 2018: Pool Party makes a big splash at Mission Beach Aquatic Centre

“Nearly 800 people from the Cassowary Coast Region and beyond came to enjoy the Mission Beach pool party after the official ceremony at the Mission Beach Aquatic centre last Saturday”.

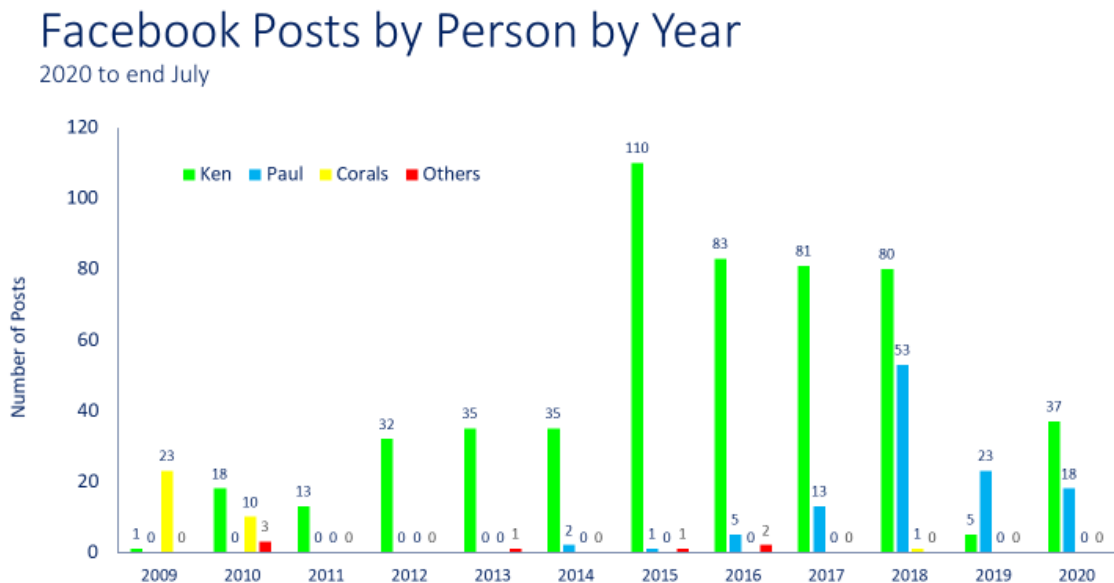
## 2018: Timely arrival making pool a top attraction

“Chris Smith, the centre’s interim manager, stepped up to take over the running of the pool when the Cassowary Coast regional Council couldn’t find a suitably qualified operator to manage the facility. Former MBARC president, Ken Gray, said, ‘If Mr Smith hadn’t put his hand up the Mission Beach community may have missed out ... we might have had a brand new pool with no one to run it which would have been a terrible shame.’”



## On Facebook

The 'Mission Beach Pool' page was created in November 2009 by Coralie Kemp. That turned out to be an extraordinarily useful medium for communicating with many in the community so was a major step forward for the cause. The chart here shows the post frequencies by person by year. The key period was from 2010, when Council first agreed to one day seek funding from governments, to 2015 when we finally secured the funds. That was the most important role of MBARC and of our pool Facebook page – to help influence the community and, eventually, those holding the purse strings.



Coralie was administrator for the first year so did most of the posts that year. 80% or more of posts were of course done by the administrators, Ken and Coralie who had the necessary page authority to do so. Desley Todd was made a page Editor from 2011 onwards and at the start helped Ken, who was clueless about Facebook; ensuring he kept the page current and responded to page followers. Pete Faulkner also helped with Facebook. Paul was added as a page Editor in mid-2017 and could then post as Mission Beach Pool as well. The traffic in posts peaked in 2015 when we were using Facebook to aid our drive for funds. Then there was a flurry of posts amid the excitement of the two big funding wins. Post activity peaked again in 2018 when the pool was nearing completion then opened.

After that it was used most often to keep the news flowing on what was happening after we achieved the funding. Then in 2020, it was a political tool to help ensure that we finally gained a suitable Division 3 Councillor who would support the pool and its users rather than bag it as had happened in the past.

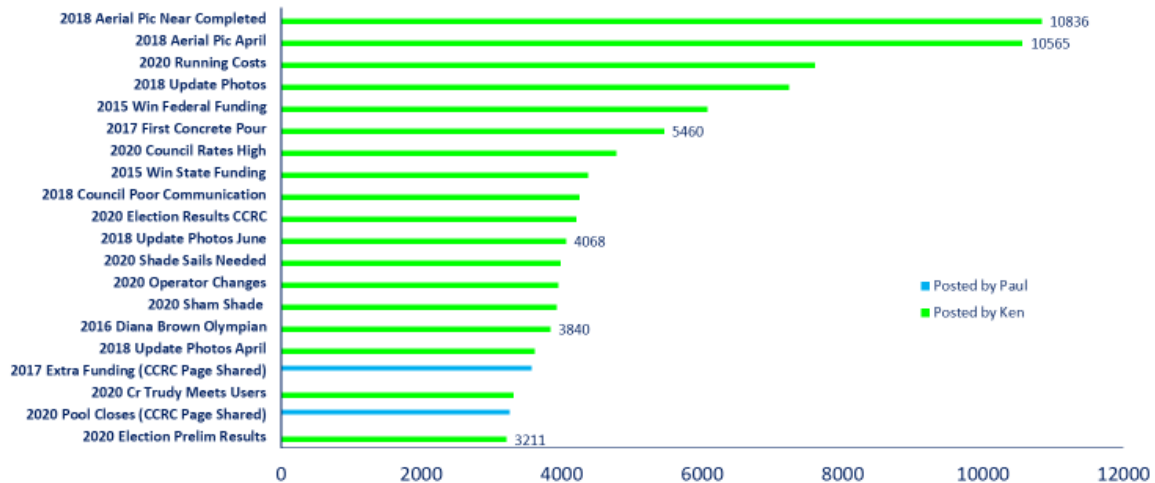
Most Facebook responses to pool posts and to comments or misconceptions were handled by Ken and Paul. Paul regularly trawled through sites beyond the pool page and added positive messages on Facebook pages and kept a watch on the Council page to share their posts while Ken created his own posts and data.

Truus Biddlecombe generously shared posts on her active MBCA page. Early on, the most active posts had been about funding wins. In one week, after winning the Federal funds, 10 pool posts reached over 30,000 people. As construction neared completion, interest levels on Facebook soared. We became more skilled at using Facebook and found that images were popular so many of the most successful posts reaching the widest audience and having many reactions were photos of progress as the project neared completion.

The chart below shows the top 20 posts we had and as the numbers of people following our page grew so did the reach of the posts. Nine of the top 20 posts were in 2020 and seven in 2018 and these were original posts rather than merely shared posts from other sites:

## 20 Most Successful Facebook Posts

Number of People Reached per Post



Ben Melville's 2018 drone shots late in the building phase were received with incredible glee and interest and these generated the top two posts for the page in its entire eleven year history.

Post reactions were, by 2018, unanimously joyful, excited and positive and while the page administrator occasionally pinged Council for its incredibly poor communications and planning, we kept the tone on Facebook positive on more than 95% of its posts.

Many Facebook page photos were used to continue to stimulate interest.



## Our Video | A Pool to be Cool

In 2014, Council applied for funding from Sports and Recreation (S&R) QLD. The bid was unsuccessful. Ken met with State S&R Advisors from Cairns, Karen Reimann and Erika Gee-Got, at MARCS Park to learn from the failed bid. After going through the case, showing them the site and demonstrating how keen the community was, Karen and Erika made suggestions. They explained why we missed out, what factors were key to winning State funds and provided us with key government contacts for our next bid.

They said the funding case for the pool was incredibly strong, especially when they saw the evidence explained in person. We looked at the barriers the project faced. The main problem was we had made the case repeatedly to local, State and Federal politicians and bureaucrats then, when we had them on side, along came another election. We faced new people and had to start right back at the beginning.

Karen suggested a community video to tell the story quickly to all new players. MBARC did just that.

MBARC obtained quotes for a short video. Ouch, \$5,000 - \$7,000. That would take a big chunk of MBARC's hard-won community funds and the aim was to retain most of the funds for construction. Maxine Marsh suggested that Peter Marsh, a professional video documentary maker, in Cairns, may do the video.

Peter agreed to make the video with Gabi Plumm as narrator and Robert Marsh editor at no charge apart from covering the small costs of travel and materials.

Ken wrote a draft screen script and listed some video titles and the MBARC committee met and decided on cast members and title. He then recruited and organized the cast and briefed each on what their message would ideally be ... leaving plenty of scope for personality and *ad lib*.

A wonderful cast volunteered and delivered. Huge thanks go to Leandra Willis, Tanya Holliday, Georgia Hayley, Jane Berge, Bill Shannon, Pete Faulkner, Jo and Rory Senior, Dave Nissen, Dyana Brown and the fabulous jumping kids of the beach.

The movie was dedicated to Jarred Crook with the kind approval of his mum, Amy.

This rather funky little video clip was done quickly and was not meant to be a polished Oscar-winning production, rather a genuine expression of the community needs and their emotions relating to the pool project.

Its impacts exceeded our wildest dreams. Those in positions to influence or make the decisions on funding universally loved it and quickly understood the community message.

## Main Components of our Case

In 2010, Ken developed a 'base-case' application for funding and when Council was invited to present to a State government cabinet meeting early in 2014, Pete Faulkner helped to fine tune and abbreviate the case which he presented to the meeting in Tully. This case had five major elements as follows:

### Economy

Mission Beach relies heavily on the tourism industry for much of its prosperity and the lack of safe, cool water in which to swim for much of the year has been a significant drag on the industry's growth.

Reports clearly demonstrate the provision of safe swimming options would not only entice more visitors to the region and encourage those already here to stay longer but would also have a direct positive impact on employment in the area.

### Health

Recreational swimming is the number one organised sporting activity for Australian kids. Providing an opportunity for the population of Mission Beach to partake in regular physical activities at an aquatic facility would have valuable positive benefits to health and involve people of all ages.

As an example; reports show that obesity costs the nation approximately \$260 pp pa. Getting just 5% of Mission Beach's population more physically active would save the Queensland Government \$45,000 pa.

### Equity

Of 79 towns in Queensland with a resident population above 2,000 only one, Mission Beach, is without a pool. There are over 100 towns with populations below that of Mission Beach that enjoy pool facilities.

For a town the size of Mission Beach an aquatic facility is not a luxury; it is an essential. When we consider the fact that Mission Beach is also a tourist town the need becomes even more self-evident.

Parents, and the school, are forced into long and costly round-trips to either Tully or Innisfail to allow their children basic swim activities. Many are simply unable to afford the time or money. The school is forced to restrict swimming to just four sessions per year, with 50-60 students at each session.

### Safety

Mission Beach is a hotspot for marine stinger activity and has accounted for 10% of all recorded stinger deaths in Australia. The most recent (of seven deaths) was in 2003 when a young local boy died from a sting while playing ball with his grandfather on the beach.

Tully Hospital treats an average of 10 stings a year, of which two or three will be hospitalised. The most recent such event was just a few weeks ago when a tourist was stung, and hospitalised, while in the net at North Mission Beach. Nets do not provide safe swimming water.

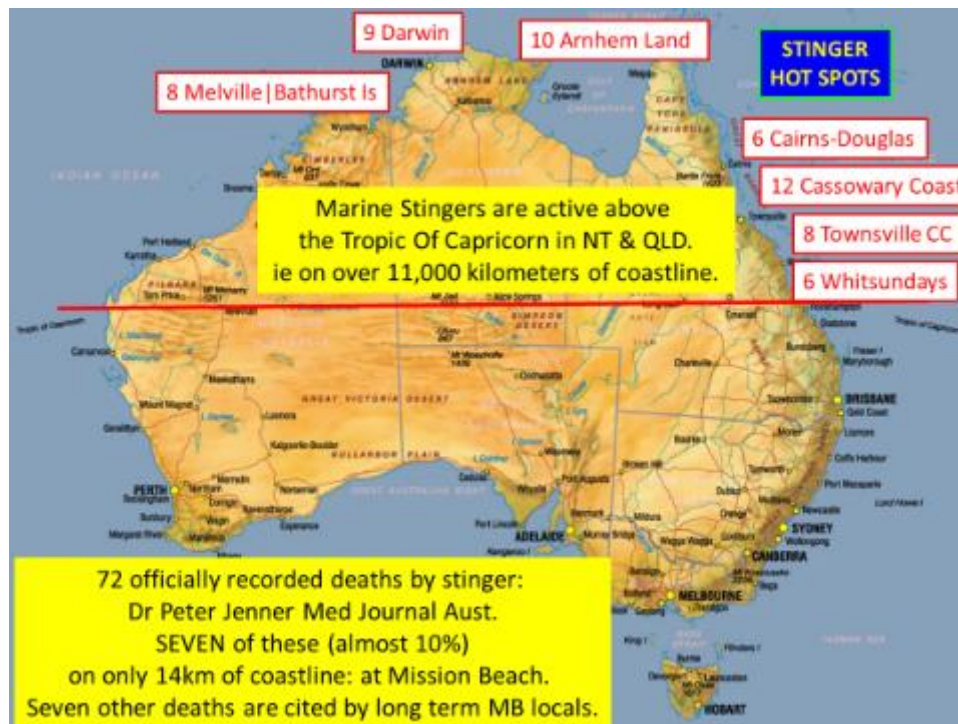
Safety also extends to being safely supervised while swimming and the opportunity to have our kids learn to be safe around water. A local swim instructor was using a private pool until recently but found it too small. Their 86 students were sent to Innisfail, 33 of them dropped out immediately.

## Unity

A large number of studies and surveys have confirmed the community's desire for such a facility. Over 90% of residents support the need for an aquatic centre. The community has committed significant resources (both time and money) towards the project over the years. In recent years the Cassowary Coast Regional Council has reaffirmed its support and has been working with a Community Reference Group to develop designs and proposals.

Every major community group in Mission Beach has formally supported the push for an Aquatic Centre. A site has been agreed and design documentation with a business case is completed for a unique, world-class "Rainforest Billabong" concept.

In each of these five elements we could make a very strong case for Mission Beach eg the Health case had many aspects. Australian Bureau of Statistics data clearly showed that any town without an Aquatic Centre was denying its children (and adults) of an opportunity to participate in Australia's number one physical-sports activity: swimming.



The data on marine stinger deaths and injuries was also compelling and this data was used to create a case study for funding applications showing the costs to the State and the community of these deaths and injuries.

The case based merely on inequity alone was entirely compelling. Ken conducted a study of all towns in North Queensland in 2007 and in 2011 expanded that to include all towns across QLD. No one could understand how this level of inequity had somehow been allowed to occur.





These images and the amazing data they visually demonstrate had a large impact on government people and their funding panels.

The National Stronger Regions Fund had four main assessment criteria:

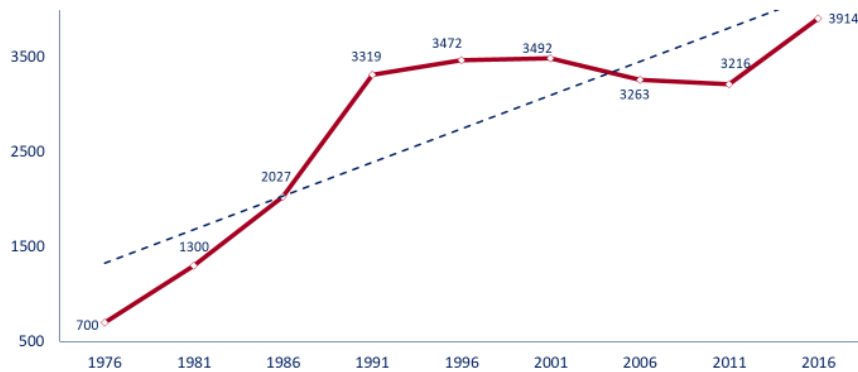
1. The extent to which the project contributes to economic growth in the region
2. The extent to which the project supports or addresses disadvantage in the region
3. The extent to which the project increases investment and builds partnerships in the region
4. The extent to which the project and applicant are viable and sustainable.





By 2015 when the main funding opportunities presented, the case on all four criteria were rock solid.

🌊 The Cummings Economics study conducted under Margaret Darveniza's direction for Council, had a robust Benefit Cost Ratio of 2.9 and several case studies were developed to quantify productivity and cost savings that would ensue as a result of the project eg savings in travel time and costs.

🌊 MBARC also completed ABS based studies of the town population and growth rates for many census periods and Mission Beach was undoubtedly the strongest growth centre in the region (the 2016 census population – received after this chart was prepared, was just over 4,000):

## Mission Beach Population Trend



-  The census data showed Tully as declining steadily in population and Cassowary Coast region as stabilizing at a level below its 1996 peak.
-  A case study was also created to demonstrate the impact that this facility would have on the long-term growth and sustainability of the Cairns regional economy (sustainability relating to Daintree capacity limitations and cyclone risks).
-  And case studies were developed to show quantified impacts on health through participation and reduced obesity as well as reduced risk of marine stings.
-  Economic studies were also used to demonstrate the impacts that infrastructure (the absence thereof) has on tourism growth in Mission Beach.

The case was incredibly strong after so many years of studies and fine tuning by Ken so success was inevitable. It was not a matter of IF we would win funding, but WHEN.

## Winning Funding

This was always going to be the biggest challenge. When we finally won Council approval to apply for funds in 2010, the fund they promised to apply for was in hibernation and remained so for another four years. Meanwhile, we saw many rounds of Regional Development funding come and go and our constant pleas to apply for this funding were denied on the grounds that an aquatic centre in Mission Beach could not possibly make a good case for impacting the wider regional economy. Yet we had that case ready.

The project was always near the head of the queue for Council funding applications yet kept being put into second place in the period 2001 to 2009. Councils always found a new project in Tully or Innisfail even when the Mayors promised the pool would be THE priority pre-election.

Innisfail Library usurped Mission Beach pool twice, Tully MPC was not mentioned pre-election in 2004 yet took top spot in 2005 ahead of the pool that was promised by the Mayor. Then Tully Grandstand jumped in for RDA funding applications ahead of the pool. Council had the pool pigeon holed and the only fund they would apply for was State Sports and Recreation. That maxed out at \$1.5M contribution so if we did

win anything there it would only be for Stage 1 of the project. That was always going to be a dangerous strategy, for everyone understood that gaining further funds to complete the project could take eons to achieve.

Sports and Recreation Funding eventually became available in 2014 and by that time every Council in the State had projects shovel-ready but bigger towns were ahead in the queue with more votes at stake. Council did apply, yet, as expected, the application failed.

The stars finally aligned in 2015 when the Federal Government announced its 'National Stronger Regions Fund' (NSRF). This had no real limit for a small project like this so we could apply for half the build costs or \$3.5M for the project as designed at that time. The concern, for some, was that this was, as for RDA, a fund that was geared towards regional economic growth so the criteria were akin to RDA funding. MBARC always said they could make that case strongly and this time Council agreed. We finally had an opportunity to apply for the funds needed to complete the whole project without staging.

At the same time, a State fund was opened: the 'QLD Building our Regions Fund'. This had similar criteria to NSRF. Few gave us any chance of winning it, especially if we won the NSRF funds. In almost all cases when Council's apply for funds, State and Federal governments provide a maximum of 50% of the funding in total, therefore no one rated us any chance of winning both. Council agreed to apply for both in the hope of winning one.

Our first MBARC funding application draft was written by Ken Gray in 2010. This was sitting on the shelf, ever-ready in case we got the chance. The longer we were kept waiting the more research we did to make it bullet proof.

In 2014, we were invited to present our case to the QLD State government at a cabinet meeting in Tully. Pete Faulkner tweaked and abbreviated our funding case, improving it greatly. Pete and Bill Shannon presented it to cabinet. In the 2014 failed application, this base-case was partly used by Council. While the bid failed, we learned so much in the washup and gained the attention of key politicians because of the quality of the case and the depth of the inequity.

Margaret Darveniza and Melanie Fazackerley of CCRC wrote the 2015 cases; working all hours .... phones and emails were running hot between Margaret and Ken who was the person in MBARC to help with the applications. MBARC provided numbers needed and supporting case studies while Margaret honed it all and skilfully crafted it into a slick application. It was a mammoth effort by the two skilled and dedicated Council officers. Margaret and Melanie created another stunning application soon after for the State fund. The rest is history. They won their Council and community \$7M in precious funds.

Applications for funds are highly competitive. Everyone says the decision process is rigorous and cannot be influenced; yet applicants still lobby. Ken contacted everyone possible to make the case, on the phone and by email and letter. Fortunately, to improve the communications, he could send them the video and follow-up on the phone afterwards. That had more impact. The politicians and their administrators appreciated such a candid, fun response from residents. The video was raw and emotional so went down well and made it very clear that the community was highly engaged and fully behind the project.

Two people who worked hard to sell the case were Noeline Ikin and Bill Shannon. Ken invited Noeline Ikin, LNP candidate for the federal seat of Kennedy, to Mission Beach in 2015 where she engaged with many people and spoke at an MBCA meeting. Noeline opened the gates for Mission Beach in Canberra. The political world now saw this Federal seat as marginal due to her efforts in the previous election where she

won 11% more of the primary vote than incumbent Bob Katter. She lost the poll on preferences but we were now in a seat that was in play.

Noeline raised political interest exponentially for Mission Beach and its pool project. We will not be able to thank Noeline again as she sadly died soon after our funding news came through. Bill Shannon was the other major influencer. Being only one of few Mayors who were in their second term of office in QLD, Bill was well known and respected in political circles that counted. His voice had a significant impact.

A key element of our application was being able to offer a solid community financial contribution. Funding panels love to see a strong commitment from the residents benefitting from the funds. Cash is a language they hear loudly. We needed an impressive pile of cash to contribute to be successful with our applications. MBARC members achieved that with help from a vast number of volunteers. Raffles, donations, sponsorships, many events including the Aquatic Festival were all part of this fundraising success.

New treasurer, Rose Cooper, kept these funds safe and growing slowly for eight years. The aim from 2011 onwards was to retain all of these funds and build on them by reducing expenses to a minimum. By 2016, when MBARC handed the loot to Council, in accord with our promises, MBARC had all but \$39,000. Because Council had the funds 19 months early that would grow, with interest, to over \$40,000 by the time construction ended (plus \$10,000 donated earlier). In December 2015 we won funds ... \$7M!

**Santa Comes Early  
WE WON FUNDS**

National Stronger Regions Fund \$3.5M

That means it can **all** be built.

Takes 6 months to set up and finalise design.  
The election will probably stall that a bit but  
It is full steam ahead now and should be  
completed around end 2017

**CAN YOU BELIEVE THIS?**

**Santa Claus Returns**  
**QLD State also awards the pool \$3.49M**  
**\$3.49M from Federal Fund +**  
**\$3.49M from QLD Fund +**  
**\$40,000 from Community (Mission Aquatic Funds)**  
**FULLY funded: Council pays no more:**  
**no stress on rates & services**

## Construction

Funding was announced in December 2015. On the same day, Blackwater (Central Highlands Regional Council, western QLD), also won funding for a pool and this was a considerably larger project than the Mission Beach centre as it included a 50m lap pool and was to cost \$15M to build.

That facility opened in March 2017 so took 15 months from funding approval to completion. The Mission Beach facility took 32 months to complete and was not opened fully for some time later.

### Time for Pre-Construction

Central Highlands Regional Council took three months to finalize designs and let their tender whereas CCRC took 16 months to do so: eight months to finalize the design and eight more months to let the tender.

The Mission Beach project did not begin construction until end April 2017, a month after Blackwater had theirs finished. **We lost 13 months before we started.** Why was there such a long delay getting started?

It was probably down to three main factors:

1. Design delays: our project took eight months to finalize designs whereas Central Highlands probably had their designs fully completed, including tender documentation, when they applied for funds. CCRC had completed designs to an advanced stage before they applied for funding. They did however, conduct an important design review and that was certainly worth the 2-3 month delay it incurred.
2. Stalling for location change: most the design delay was down to last minute attempts to change the location and design and these aspects of the project were already locked in by the funding contracts. One Councillor led the delaying tactics and was continually stalling to try and have the project changed to a foreshore location and Council did not move on decisively from that pointless distraction.
3. Tender delays: this was also caused mainly by attempts to change the project design and location. It was probably further delayed by Council declaring the tender process externally, then changing that process when they did not like the decisions of their expert panel. Council then ditched their Expressions of Interest step.

### Time for Construction

The Blackwater pool took 12 months to construct while the Mission Beach facility took 16 months. So, once the construction started the project went quite well. That is a credible performance considering that Mission Beach has far more wet weather days than Blacktown. Blacktown appointed an experienced national pool construction company with vast resources while we had a small and much less experienced local builder: AJ Homes of Innisfail in partnership with Kirratech Pools of Cairns.

The originally agreed practical completion date was 09 March 2018, meaning the builder would complete it in just over 10 months. At the start, the builders adjusted their forecast in to 22 December 2017 so were saying they could finish it all in 8 months but as the forecast chart shows above, Council soon adjusted the predicted date out to end March 2018 then, near the end, took it out to end June, In June they extended it to end July and still had not declared a definite completion or opening date by the start of August.

In terms of time, the builders did quite well but towards the end there were delays caused by a lack of timely planning by Council eg they released the facility management tender far too late and then did so in a manner that ensured failure. They did not have facility use-data and should probably have managed the facility themselves for 1-2 years to obtain that data before tendering for management services.

Was the project delayed due to a higher than normal number of rain-days? The answer is categorically; No. The chart below shows Bureau of Meteorology stats for the area during construction. The green line tracks days lost or saved versus an average number of rainy days (5mm or more) for the month.

Over the whole period we had six fewer rain-days in the construction period than for a normal Mission Beach weather pattern. There were a couple of rain-affected months where we received more than average rain-affected days eg November 2017 and March 2018, but the claim by CCRC that delays in construction were due to 'floods' is invalid if we refer to the official rain gauges.



## Overall Outcomes

When assessing the success of a project such as this there are four main factors to consider as shown in the figure below: Quality, which is central and most important, Scope, Time and Cost:

**Time:** The performance on time was relatively poor. However, the delays were not great once construction started. There were probably Council and Architect induced delays towards the end but the builders did quite well. Losing four to five months in the big scheme of things is no huge drama when one considers how long the town waited to win the funding.

However, the delays between winning the funds and starting construction were significant and would certainly have added to costs; as discussed later.

**Scope:** That was close to perfect – we only lost the shade sails over the billabong and splash pad and while many will, with good reason, complain about that loss of safety and the adverse impact on the revenue, that is not a hard thing to fix in future. Pools built today with inadequate shade sails usually end up being fixed over time as there is a low public tolerance for unnecessary risks of sun damage to skin, especially in children. Lighting and signage at the access road entrance would also have been handy.

**Quality:** The only ones who will know whether it is fully on spec are the project managers (Ian Aitken, ARUP), Council and its certifiers. On the face of it, quality looks excellent and there is evidence that part of the late delays in opening were due to close scrutiny of defects. It would appear that the project passes well on Quality and because these facilities have such long lives that is more important than cost and time long term. The operations room and the quality and efficiency of their modern water treatment and filtration systems are impressive and the electrolytic chlorine system ensures minimum costs of treatment, minimum smell and taste of chlorine and maximum water safety, feel and quality.

**Cost:** The project was built at a cost very close to budget. Cr Kimberley, at an MBCA meeting, declared that it was \$3M over budget but most people had long since stopped listening to that source of misinformation on this project.

The budget was \$9.377M and \$255,000 was added by Councillors for extras in September 2017. That is, the full budget was \$9.632M and the end cost all up including design was \$10.004M so it was 4% over budget. The build cost was \$8.12M so the council's years of delays and prevarication meant it cost almost \$2M in non-build costs.

The extras added mid project were mainly additional car parking for other users of MARCS Park so it was largely a non-pool project expense. Further, it was paid for from the \$3.69M Council received from the state 'Works for QLD Fund' so was not an additional spend from Council revenue. By September 2018, more than \$30,000 remained in contingency reserves to cover cost-overruns that may be discovered after handover of the project but few, if any, claims should be received after handover. In their October 2018 Meeting Agenda Council suppressed the final report on the aquatic facility and the community was not informed of the final cost of the facility until April 2019.

A few voices of dissent, hoping to see the project fail, look back to past estimates of cost and say it was well over the levels of previous estimates. Let's look at the forecast used when Council sought funds in July 2015. In round numbers, the estimates then were \$7M for construction and that is what the funding applications were based on.

A design review was conducted after funding was won. The aim was to reduce annual running costs and generate higher revenues by implementing important design changes. That is a wise thing to do and Councils commonly do so to achieve superior whole-of-life outcomes rather than merely focusing on minimizing the build costs.

The designs were sent to successful pool operators elsewhere and to the community reference group for scrutiny and over \$900,000 worth of components were added. The Council delay of 16 months in start-up added another \$0.3M due to inflation so the new total estimate was \$8.2M. That remains \$1.2M short of the final construction budget so what caused that change?

A major component of that was in planning and design work (architects and others) plus added project management costs. The plan in 2015 was for these to be \$0.4M and Council spent \$1.1M on that work. That adds \$0.7M and brings the overall estimate pre-construction to \$8.9M, still \$0.5M short of the budget, excluding the car parks and solar panels added during the construction phase.

Why did design and project management cost more than Council forecast in mid-2015? Two factors: hiring a local builder is good news for the regional economy but an inexperienced public pool builder requires a lot more time from the engineers who manage and oversee the project. The bigger component though would be architect fees for added design work.

Why did the build cost rise by \$0.5M above 2015 estimates? The answer is unclear. It will mainly be two factors:

1. The delays in tenders was probably the biggest factor. When the Quantity Surveyors estimated the project costs mid-2015, the QLD building industry was desperate for work so when Quantity Surveyors asked builders for indicative costs, pencils were very sharp. A delay of only six months in release of the tenders can and almost certainly did have a severe adverse impact on construction bid prices.
2. The U turn by Councillors mid-tender was another significant factor. Council announced a tender process for construction and this was the normal process for such projects. Councils ask for expressions of interest and then use an expert panel of engineers and architects to assess these and choose a short list. That was the plan here. The CCRC expert panel chose six construction companies to bid. Unfortunately, Councillors decided they did not like the experts' short list. Instead of merely adding one or two local suppliers to that short-list, Councillors ditched the entire EOI process and asked all who lodged EOIs to bid. The inevitable then happened: five of the six on the expert-preferred short list refused to bid. Council had inadvertently eliminated its most experienced and cost efficient contractors.

An aspect that matters is communication and consultation during the process. The majority of CCRC Councillors were elected on a set of six promises and one of these was that they would be, "open, transparent (same thing) and consultative." Communication was unsatisfactory by any standard. Questions were seldom answered. Answers only came after much chasing. There was no consultation by the new Council; disappointing after the strong consultation with the community before the last election.

At the final Council Meeting on the pool Council passed a resolution to say they would consult with MBARC on how the community cash contribution would be spent saying they would ask us if we agreed to spend it on a disabled access lift. The community had already clearly announced what they wanted most: shade for the Billabong, Splash Pad and lawn areas. The \$40,000 would not have been enough for that but we

would probably at a vote of the committee have opted to get that important aspect of the facility started with our donation. Once again, Council did not ask for our opinion and one Councillor said to the MBARC President at the opening ceremony that the decision was made on what to do with the community funds without the consultation promised.

### Perspective

We can get into a lot of argy bargy over how much the cost exceeded 2015 expectations but in the end the answers are usually unknown. The project cost \$10M when, at a guess, in an ideal world it perhaps could have cost \$9.1M if this Council had moved more assuredly. That is a 10% difference and in today's world of Local Government contracts that is an OK outcome.

Overall though, Council did a very good job of construction as did the builders and the architects. The cost may have been up to 10% above what was possible but the scope was all-but spot on apart from the shade sails as was quality and the delays were a little over a year. When you wait 18 years, is a year extra that much of a burden to bear? Probably not.

### The story in pictures



State of the art operations room – automated water testing to maximise efficiency and water quality



May 2016: Cr Ben Heath, Ken Gray, Mel Fazackerley (CCRC project officer) Paul Roxby and Cr Jeff Baines are there for the new signs on MARCS.





April 25, 2017 and the site is now secured by builders AJ Homes of Innisfail. Overhead wires still in place.



May 2017, benching begins.



First concrete truck arrives June 2017.





About to pour June 2017 – this generates considerable interest and people are almost believing us: it will happen!



The base of the indoor heated program pool is our first concrete pour.



August 2017: Pouring the shell of the Billabong.





Lap pool floor pour starts October 2017.



Roofing progresses December 2017.



Lap pool wall formwork advanced December 2017.





Pouring walls of lap pool March 2018.



Roads and paths well advanced April 2018.



The photographers friend, bluey dog Louis, was there for every update to be posted on Facebook.



June 2018 - the pools are filled and tested.






## Naming our Facility

A desktop study of commonly used names for public swimming facilities in Australia was conducted by MBARC August 2017 and the results were sent to Council. The study examined 90 Australian Councils, including the top 20 by resident population. 335 pool names were included in these Councils. The titles of most facilities tend to indicate to visitors and user's what components the facility possesses. Terms commonly used in Australia evoke differing perceptions of what components to expect in a facility:

- 🌊 "Pool" or "Swimming Pool" (27% of the facilities in this sample) generally means a lap pool, not usually with other pools like leisure water or program pools and it does not usually involve a new or modern facility.
- 🌊 "Swimming Centre", "Swim Centre" or "Swimming Complex" (7%) tends to mean more than a simple lap pool but the emphasis is on sports swimming and learn to swim rather than a broader perception of providing modern aquatic recreational options as well as sports pools.
- 🌊 "Leisure Centre", or "Recreational Centre" (9%) can mean no pools so that name may be ambiguous without the word, "Aquatic" being included.
- 🌊 "Aquatic Centre" is the mainstream title used in Australia today (31% of names used in this sample) and gives the impression of something akin to what we are building. Adding words like "Sport", "Leisure" or "Recreation" as some Councils do may help yet "Aquatic Centre" in most cases covers both uses.
- 🌊 Using a brand is an interesting option. There are not many highly recognizable and successful brands found in this arena but among the 335 names studied there were 23 examples (7%) such as "Leisureplex" (City of Canning), "Wetside" (Fraser Coast RC, Hervey Bay), "Ripples" (Penrith NSW) and "Splashez" at Mt Isa.
- 🌊 "Aquatic & Fitness Centre" was used in 3% of names but that usually meant a gym was included.
- 🌊 6% of facilities included the name of a person (usually politicians).
- 🌊 3% of names included the name of the Park the facility was located in (MARCS, unfortunately that is meaningless to most locals let alone known to visitors).

Based on that research the most logical name would be “Mission Beach Aquatic Centre”. If one used a brand name, then “Rainforest Billabong” had been suggested. Some said that is misleading so it would probably need to be “The Rainforest Billabong: Mission Beach Aquatic Centre” (two lines) if that was the chosen name.

A limited poll was conducted by MBARC among the committee and of 31 respondents who chose two preferred names:

-  71% liked Mission Beach Aquatic Centre
-  94% of responses had suggestions that included these four words in them (with additions)
-  38% liked the name shown in green and blue as above or variants of that
-  22% likes Mission Beach Aquatic and leisure Centre or similar
-  19% liked Mission Beach Swimming Centre or similar

Council conducted its own Facebook consultation and asked for suggested names. Their post was shared by several organizations. Mission Beach News had 155 responses and said that 77% favoured, “Mission beach Aquatic Centre”.

In terms of maximising the positive impact the facility will have on tourism, including the town or destination name (Mission Beach) in the name would seem to be important.

Council named the facility, ‘Mission Beach Aquatic Centre’ in September 2018.



## Recognizing Efforts

MBARC published a list of people who were recognized for their efforts and impacts in the 18 year journey. Those recognised were chosen using 24 criteria. There are so many to recognize and there is always a danger that important contributions will be missed. Apologies to those who did much and were not included in this formal recognition. Many people did their bit when it was needed and every step counted; even if it was selling raffle tickets: it all added up and enabled the group to achieve its ultimate success.

### Life Members

Awarded for rendering outstanding service as MBARC office bearers over a long period

Maureen Scott (Norris), Coralie Kemp, Paul Roxby, Ken Gray

### Honorary Members

Awarded for major and enduring contributions to our pool project

Margaret Darveniza, Pete Faulkner, Shane Thorogood, Phil Porter, Bill Shannon, Jane Berge, Dyana Brown, Rose Cooper, Tania Holliday, Noeline Ikin (posthumous), Rhonda Jarvis, Peter Marsh, Rochelle Smith, Desley Todd, Leandra Willis, Yoko Yasui, Truus Biddlecombe, Jarred Crook (posthumous), Danny Dade, Patrick Geary (posthumous), Paula Gilbard, Gordon Todd, Shane Holmes, Michael Johnson, Chris Smith, Fiona MacLean, Diane Paul, Christine Power.

### Acknowledgement Awards

Awarded for special efforts and contributions to our pool project

Donna Roxby, Sophia Michael, Claire Hayley, Georgia Hayley, Eva Lavery, Dominic Mobbs, Dawn Todd, Mitchell Todd, Mel Fazackerley, Deirdre Holmes, Jo Senior, Rory Senior, Geoff (Suds) Davy, Dave Nissen, Sal Badcock, Kim Badcock, Geoff Norris (posthumous), Pam Graham, George Graham, Steve Kemp, Meleeta Hemsley, Gordon Robertson, Shannon Rigato, Sally Moroney, Thelma Gray, Wayne Fielder, Joy Clayfield, Chris Catterossi, Gabi Plumm, Robert Marsh, Maxine Marsh, Tony Lee, Amy Crook, Leeroy Crook, Lisa Noonan, Debbie Richards (King), Rhonda Murdoch, Ken Fox, Ian Rule, Bryce MacDonald, Glenn Raleigh, Jennifer Downs, Barry Moyle, Terry Hampson, Lyn Anderson, Andrew Cripps, Andrew Gourlay, Malcolm Davison, Riley Hansen, Chloe Harris, Maddi Harris, Atalanta Willy, Ron Darlington, Linda Souter Bennett, Sandy Kastner, Will Marcus (Argo), Karen Hawkins, Liz Gibbins, Warwick Jull, Michelle Lloyd, Tanya Devereux.

### Organization Awards

Awarded for the special contributions of local organizations to the pool project

Mission Beach Resort  
Mission Beach State School  
Mission Beach Surf Lifesaving  
Club Mission Beach Community Association  
Mission Beach Aquatic Festival  
Woolworths Supermarket.

## Paul Roxby

Aka “Rocka”, served on the committee for 12 years, eight years as president. Paul was involved in everything in the first eight years and part of many other community events and efforts so was well known and able to call on a wide range of people for help. Paul’s long stint as president had established the credibility of the organization and set up solid relationships in Councils. He had a major hand in fundraising and was the Aquatic Festival MC. In his time as president he left no stone unturned, but the stars were yet to align. It would take much time to pass before the conditions were right to make a successful funding application yet much of the essential ground-work necessary for the next crucial steps was done before Paul left town in 2008.

The case was building with every year. While Paul lived in NSW for eight years from 2008 to 2016, he retained direct links with MBARC and was a great help to Ken as he continued the MBARC effort with his new committees and closed in on the ultimate step: winning the \$7M funds. Paul retained his Council and community networks and remained the face of MBARC in many ways. His dedication never wilted while he was out of town: he still hounded Councilors at every opportunity and returned for several key events such as the 2010 community rally at the school when MBARC challenged Council’s efforts. Mid-2017, Ken invited Paul to become president once again. He took the helm for the year of construction and nursed the project home, ensuring the outcome was exactly what the community had hoped for.



Sensational Roxby family – their undying support made it all possible

## Maureen Scott (Norris)

Maureen started it all off, served on the committee for nine years, and was president for the first two years of MBARC’s existence. The hardest part in these projects is making a start and Maureen made a massive contribution by cementing MBARC’s relationships with Councils and creating widespread awareness of the project in the community.

Under Maureen’s leadership in those first two years, over \$20,000 was raised, allowing the group to invest in essential steps required to credibly approach Councils and governments at all levels. The first two years was not merely about fundraising, although Maureen had a major role in that part of MBARC’s success. Maureen also attended Council meetings regularly, spoke to other Councils with new pool facilities, Sports and Recreation QLD and anyone with ideas on how to make the project a reality.



Jeff & Maureen Scott ..now an artist in Washington State USA.

Maureen contacted State and Federal politicians and started the search for suitable sites. Maureen won funding to pay for a Needs Analysis, to determine whether most in the community wanted an aquatic facility. When Maureen left in 2009, that left another gaping hole in the committee but, even from a distance in Washington State, USA, Maureen kept an eye on the team and was always there if needed.

### Coralie Kemp

Coralie moved to Bribie Island late 2010 to set up her successful financial services group, T3 Partners, yet would never lose touch with MBARC and was always there for us with sage advice. Many in town will remember 'Corals' fondly for her amazing efforts, raising funds while running a fun-filled bar at the Aquatic Festival. Yet Coralie was not merely a glamorous and highly popular party girl who inspired so many to support the project. Her antics as one of our 'Pool Fairies' are truly memorable, but few would know of her razor-sharp skills as a finance guru. Coralie was treasurer for eight years and set the organization up financially with her high integrity and professional financial governance.

Coralie created the highly effective Mission Beach Pool Facebook page and showed Ken the ropes to continue that successfully from 2011. It was near Xmas in 2010 when MBARC learned the bad news: our amazing treasurer-secretary was leaving us as well. Just one of the four key players remained in town and MBARC would have to recruit a new crew.

Losing Coralie was another huge blow for the group for she was such an energetic motivator and someone who just did what it takes, without fuss or ever seeking recognition for her efforts.



Finance guru Coralie, Director, T3 Partners



Dame Coralie: party girl



## Ken Gray

Joined MBARC in 2003 and was president for eight years from 2010. He did not join the committee initially, choosing to act instead in an advisory role. Councils said a Feasibility Study was a prerequisite for funding applications but refused to pay \$40,000 for it. Ken wandered into Rocka's yard at the suggestion of JSC Mayor, Barry Moyle, and naively asked how he could help and was lassoed. He agreed to do the Feasibility Study, no charge. After completing that in 2004, he continued working with the committee. Ken did much of the back-room work so organized and helped to deliver presentations to Councils, organized the video and researched and published studies to create a compelling funding case. He did the community surveys, wrote the base funding application and developed the necessary case studies. He worked closely with Marg Darveniza when she was writing the applications and he was the MBARC rep who lobbied politicians and bureaucrats with Noeline Ikin and Bill Shannon to win the \$7M funding. He was Facebook administrator for eight years and attended all but one of the Community Reference Group meetings. He was the facilitator for the site evaluation workshop in 2004. Ken was lucky to be president when it all finally came together, and Council decisions were finally cemented in and the funding was won.



Marg Darveniza: listened and consulted widely



Ken Gray with cheer squad: daughter, Julie

## Margaret Darveniza

In her role as Director, Community Services, CCRC, Margaret added so much value in so many ways. For the first time, Mission Beach had a senior council officer leading the project who listened to the Community Reference Group and acted accordingly. Margaret ensured that the final design met community and Council needs by conducting a design review and engaging genuinely with the community. Her energy and skill in writing three funding applications and using MBARC to source data and case studies was the difference between success and failure. Margaret sold the proposal over and over again to Councillors and made the case strongly and professionally, facing down many negative campaigns. Her work to generate appropriate economic, site preference and financial research papers was key to the credibility of the funding applications. Margaret's incredible dedication and skilful efforts will not be forgotten.

In her pivotal role in Council, Margaret had the unenviable task of finding a way to satisfy the widely varying views of Councillors and converting the diverse dreams of the highly enthusiastic community into something that worked. The facility had to meet most of the community needs yet be economically and socially sustainable and successful practically. She weaved her magic with the architects and engineers and consulted widely to achieve a grand outcome that will stand the test of time.

## Mayor Bill Shannon

During his eight years as Mayor of Cassowary Coast Regional Council, Bill was determined to deliver on his vision and this project was a key part of that vision. He understood the inequity well and witnessed it first-hand. There were so many fierce debates on design and site options where Bill led his Councillors quietly and calmly and encouraged everyone to act for the greater region. Being one of only a few QLD Mayor's in a second term, Bill was well known and respected in State and Federal government. For this reason, his ability to influence federal and state politicians and bureaucrats was decisive when Council sought funding. Bill also played his role well on the cast of the community's 'A Pool to Be Cool' video. But it was his strong financial governance that made it all possible. When Bill took over CCRC in 2008, he inherited a financial wreckage from a sacked and dysfunctional JSC. Both JSC and CSC had very high debt levels. Bill quickly turned CCRC into an operation that was financially viable and could afford to invest in its region and be confident about its future once more.



Mayor Bill Shannon sold the vision



Noeline Ikin, forever remembered



Pete Faulkner. Economist, MBCA President, mentor

## Noeline Ikin: posthumous

MBARC and Mission Beach had no effective voice in Canberra until Noeline became Kennedy's LNP candidate. Noeline listened, spoke the truth in plain English and acted with incredible efficiency. Noeline made the whole political world look up and realize that Kennedy was in play when she won 11% more than any candidate in the primary vote yet lost the election due to preferences. Her second run would be far stronger for Noeline was now well known and respected. Kennedy was now a marginal seat. One cannot overestimate the impact that had on both funding panel decisions. Ken invited Noeline to speak at an MBCA meeting in 2015, then to spend time listening, which she did so well. Noeline lobbied strongly and effectively for Mission Beach in Canberra but sadly, died shortly after. Her memory forever lives on in this appreciative community.

## Pete Faulkner

Pete was not on the committee because he was involved as an officer for several other community organizations. However, on strategy, planning and guidance for MBCA president's. Pete was only a few seconds away and always offered sage advice and assistance. Pete spoke to Councillors when key motions were in play and presented the MARCS proposal to the State LNP cabinet meeting in Tully, 2014. Pete also advised the team writing the funding applications in 2015, was on the cast of our video in the role of local economist and attended reference group meetings as well as a rep for MBCA. As vice president at MBCA, he invited MBARC to present updates at their regular meetings. Pete edited many MBARC research studies and publications, was an Editor for the Facebook page and one of the 15 people who Liked the pool page on the day Coralie released it in November 2009.

## Shane Thorogood

Shane was an original MBARC committee member in 2001 and was there again for the last five years of the journey in 2018, serving eight years in all on the management committee. MBARC needed a concept design to enhance community engagement on design preferences and Shane, as a professional designer (Tropical Design), stepped into the breach. He drew two concept designs at different locations at no cost to MBARC. Shane was actively involved in fundraising, always provided letters of support when most needed and was a constant source of inspiration and advice for each MBARC President. When Ken was in Europe in 2016 and needed someone to take his place on the Community Reference Group, Shane and Paul attended. This was the vital design review meeting and Shane and Paul provided many telling design inputs. Shane also actively spread the word on Facebook.



Shane Thorogood's star family ... Shane drew our original designs



Peter Marsh & his magic family produced our video

## Peter Marsh and Family

After losing a Sports & Recreation QLD funding round in 2014, Ken met the S&R team on site and the idea of a community video emerged. This would allow MBARC to make the case more quickly and more memorably. Maxine Marsh came to the rescue and suggested that Peter Marsh, a documentary producer from Cairns, may provide the video at no cost to MBARC. Peter agreed to do so and recruited his fabulous family to help produce 'A Pool to be Cool' for no charge. Peter directed the video and did most the camera work while Gabi Plumm was narrator and Robert Marsh assisted with editing and production. We soon had a wonderful community video worth over \$6,000. Now we could promote the pool far more effectively. This video was pivotal in achieving the two winning fund applications. Now MBARC was able to merely phone a politician or bureaucrat and send the video before he phoned them and the case was made clearly in seconds.

## Truus Biddlecombe

Truus always attended MBCA meetings and invited MBARC to present. She posted MBARC updates on her MBCA email newsletter and shared countless posts on the MBCA Facebook page. The time Truus spends volunteering to help this community is enormous – always with a happy smile. Truus attended CCRC meetings and was ever alert on pool matters. MBCA and Truus wrote letters of support at every stage and always participated positively in the Community Reference Group forums.





Truus & Patrick Biddlecombe: long-term supporters

Leandra Willis: Star of the video.

### Leandra Willis

Leandra was remarkable on the cast of 'A Pool to be Cool'. Several politicians who viewed the video commented on her memorable *ad lib* in the last few seconds: 'Where the bloody hell is it?' Lea was MBARC Secretary for a year; served on the committee for seven years and always turned up with that effervescent personality and made us all feel that anything is possible. Leandra provided telling letters of support and when we needed to gather a crowd at key events and photo shoots, Lea organised her wonderful crew to come. Leandra is a popular and accomplished teacher at Tully High and her views are widely respected so her voice always counted.



Family of Jarred Crook, Wongaling memorial 2009



Leeroy, Amy (and daughter Kirra-Lea) returned for our opening

### Jarred Crook – Posthumous

The footnote to the community video, 'A Pool to be Cool' says it all. The death of seven-year-old Jarred Crook to a marine sting in 2003 was a huge shock to the whole community. The memory of this tragedy sustained MBARC officers during this 18 year journey that resembled 'Snakes and Ladders' with its highs and lows. When all looked lost and it was time to throw in the towel .... MBARC people were inspired by Jarred's memory and doggedly persisted.

Jarred is certainly remembered fondly and forever in Mission Beach and his parents, Amy and Leeroy Crook were always wonderful supporters of our advocacy group.

## Rhonda Jarvis

Rhonda started attending MBARC meetings in 2004 and was at every MBARC meeting held from 2010 on. When MBARC had to recruit a new team in 2010, Rhonda provided effective help. Achieving a quorum at meetings and at critical events like Council or press meetings was never easy yet Rhonda came along every time and recruited others to do so. Rhonda served on the management committee for eight years and supported MBARC officers at every turn during the long days when we faced ever more pointless battles. Rhonda purchased the local papers every week and provided us with the articles for our files and for action. She wrote letters of support on several occasions and attended Community Reference Group meetings. Rhonda also recruited new committee members when we were making the management committee more diverse and representative of the community. Our quiet achiever, who never seeks the limelight or asks for thanks.



Rhonda Jarvis & Thelma Gray

Leandra and her pool cheer squad on 'A Pool to be Cool'

## Phil Berry-Porter

Served on the MBARC committee for four years and was on the inaugural committee. Undoubtedly a major influence in the early days and his enormous energy and enthusiasm always kept the group pumping. Phil played a major role in fund raising and was involved in the action intensely for at least six years when the going was at its hardest: at the start when critics were nagging and the team had a need to believe. Phil's positive energy helped ensure the project did not falter in its first six years. When many would have given up hope, Phil hung in with the club. A greatly respected team member who always contributed.

## Shane Holmes

Shane was on the inaugural committee and the 2002 committee as well and was a major influence in the group for its first seven years. A strong and respected force on any committee and in the early days Shane helped create an organization that was credible and sustainable. Big impact too!



Action man, Phil Berry-Porter with his 'water babies'

Deirdre & Shane Holmes big contribution too

## Yoko Yasui

Yoko was six years on the MBARC management committee and a regular participant and contributor at AGM's and recruited new committee members. MBARC were struggling with the adverse impacts of MBBT's executive saying they did not support the project. MBARC presented to a meeting with most MBBT members attending. It was then that Yoko made her mark indelibly. The executive resisted Bill Shannon's call for a vote for or against the MARCS proposal. Yoko and her friend, Tracey Chamlin, stood up, and forced the vote: the members were 70% FOR the project at MARCS. This was an important turning point and gave MBARC the data to counter Councillor claims that the project was not supported by business and tourism. Yoko introduced the concept of a "rainforest billabong themed design" and explained why the pool would be good for tourism if designed well. This theme was adopted from then by Council officers. Yoko attended community reference meetings early on for the Surf Club. At the Surf Club she recruited new members for MBARC each year. Yoko wrote a letter of support at every step as well and always had the ear of the Mayor. Yoko made fabulous comments on Facebook and at meetings and always encouraged the committee to be positive and conciliatory. Yoko was always our 'make it positive' mentor.



Dyana Brown, our inspiring Swim Champ: Gold, Silver and Bronze    Yoko Yasui: influence, mentor

## Dyana Brown

Dyana is our local Olympic Swim champ and was very generous in allowing us to promote the cause using her name and achievements. When we posted about Dyana on Facebook the interest levels rose exponentially. Dyana served on the Community Reference Group and provided practical and credible input at the design review stage. She was also on the MBARC committee for five years and was (with her lovely children) a star on our community video as well.

Wrote letters of support when we faced obstacles and was always a positive influence at meetings and on Facebook. Dyana's four children (two sets of twins) often turned up with great enthusiasm when we needed to demonstrate the community's commitments. Dyana also had an impact on the final design when Council did its design review.

## Sophia Michael

Sophia was another of our quiet achievers and for five years, while on the committee, was our most prolific membership recruiter, adding 15% extra members to our tally and enhancing the credibility of the club. As a volunteer at Arts, she did all she could to keep the lid on nervous members who felt a little alarmed by the project and the close proximity of the two centres at times. Sophia was ever supportive of the project and very positive on Facebook. She attended many meetings and brought her friends along to make up the numbers and build interest.





Take us to your BIG pool granny Rose      Sophia Michael, fab recruiter

### Rose Cooper

Rose was Treasurer for eight years. Our precious funds were declining quite quickly due to admin and audit costs after 2007 when MBARC no longer conducted funding drives. If the trend had continued, we would have ended up with less than \$25,000 by end 2016. Rose helped us to deliver a strategy to protect and grow our funds to enable MBARC to commit \$40,000 in our funding applications. The \$40,000 was delivered to Council in 2016 (on top of \$10,000 given earlier for design and site workshops). That cash injection was small compared to the total cost of the project yet was a key factor in winning the \$7M funding because funding panels give many points to community groups that contribute significant funds themselves. Protector of MBARC funds.

### Tanya Holliday

Tanya was involved from the beginning, then served on the committee for six years at the end and was Secretary for one term as well. Tanya provided letters of support (from Family Day Care Centres) for the battles and applications and asked the pointiest questions at pivotal political meetings. Very articulate and considered in her views so her influence in town is considerable, though she would be last to admit it. Very supportive of our presidents when needed. Tanya was another star performer on the cast of our successful video and had made points that were vital and fitted the funding criteria. Being an employee of CCRC, Tanya quietly persuaded people of the project's value without making waves – very valuable and influential in her wonderful, understated way. A community leader who contributed significantly at key moments.



Tania Holliday, Family Day Care

Jane Berge – Community Health Nurse

Diane Paul ... there at the start.

### Jane Berge

Jane made the vital Health case on the video and had two slots on it. She was also the community's Health rep on the Community Reference Group and that was an important role. Jane provided a letter of support for our winning applications as well as for the battles along the way and served for five years on the management committee. Another highly supportive and influential member of our management committee with much influence in her community and involvement in several organizations.

## Diane Paul

Diane had a solid impact in the first two years of MBARC and was, of course, right by Maureen's side when the first meeting of MBARC was called in 2001. Diane had been the protagonist for the tennis club previously and had achieved funding outcomes for that project so had good experience of community activism and was able to help the committee early on. Diane was the MBARC Secretary in 2002 and was on the inaugural committee.

## The Todd Family: Desley and Mitchell; Dawn and Gordon

Desley, Dawn, Mitch and Gordon never stole the limelight yet were always there for MBARC and fighting for the cause. Desley helped with the Pool Facebook page early on when Coralie left town. Desley networked well and knew many families in town and had influence where it counted. She engaged widely in many community groups and that was a wonderful attribute for our committee members, enabling them to communicate MBARC updates widely. There would always be one Toddy and often all four at key meetings and the family contributed ideas and encouragement wherever they could. Dawn sent a letter to the Prime Minister & the Queensland Premier prior to the funding news and sent one to Macca on Sunday, Australia all Over, ABC radio. He read out her letter about Mission Beach and how we had been trying to get funding for decades. Dawn received replies from both Federal & State. Desley served for six years on the committee and Gordon did so for five years. Both were very positive on Facebook too and never afraid to speak up for MBARC. Gordon was also our JP when needed at short notice.



Desley & Mitch Todd with family: true supporters



Dawn & Gordon Todd: dinky di



Rochelle Smith, Secretary

## Rochelle Smith

Served for four years as secretary and five years on the committee and made a significant step forward for MBARC when she attended the meeting on MARCS with Andrew Cripps and the LNP State Resources Minister. Rochelle is astute in her reading of the mood of the community, understands family needs well from her teaching career and is very articulate so made quite an impression on the politicians, including the Mayor. Rochelle also wrote a letter to the Times to counter the arguments of the coup group in 2015. Rochelle was fabulous at communicating the message and regularly posted pool page news on her Facebook page.

## Paula Gilbard

Another widely loved and hugely respected community member who made her mark on this project. Paula served four years on the committee including the inaugural team in 2001. Huge role in fund raising and was treasurer in 2003. Helped set up a stable and viable organization. Paula was well involved in the community and retained her interest in and support for the project for the entire 18 years, even after relocating to Cairns.



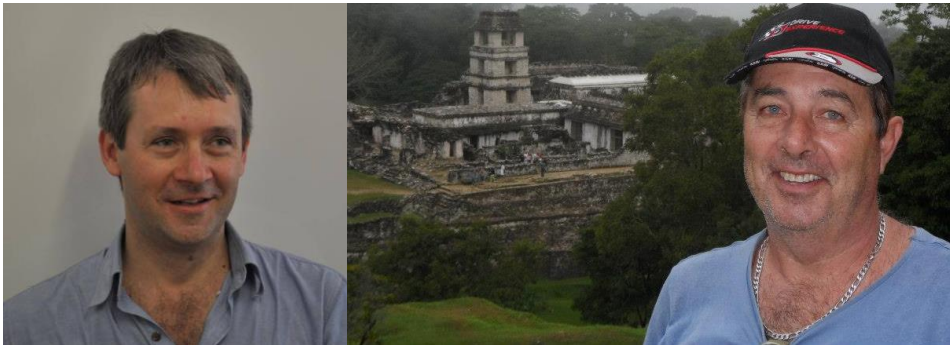
More winners: Paula Gilbard    Fiona Maclean T3 Partners    The late Patrick Geary, great generosity

### Patrick Geary (posthumous)

Patrick was not on the committee yet was certainly dedicated to the cause and added much needed energy and action and fun during fundraising events in the early years. Patrick also donated considerable amounts personally to boost the funds and had a strong and positive influence of the group.

### Fiona Maclean

Fiona was MBARC Treasurer for two years and had a major impact on the club in its formative years. Famously seen as a symbol of the group as one of the two 'Pool Fairies'. Always a positive force who encouraged the team at every turn and was there to help pick up the pieces when we had our (many) disappointments.



Michael Johnson: there at the start    Geoff (Sudsy) Davy: key actions

### Michael Johnson

Served on the committee for four years including year one. Heavily involved in fundraising events and creating a stable and viable organisation. Michael's, Mager Constructions made a strong bid to build the facility and looked to be very close to winning. Michael is seen in the MBARC's most memorable image with the pool fairies and mermaids so was right in the thick of all the action too.

### Geoff (Sudsy) Davy

Sudsy made his mark too. Just after the December 2010 rally we were going nowhere with CCRC's Director of Communities who was resisting all of MBCA's attempts to improve the inept designs. Suds stepped in over the Xmas break. We needed to demonstrate that the old guide hut on MARCS Park was a hazard and not worth restoring to prevent an oversized café and gym being unnecessarily included in the design mix. Geoff inspected the building and provided a free building inspection report. MBARC made the case with that report and this work scuttled a bad design we were struggling to disable. The Councillors then went



along more readily with MBARC and reference group input on design. That was an important win. Sudsy was also on the committee for five years and showed up at critical meetings to lend a hand.

### Georgia and Claire Hayley

Georgia made a strong case for the pool in the community video by demonstrating what hardships families in Mission Beach endure when their children seek to be swim champs here. As a local swim champ, she knows exactly what local competition swimmers need in Mission Beach. Her mum, Claire, also did much to help the cause. Claire wrote letters of support, provided positive feedback on Facebook, was on the committee for five years and always did her bit to influence the outcomes. Georgia and Claire were involved in many activities and groups in town eg Surf Club and used their networks well to communicate progress in the community. Georgia was one of our first Life Guards when the pool opened in 2018.



Georgia Hayley competitive swimming insights.



Jo and Rory Senior, motivation.



Danny Dade: great generosity

### Michelle Lloyd and Christine Power

Michelle and Christine were on the Aquatic Festival Committee who helped MBARC in its drive for funding. Considerable funds were generated by these events in the early years and other Mission Beach organizations benefitted as well from the success of the Festivals.

### Jo and Rory Senior

Rory was a swim champ at school who had to give it all away prematurely due to a lack of access to a pool and coach locally. He was an inspiration to the MBARC Team and reminded us on this long journey of why we must persist to achieve our goals. Mum, Jo, was a long-term supporter and chipped in with letters of support on occasions. Both played a strong and memorable role on the video, 'A Pool to be Cool', to cap off a strong effort for their community.

### Danny Dade

Danny was a major contributor to the Aquatic Festivals' success being present at every event and providing equipment to provide power supply to these events. His time and extensive donations of equipment and diesel made these events so much more profitable. That greatly boosted the funds that MBARC gained from the Aquatic Festivals. Another of our town who made little noise; his generous community actions did the talking.

### Kim, Sal and Mermaid Marni Badcock

This family were also long-term supporters who were in the thick of it all from the start. Anyone who wears that cassowary garb for the cause has to be up there: Kim Cassowary, Marni Mermaid (Marni Badcock) and the flamboyant Sally Mermaid, joined in the fundraising fun with our two Pool Fairies. Kim and Sal were on the committee for two years and were very positive contributors at meetings and on Facebook. Letters of support were always provided at key times including the 2015 coup and, when we needed them most of all, for the funding applications.

### Eva Lavery

Eva served as Secretary for two years and on the committee for six years. She attended many meetings and wrote a letter of support in response to the attempted coup of 2015. Eva was always ready for action and helped us organize the big rally at the school in 2010, so had important impacts when we needed help most and few were there to help.



The entertaining Badcock Pool Crew

Eva Lavery, ever ready to act

### Dave Nissen

Dave was a strong promoter of the project in the wider community and served on the committee for five years as well. He spoke on the dangers of marine stingers on 'A Pool to be Cool', so had an important role on the video. Dave supported Ken well during his eight years as president and provided valuable perspectives from a long-term resident's view on things in Mission Beach.

### Dominic Mobbs & Judith Bowman

Dom was involved over most of the project's life. Had considerable influence after 2008 when Bill Shannon was Mayor – Dom was close to Bill and did keep at him over the project. Also, commonly at meetings and a strong supporter of MBARC presidents. On Facebook he was ever positive and consistent and helped make the case in the community. Dominic chipped in with a letter in the 2015 battle on site preferences as did his partner, Judith. Dom provided wise counsel to the group and its leaders.



**Dave Nissen**  
Mission Beach Resident for 75 years



Dave Nissen, Mission Beach all of life. Dominic Mobbs|Judith Bowman: sage advice. Sally Moroney, arts + pool advocate

### Sally Moroney

Sally was a strong supporter of MBARC in the Arts world and often attended the community reference group meetings as the Arts Centre rep where she was very positive and sought consensus. It was always going to be difficult for Arts with the close proximity of the two centres. Sally looked at the big picture and always found ways that worked for both facilities and saw the potential for synergy with the two facilities side by side. Sally supported the MARCS Park proposal strongly during debates on beach vs MARCS locations. Her letter of support for the fund applications was another key action. Sally is one of Mission Beaches most generous and hard-working volunteers and she certainly has a strong following in the community; her views are heard and respected.

### Chris Smith

At the final step we were saved by Chris Smith and his fabulous team of qualified Life Guards he had nurtured for years at the surf club. Council tendered for facility management at the last minute and were left with no one to run the show when it was ready to open. Chris had much experience and the qualifications needed to operate public pools and stepped up to the plate for the community. This meant working as PE teacher all day and running the pool before and after school and weekends. That was a 15 hour a day job, six days a week and a 'holiday' on Mondays (a full day at the school!). Chris agreed to do the job for three months while Council re-tendered. Chris did far more than save us at the last step however: he was a member of our Community Reference Group, representing Mission Beach Surf Club and the school on occasions and was a member of the MBARC management committee for three years so contributed when needed there. Having Chris run the pool at the start was a big win for the town because he is so well known, trusted and loved and that meant that our facility was an instant success with families being attracted from day one – onya 'Mr Smith'!
















Chris with Naomi and Ben Smith: operated our pool





















## Memories

### Maureen Scott

-  I was serious about a walk from Mission Beach to Brisbane to raise funds but was talked out of it by sheer logistics and expense of having pilot vehicles etc. But I would have done it!
-  I even wrote to Bill Gates re donation (and got a reply saying no, but nevertheless a reply)
-  Wrote to home town mayor (Abbie McAlister - Gundagai Shire NSW) re costs and plans of the pool at Gundagai. Telephone calls to different shires with 50m pool and 25m pools.
-  One of the first fundraisers by the Committee was a "This is Your Life" BBQ at the school. Paul Roxby was the focus. Great event. What a hoot!
-  Aquatic Festival Ball where committee and others including the firey's put on performances. The girls wore yellow and blue old fashioned swim suits (that I made...what a joke). The boys did a Priscilla act. What a night.
-  Another ball was where Mayor, Barry Moyle, Ken Fox, Phil Porter, Shane Holmes, Paula, Corals, dressed up in singlets and boots along with tutus (which I made and I am no seamstress.)
-  The tutu dancers! I was among them. Another good night. Phil Porter was almost sick with nerves and even had a cigarette (he hadn't smoked for several years!) Their makeup was exceptional.
-  Ebonie Kemp, Cassie Norris, and Stuart Roxby were practically forced into dressing up for several photo shoots. They were not scarred for life.
-  Steve Kemp, Phil Porter, Shane Holmes, Geoff Norris, Michael Johnson were all coerced into any ideas that we came up with for fundraising and particularly at Aquatic Festivals, behind the bar, set ups...pull downs.
-  Paul Roxby hid up a tree during one Aquatic Festival when he offered a prize for the first to find him. He still had the microphone in his hand, but no one could find him.
-  Coralie and Maureen sang to a beach boys song on stage: We sang with the beach boys tribute band to the tune of 'Help me Rhonda', but the lyrics were 'Help us Council'.
-  And the girls did a song to Pink Floyd led by Sal Badcock – 'Another brick in the wall'.
-  JSC and CSC meetings we went to? Many, many, many ... all promising or not promising anything depending upon the meeting.


## Paul Roxby


-  The support of the community was amazing over such a long period. Most things we asked for we got from the community and we were very thankful. In the last few months I was always being pulled up in the street by people saying how great the facility is.
-  I recall, when MC, chasing CSC Mayor, Joe Galeano, down the beach trying to ask him questions.
-  So many discussions and support from many Councillors over the years – most said, ‘yes’, but actually did very little.
-  Pleading with the CSC Mayor and two Councillors to reject the development land (swamp near McNamara Street) allocated for the pool and asking for a site near the school on the main road.
-  Conning Ken Gray into doing the Feasibility Study I will remember forever.
-  Winning Mayor Bill Shannon’s support to apply for funding for the Library but commit to the pool and commit developer contributions as well.
-  I also vividly remember sleeping on the ground overnight at the Aquatic Festival to save money on security. Not that we were fabulous watch dogs – we got onto the grog that night!
-  The big sacrifices my family made over 18 years: always appreciated their undying support. Donna, Joel, Stu and Sally were the ones who made it possible for me to spend so much time and energy on the project.
-  53 bloody studies for one project – can you imagine that?
-  I will always remember the harsh inequity – the fights between JSC and CSC or North versus South in CCRC – scraps over capital expenditure and how Mission Beach, year after year, got just 2% of the total spend.
-  Helping to convince the two Councils to form JACSIFAC for decisions on common infrastructure in Mission Beach was a good win to remember.
-  Facebook was useful and had its downsides – I was so often on there correcting false information.
-  Emails between the four Life Members were always fun – we were all so passionate about it.
-  I really did want the hydrotherapy pool so that was a good win for us but the movie screen I pushed so hard for was a loss. That can be pursued by others in future. I had a vision always to create a meeting place for our community and we have that now.
-  I made up three songs on the journey – maybe I can release an album!
-  There is a deep satisfaction that we did it and at minimal cost to ratepayers. For so long we were faced with only getting Stage 1 or a lap pool and that would not have worked so winning the \$7M was a hugely memorable moment.
-  Spending so much time on the phone with Shane Thorogood while I was in Murwillumbah to win changes to the final design was very satisfying.
-  The pact that the four Life Members entered into was so important. We agreed to stick together through thick and thin and where other local organizations blew up and people left after arguments we kept it together and endured. We had a common vision and stuck to it.
-  The ‘This is your life’ fundraiser at the school was a magic moment. They could pick anyone in town and I was chosen. Two mates from Newcastle came up and told me it was a free trip for them, all paid for by MBARC. I blew up and learned later it was a joke: they paid their own way.


## Coralie Kemp


- When I think about it, I've been involved directly or indirectly for nearly a third of my life!
- Fun ... Fun ..Fun .. as a group, the team always had a lot of fun. Whilst there was a lot of work – the comradery between the early committee was amazing – and friendships were built for life.
- I was convinced to go to a meeting at the Mission Beach Resort for a swimming pool for Mission Beach by Patrick Geary. He was the one that nominated me for treasurer. It was at this meeting I met Maureen Norris for the first time – the lady in red. Maureen was quite new to Mission Beach but had a voice of someone who'd been around for years.
- The many hard yards of fundraising. If I never see another chicken raffle again I'll be happy. THAT BLOODY TINNIE!!! With only a few dedicated tickets sellers it was an amazing feat to facilitate. Whilst I was not the one out there every weekend towing a tinnie around, I did sell a lot of tickets.
- Sitting in the tinnie at the Innisfail Festival to all hours selling tickets. (and having a few coldies)
- Going to a few Council meetings: Maureen and Rocka were the stars here. Politics for me .. blah.
- Sitting in the tinnie at Mission Madness, again selling tickets. Let me tell you, that boat had well and truly been christened before the winner took possession. Who actually won it?
- The Aquatic Festival donated many funds to our cause so it was fitting to assist. MBARC was responsible for the bar at some events, running the BBQ at others, selling glow sticks and even Security at times. One year I remember camping (and not sleeping), at Rotary Park with Maureen and Rocka whilst trying to keep the Scottys Patrons out of our tents and eskies.
- The Balls! Many hours of work went into planning these and the Resort was always on side and helpful. Weeks of preparation for our "Acts". Selena Murray taught us dance moves, if you could call it that so that we could dress up in BVD Bonds singlets, pink tutus and work boots for ballet.
- At a ball I remember dressing up in old fashioned swimmers (much to my horror – thanks Maureen), under overalls and again performing to "Another brick in the Pool". Sal Badcock was great in this event. She and Kimbo and Marnie turned up as Cassowaries and Mermaids. We danced on tables (that patrons were sitting around) and passed buckets for donations. Oh dear.
- Then there were the pool fairy days. Wonderful costumes made from baby swimming pools. I remember standing in a baby pool (yes with water in it) in the foyer of the Resort function room, dressed as a pool fairy, throwing a life ring at people walking through the door.
- Let's not forget performing live on stage with the "Beach Boys" at another Aquatic Festival. The boys, Daggett (Shane) Holmes and Phil Porter, were always there beside us to be embarrassed.
- The Song – sung to the tune of Help Me Rhonda.....
- Walking the streets of Mission Beach; door knocking; asking opinions on the whole idea.
- This was NEVER to be just a pool. We always wanted an Aquatic Centre, and it's happened.
- Conning Ken Gray to be president. We made a deal with him ..... I can't remember how many people we had to get into a meeting to convince him: was it 100? Whatever it was, after going through the public bar and dragging every poor bugger into a meeting we achieved it.
- Sitting on my front veranda with Ken Gray when we were the only ones left, scheming and planning on what we were going to do. Having a few coldies at the same time.
- The life members will remain in my heart always and if they ever need a hand or support, in any way, I'll be there. They're MY LIFE friends: keepers.


## Ken Gray


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The sea of faces at meetings when people were so eager for some good news and results yet it was always a game of 'Snakes and Ladders'. We took two paces forward and three backwards at times yet persisted whatever the barriers. No one could stop this group.
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Was I conned to join in? Who could resist the founding trio? Never seen a group so fiercely committed to their cause and so unbelievably joyous to work with: that was an easy decision.
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The dedication, skill and integrity of Marg Darveniza and her project officer, Mel Fazackerley, was amazing. It was such a relief when they joined CCRC: from then on the way Council interacted with its community changed overnight.
- 


The biggest moment for me was December 2015 when the news came through of us winning \$3.5M from the Federal National Stronger Regions Fund. Shortly after we won the double with the State Building our Regions Fund also approving \$3.5M. That was such a euphoric moment.
- 


Yoko Yasui had a big impact and always encouraged me to be positive even when some in Council were so unreasonable and frustrating. Rhonda Jarvis, likewise, was there every minute of the journey and helped us stay on course even when it looked hopeless.
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Always in the back of my mind was the loss of Jarred Crook and the premature retirement of Rory Senior from competitive swimming. I have a pool of my own and swim like a brick so it was for the families and children that I kept getting up again after yet another set-back.
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The saddest moment was when we lost Noeline Ikin to cancer after she did so much to win the funding. What a wonderful human being – her memory will live on forever in this community.

## Fiona Maclean


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It's been a long time between wines.... shall always treasure the memory of sitting on Coralie and Steve's veranda, Ken, me and our party girl/laser-sharp-one-wo-man-finance band. No idea how many topics we covered. The connection between us was strong and vibrant; a great afternoon!
- 


This was an incredible journey of stoic mateship and honouring a shared passion for as long as it takes to make it happen.
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For me Mission Beach and MBARC was THE place. MBARC will always be a place to me, so much more than the acronym belies. That taught me what a community can be, that supports each other and does what it takes to Make It Happen.

## Kim & Sal Badcock

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Sal sang 'Another Tile In The Pool' for the Beach Babes striptease act for the Aquatic Ball while the infamous DJ, Kimbo, provided music entertainment.
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The local dads revue act, the Mirror Balls did their second and final hilarious performance of Priscilla Queen of The Beach at the Aquatic Ball, oh what a night!
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'Another Tile in The Pool': (words by Coralie Kemp)

We don't need no empty parkland  
 We don't need no sunny wastes  
 Crocs are lurking in the shadows  
 Stingers leave our folk alone  
 Hey Council! Build our kids a pool!



All in all it's just another tile in the pool.  
All in all it's just another tile in the pool.  
We don't need no empty pockets  
We don't need no hollow talk  
No delays now from the boardroom  
Coz we've found our pool a home  
Hey! Council! Build our kids a pool!

- ≈ The Aquatic Ball 2002 was a watershed event and we launched the 'No Pool Not Cool' campaign
- ≈ As people walked in to the resort they were greeted by mermaids Sal, Fiona and Coralie standing in a wishing well (paddling pool) inviting people to toss their loose change.
- ≈ Entertainment featured the Beach Babes burlesque act and Sal's performance of 'Another Tile In The Pool.' The Beach Babes went into the audience soliciting donations.
- ≈ Meanwhile the Mirror Balls were getting lubed up (two cartons of Carlton Mid Strength I recall) as they glued on their eyelashes, bathed in glitter and shed their inhibitions. We were down several Mirror Balls, Kingie (the Butterfly) was grounded and Angus (the ABBA one) was on jury duty. Steve Kemp stepped in as the ABBA one so we were down a Butterfly and a Carmen Miranda. The act was a travesty to say the least, the audience were howling with laughter. The Mirror Balls entered the crowd soliciting donations. Not as successfully as the Beach Babes.

#### Diane Paul

- ≈ I remember being on the P & C Committee of Mission Beach State School in the early 80's and a request for pool for Mission Beach was raised. After approaching the then Johnstone Shire Council their response was, "It will never happen". Well, it did!

#### Phil Berry-Porter

- ≈ The reason I was so involved and keen to help was like many others: it was for our daughters who were 'water babies'. They missed out on the pool like so many others but we are happy for the kids who follow to get the benefits of a local pool.

#### Shane Holmes

- ≈ While the fund raisers we worked on had varying degrees of success they were usually a bit of fun with a good group of people. Some Aquatic Festivals we worked 30 hours for the weekend.
- ≈ The worst fund raiser I participated in was when we dressed up in tutu's to do a dance in front of everyone; very embarrassing. Although Bob Katter thought it was the funniest thing especially watching Ken Fox's dance moves who, I might add, seemed to be enjoying himself.

## Opening



Delicia our Fundraising Cassowary returns for the opening 2018 and meets with pool operator Chris Smith, local school PE teacher.

A 'soft' opening finally occurred 18<sup>th</sup> August 2018 when local school PE teacher, Chris Smith, kindly agreed to step in and help out Council and the community and run the facility until Council re-tendered for management of the Aquatic centre. Council had more than a year to organize a suitable management plan but left it all to the last minute and could not open their new pool when it was all ready to go. There was some work to do on rectification of building defects so the delay was not more than a couple of weeks fortunately, thanks to Chris.

The official opening was 28<sup>th</sup> September 2018 with Senator Ian Macdonald representing the federal LNP government and cutting the ribbon with Mayor John Kremastos.



Cutting cake (arranged by Wanda Lowe)

29<sup>th</sup> September was a pool party organized for Council by a local radio station. 7-800 people attended.

## More than Just a Pool

This was always going to be about more than just the pool. Equity was an even larger issue at The Beach.

Most MBARC people advocating for the pool, especially in the early phases, were families who longed for a safe place for their children to swim or learn to swim. They felt that a town this size should have a pool as almost all towns do in Queensland. Unfortunately, most these dedicated people found their children leaving Mission Beach well before the pool was ever built but some continued the drive to deliver a result for future generations. Some have grandchildren using it now.

For many involved, it was also about what is fair. Mission Beach paid rates the same as others in the region yet got so much less in service provision. A strong feeling of inequity was driving people. That was why Mission Beach never abandoned the cause when Councils predicted or hoped they would.

That sentiment is succinctly expressed in a letter to the Tully Times editor after cyclone Yasi. A Wongaling Beach resident responded to a Cardwell letter with: 'While I sympathise with the residents of Cardwell that their pool shade covers are missing, spare a thought for the residents of Mission Beach – their whole pool is missing.'

Was this perceived inequity real? According to the data, yes. Analysis of council capital spending on major sports and recreation (or similar 'discretionary' projects-ie not sewerage, water, roads or waste) shows that from 2004 to 2018 the split by major town was:

Town	Discretionary Capital Spend 2004 to 2018	Greater Town Population	\$ per Capita in 14 Years	Major projects (over \$550,000) Includes Current Budget Council Funds Applied
Innisfail	\$14 million plus <sup>#</sup>	11,000	>\$1,272	Seawalls, wharf, library, disaster centre, hall + town beautification ( <sup>#</sup> not included in \$14m)
Mission Beach	\$2.4 million	4,000	\$600	Aquatic centre
Tully	\$6.4 million	3,000	\$2,133	Library, pool, MPC, Civic Centre, grandstand

Before 2004, the story was even bleaker for Mission Beach because, for example, the only capital spent on sports and recreation from 2000 to 2004 was \$80,000 on a skate park (skate parks were built in Cardwell and Tully at the same time). In that period, Mission Beach received only 1% of all Cardwell Shire's discretionary capital spend.

Indeed, the first time ever that Mission Beach has had a major sports and recreation project worth over \$0.5 million, built using significant Council funds has been the aquatic facility. Further, of the \$2.7 million of Council funds used for this project, \$1.8 million came from Mission Beach developer contributions. Only \$0.9 million was from Council's ratepayer revenue.

Compare that with some other 'liveability' projects in the region and the soon to be completed Tully Grandstand cost ratepayers \$4.1M; the Innisfail Library was \$3.1M from rates; Innisfail Wharf \$1.6M, Tully MPC \$1.6M and the Flying Fish Point seawall is now well over \$5M and counting. Even the refurbishment of the Tully Olympic pool cost \$1.4M in rates revenue back in 2002 and in equivalent 2018 dollars that was worth around \$2M to ratepayers. In the last 20 years Innisfail received \$21.4M for major liveability projects from ratepayer revenue, Tully was \$11.5M and Cardwell \$3.9M while Mission Beach is at only \$1.7M and half that was for parking at the boating facilities which is really a roads infrastructure project.

Why would the town receive such a low share of capital expenditure over so long?

To most Mission Beach residents, it felt like there was a big pipeline between Tully and Mission Beach where money from rates flowed into Tully and nothing ever came back to be spent in this town. That is an exaggeration of course, yet rates were significantly higher in Mission Beach than in other towns and while some money was spent on roads, water etc no Council funds were ever invested in major sports and recreation infrastructure. That was odd, for several Council studies showed that the sports and recreation infrastructure in Mission Beach was very poor compared with Tully, Cardwell and Innisfail.

One would have expected that the 'new' town that was growing far faster than the rest of the region would receive a higher share of capital expenditure. However, several factors combined to mitigate against investment in Mission Beach such as:

1. The town split: a Sports and Recreation study in 1999 found: 'Planning for Mission Beach (S&R infrastructure) is hampered by a reticence of each shire to fund facilities that are not within their boundary'.
2. Population misunderstood: a 2006 budget debate at the very top of Council aptly demonstrates the hurdles Mission Beach always faced ... "the assets on page 2 are all repair or rebuilding of existing assets EXCEPT for \$300,000 allocated to Mission Beach Pool. That is for an asset that does NOT currently exist in an area of only 1,000 persons maximum and would need between \$80,000 and \$100,000 annual maintenance." The population of Mission Beach in 2006 was already 3,300 yet Council saw only the number inside their boundary. With that bias, Mission Beach could never right the infrastructure inequity.
3. Existing asset focus: The statement reveals another barrier that was and always is in play: Councils focus on existing assets and replacing them. Somehow it is illegitimate to build new infrastructure. There were exceptions of course and the Tully MPC was built ahead of the Mission Beach pool. The MPC was never identified in sports and recreation studies as a regional priority, while the Mission Beach pool was the #1 priority in several studies.
4. No way out: Mission Beach, with few sports and recreation facilities, would continue to pay for running and replacement of such infrastructure in the other three main towns and never have its own facilities built even though it was now clearly the second largest population node in the region. It was also the fastest growing town in the region. With the budget logic of Councils, that was unlikely to alter.
5. A town of six villages: the reason that Mission Beach population is usually understated is that it is a group of several abutting villages acting as one but the Bureau of Stats counts it as six different towns even when the people in each village identify as living in 'Mission Beach'.
6. Old towns vs new: Mission Beach was settled soon after other towns in the region (eg Bingil Bay 1884, Cardwell 1864). However, the other three towns grew up as farming community hubs and developed most their infrastructure in the 1950's. Mission Beach grew slowly early on and only had 700 residents in 1976. By then the other towns had tennis and basketball courts, sports arenas, golf courses, bowls clubs etc, and of course, Olympic pools.

Mission Beach Aquatic Centre, now that it is built, is a wonderful asset. It will be used most by Mission Beach residents and visitors yet many from other parts of this region are already using it as well. While past Councils saw it solely as a Mission Beach asset, it is a regional asset. Mission Beach is the hub of the tourism industry in the region so the more infrastructure it has to attract visitors, the more the entire region benefits economically.

Is the era of discrimination against Mission Beach in terms of infrastructure at an end?



Certainly not. It was interesting to hear the Division 3 Councillor's response to MBARC President, Paul Roxby, at an August meeting of Mission Beach Community Association in 2018. Paul explained these numbers and the capital expenditure differences between towns. One would expect a representative of Mission Beach to eagerly absorb and examine this data and explore the opportunity it presents to help ensure that this imbalance ends. However, his response was to misinterpret the data and to counter with false assertions on how much money Council spent on Mission Beach sewerage. What an odd perspective for a Councillor who directly represents the town.

Paul was comparing liveability/sports and recreation capex spending between towns and not many would class sewerage as that. The Councillor then grossly overstated Councils contribution to our sewerage scheme. The 2000 joint Council application for funding assistance for Mission Beach sewerage sought state funding of \$16.8 million of the total project cost of \$18.9 million. The Council Contribution was probably a little more than \$2 million in the wash up but it was certainly not near \$27 million. This thinking and approach to Mission Beach is reminiscent of the 2006 Council-think on Mission Beach and is tantamount to saying: "We gave Mission Beach sewerage (in 2001) so you should be grateful and not expect more".

The fight for regional service equity is clearly not at an end while such negative mindsets persist.

**Opening Party** – Celebrations were huge for a small town of 4,000 residents, 700-800 people attended. Some came from long distances: Maureen and Jeff Scott from USA; Coralie Kemp from Bribie Island, Amy and Leeroy Crook from Hervey Bay and several from Cairns.







Hard core advocates – Diane Paul, Paul Roxby, Maureen Scott, Ken Gray, Paula Gilbard and Coralie Kemp

## Reflections

Could a better result have been achieved for our community and Council? The short answer is: emphatically, NO.

There were differing views of the goal but first we will look at what most in the community were seeking:

-  The key research-based priorities were delivered: a billabong (leisure pool) with modern, moving water and sandy entrance; a 25m lap pool with retractable shade sails, a 12m indoor heated program pool with a café and BBQ's and all of this set in attractive 'rainforest themed' surrounds.
-  The only high-priority requirement not met was shade over the billabong and splash pad. Adding that essential safety infrastructure is now in play.
-  The facility is efficient and low-cost to run. It uses a water volume of only 700kL: less than a third of an Olympic pool alone so costs of water treatment are minimal. There is a large array of solar panels to reduce electricity costs. The water surface area is only 60% of that of an Olympic pool so water losses via evaporation are minimised. The design includes a centrally located life-guard station to ensure that one or two persons can watch over all pools, saving on labour costs.
-  The design has already received widespread accolades. Revenue will be assured as it is well designed and attractive and meets a wide variety of community needs. An aquatic centre is like a motel: its success hinges on the operators so appointing the best pool manager is a critical step.

Could we have achieved a result sooner?

It certainly could have happened sooner but without doubt the pool design would have been inferior. Further, it would almost certainly have been a staged outcome so we would have had a lap pool only and then waited years for the other essential facilities.


There were RDA (Regional Development Australia) funds available four years earlier. The criteria were similar to those of the funds we won in 2015. In retrospect however, we would have been worse off if we had won funds from that source. The design was still not right and we would have only received half the funding that we won in 2015 when two funds became available concurrently.


In the washup we were lucky. The stars aligned. It was meant to be. The community, Council, State and Federal governments joined hands to create a wonderful facility. The best possible outcomes were delivered for Mission Beach. And the Cassowary Coast region.


Some in the community wanted a different location and design. Exactly what portion of the residents wanted a beachfront lagoon is unknown. Around 40% would have preferred a beachfront location even though such a site was not available. However, most of those still wanted a community pool not just a resort style lagoon.


The lagoon petition achieved only 7% support but I suspect the portion of residents supporting a beachfront lagoon could have been as high as 15%. However, if residents were given the details of the costs of building and running such a facility, it is likely that the support for that option would have been closer to 5%.


While we fully understand why supporters of a foreshore lagoon tried so hard to persuade Council to spend a lot more and give tourism a badly needed boost, it was never going to happen because:


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The proposal would not get Council approval in a thousand years. Only one of seven Councillors in any of the many councils involved had any appetite to spend ratepayer money on a large tourist-based facility. They did not see that as a role of council.
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We always faced three Innisfail-based Councillors who feared the political flak from such a move. As elections neared, their fears and resistance to the project grew stronger.
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There was never a foreshore site available for such a venture. The ideal site was Rotary Park and MBARC went for that in 2005 after the site location workshop and were ultimately denied by Council and by State limitations on the site which was then too small for the project.
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QLD State, who own all the foreshore land, were increasingly resistant to any proposal to use such land for major infrastructure and in 2016, their senior advisers made that clear to Council.
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Despite some boldly saying they could build a lagoon for as little as it cost us for the MARCS facility we have, there was never a costed plan or a commercial operator putting their hands up to build it. The idea that a bunch of local volunteers would provide an excavator and labour and almost build it themselves was put at times yet no Council will build major public infrastructure that way today. Council stated that it was not at all averse to a commercial venture proposing, designing, funding and operating a foreshore lagoon but there were no such proposals evident; ever.
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The only recent numbers available on the costs of building and running such a foreshore lagoon were from the 2011 proposal in Port Douglas which was completed for Cairns Regional Council by experienced Sports & Recreation advisors, Strategic Leisure, Cairns. That plan would today cost Council \$16M to \$23M to build depending on design elements. Running and depreciation costs would be (minimum case) \$2.2M per annum in 2018. That would have almost doubled the average residential rates bill if Mission Beaches residents had to pay for it themselves.
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In brief: it was a classic pipe dream, wonderful yet entirely unaffordable and unachievable. MBARC saw this reality clearly in 2004 and opted for what the town could achieve and afford.

The good news is some of those who pushed Council and MBARC to the limit and tried to block the community's proposal and divert our hard-won funds to a lagoon quickly moved on with many proudly promoting the new community aquatic centre on their web pages.




The accolades for the new aquatic centre were so loud and unanimous once it was opened for all to see that somehow the debate now seems quite irrelevant.

The community achieved almost exactly what it had dreamed of and asked for over so many years so all of our debates and wrangles ended up creating the community the outcomes it most desired.

## Finishing Touches

In early 2020, the COVID 19 pandemic saw our aquatic centre closed. That was unavoidable but council then fired the current pool operator before they had gone to tender and found a replacement. The community was up in arms and unhappy that Council then declared it would take them until August to find a replacement.

Mission Beach community then had three issues to resolve with council:

-  Reopening the facility ASAP.
-  Ensuring that the facility was not closed during winter months in future years (council was saying that they wanted to cut costs and were considering closure during winter months).
-  Need for effective shade on the Billabong and Splash Pad to improve use (and revenue) and safety.

The shade issue had been outstanding for two years since the centre was completed without that essential component. Paul Roxby had pursued the issue relentlessly for two years and in May 2020 he resigned in frustration at the daunting task of starting over again with a new council. Fair enough. Paul suggested that Ken Gray take the reins again and after a vote of the Management Committee he reassumed the role of President MBARC.

Working with new Division 3 Councillor, Trudy Tschui, Ken arranged a meeting of pool user groups to inform Trudy of the needs of the community. Trudy had asked Council to re-open the pool after almost every aquatic centre in the North Queensland region had been reopened. That fell on deaf ears and the senior council officers in charge of the facility provided the new councillors with misinformation overstating the costs to run the facility and ignoring the regional benefits. The community consultation was a huge success and Trudy agreed to continue the battle.

We did not overturn council decision to keep it closed until August but the new pool operator, Ridge Grimsey, was appointed and opened the pool 27 July 2020 and promised to run it sustainable year round. The first two issues were resolved then leaving the shade.

Trudy gained support to have the shade sails project included in an application for State funding with an aim to build the sails for a cost of \$120,000 before summer. That is a work-in-progress and we did not gain approval for a professionally designed shade structure but are hopeful of a reasonable outcome. Mayor Mark Nolan kept his promise to fix the shade issue and atoned a little for his resistance to the project funding in the early years. That was appreciated and now we can move on to make the facility a success.

Thanks go to John Cavanagh, the interim operator, who ran the facility well and had already achieved use rates near to those forecast before the build – 40,000 pa. The community certainly appreciated how well John had run this key community and tourism centre. The project is now at an end and it is time for MBARC to close its doors and leave it to the newly appointed operators (Grimsey Aquatics) to wow the community and make the facility the success it was always going to be.

Many thanks to the large number of our community who supported us so enthusiastically and helped us make the dream come true.



## Appendix 1 | Milestones

Abbreviations: PR = Paul Roxby; KG = Ken Gray

2001	
February	Maureen & Diane call the first public meeting.
March	Appointment of first committee and office bearers.
March	Maureen applies for MBARC incorporation of association.
April	Shane Thorogood draws 1 <sup>st</sup> Concept Design: 50m pool, dive pool, kids pool.
May	Shane does 2 <sup>nd</sup> Concept Design; South Mission: 50m pool, dive pool, amphitheatre, skate park, waterfall, kids pool, helipad, flying fox, putt golf.
May	MBARC Incorporation approved by QLD Office of Fair Trade.
June	Joint Councils run poll to determine ratepayer views on Mission Beach being in one shire. 86% wanted one shire (755 respondents). Cr Kimberley and Mayor Clarke argue against MBCA proposal to run a full poll to seek opinions on which shire people want.
All Year	Fundraising events are set up: Tinnie raffles, Festival, Ball and many other events.
June	Maureen-Paul-Coralie meet both Councils for briefs on MBARC goals and pool project.
August	Maureen and others from MBARC conduct site assessments with Councils (site visits).
December	Gillian Houston-Boyd completes Needs Analysis including 1 <sup>st</sup> community survey on facility and site preferences. Poll of 406 residents shows 90% want a pool, 7% do not and 3% are undecided. \$3,500.
December	46 members now – memberships paid.
December	\$19,700 raised: biggest year of fundraising for the 16 year life of MBARC Inc.
2002	
February	Coralie applies for QLD S&R funding and wins \$4,000 to pay for the Needs Analysis.
April	Gillian Houston-Boyd runs MBARC Planning Workshop.
May	Council says MBARC should do a Feasibility Study. MBARC obtain quotes.
2003	
March	7 year-old Jarred Crook dies after box jellyfish sting.
June	Mayor JSC, Barry Moyle, and Paul Roxby recruit KG to conduct Feasibility Study.
August	Coralie wins funds from QLD Innovation, Sport & Recreation (\$3,050) for club management and training.
September	Coralie does story for Tully Times on Aquatic Festival Ball: "Is there a Mayor in there?"
December	Maureen wins State Gambling Community Benefit Fund (\$6,628) for two computers, a printer and office furniture to be used by office bearers.
December	Funds raised net \$11,700 due to more successful events (focused on three only).
2004	
January	KG completes 1 <sup>st</sup> Feasibility Study draft for MBARC and Council approval.
January	PR releases community survey forms for feedback on preferred sites and facilities.

March	PR obtains written pledge from CSC mayoral candidate, Joe Galeano, to progress the pool quickly if he is elected.
March	MBARC run a pre-election forum and with near 300 residents. All Councillor and Mayoral candidates pledge to progress pool in the next term if elected.
March	KG researches architects and obtains a fee proposal from Argo for concept design and site master plan and presents it to JSC and CSC.
March	PR obtains Council approvals for funding half the concept design, site workshop and site master plan; MBARC pay \$10,000; CRC \$5,000 and JSC \$5,000.
April	Workshop on Site Selection facilitated by Argo and KG with MBARC reps, community groups, Council officers and Councillors. Finds Rotary Park is slightly favoured over MARCS Park but when assumptions are adjusted later regarding funding availability the scores are line ball.
April	KG completes 2 <sup>nd</sup> Community Survey. A leisure pool is the #1 preference, slightly ahead of a lap pool. MARCS Park was the preferred site.
May	Argo complete Site Selection Report based on Community Workshop.
May	JSC passes resolution nominating MARCS Park as its preferred site. JACSJFAC (both councils) approve funding for MARCS Park Master Plan.
May	PR and KG present to CSC and JSC's newly elected councillors on the pool and receive a frosty response some in JSC.
June	PR wins CRC budget of \$30,000 for planning and design and a JSC budget of \$20,000.
July	CSC passes resolution nominating MARCS Park as its preferred site.
August	JSC's Kelly O'Kane lodges a funding application to do designs but this fails.
November	50 residents form Residents Action Group. One of their actions was "mobilize residents to protest about the deferment of the pool." Never seen again.
December	MBARC loss for year of \$3,500 due to no fundraising events.
<b>2005</b>	
March	Argo complete 3 <sup>rd</sup> Concept Plan, MARCS Park: 25 meter pool with attached leisure water, kids pool, adventure park, grandstand, indoor LTS pool.
March	Argo complete MARCS Master Plan.
March	Leisure Futures do 2 <sup>nd</sup> Feasibility Study, an update.
March	Mission Beach sewerage infrastructure is completed and on budget. Cost was \$28.5M but Councils paid only \$7.2M due to State subsidy..
April	Leisure Futures complete Funding Application for Councils. \$4,000.
April	JSC refuse to apply for funding despite Needs Analysis, Feasibility Study, Concept Plan and Master Plan being completed by MBARC. JSC say they are in financial melt-down and cannot afford it. CSC also refuse due to Mayor Galeano having a change of heart – he now prefers to build a Tully MPC and do a refurb on the Tully Pool despite not saying so in the election campaign where he promised MB pool was next.
May	KG does report for 3 <sup>rd</sup> Community Survey on request of Councils: focused on site and facility need preferences. This again finds the preferred site is MARCS Park and 98% of residents want a pool. Despite the findings, Councils refuse to progress the design.
October	Paul provides an update on the pool after attending a JACSJFAC meeting. Says pool will not happen before 2009 due to resistance from JSC councillors who refused to support a funding application in February 2005 while CSC wanted to go ahead with it. JSC had introduced a new condition on their commitment to the pool: that it must be paid for from developer contributions.
December	Review of JSC finances by State Treasury (Spearritt Report) shows JSC is in dire a financial position and must cut costs drastically.
<b>2006</b>	
March	Tropical cyclone Larry category 4 crosses at Flying Fish Point.
June	CSC tender for Tully Pool refurbishment: \$1.4M.

June	CSC approve subdivision of land (Woolworths and beyond) conditional on developer providing 6,000 m <sup>2</sup> area behind the school for a future pool.
July	JSC Mayor, Neil Clarke, refuses to support \$300,000 allocation in budget for pool believing it to be, "an extravagant allocation in our current financial state."
<b>2007</b>	
February	QLD government dismisses JSC Councillors (including Crs Kimberley and Nolan) due to 'internal conflict, inappropriate behaviour and financial problems'. Minister for Local Government, Andrew Fraser said: "After suffering through an ineffective council for some time, which has become mired in a culture of bullying and petty argument at the cost of its constituents, the people of the Johnstone Shire require strong, stable leadership and effective decision making."
February	KG does desktop study of NQ towns north of Proserpine. Finds 29 towns of population 1,000 or more. Mission Beach is the only one with no pool and it has a population exceeding 3,000 residents.
March	Paul-KG make case for pool in Tully Times.
April	Stats show Mission Beach is the fastest growing town (of 16) across FNQ at 4.7% pa; Port Douglas is next on 4% pa. Sugar towns are declining.
April	State government announces LGA amalgamations.
June	Strategic Leisure completes CSC Sport, Recreation & Open Space Plan identifying the Mission Beach Aquatic Centre as #1 priority once again.
June	Cummings completes CSC Economic Impact of Tourism Study showing that aquatic facilities in Mission Beach are key roadblock for our tourism growth.
June	JSC administrator refuses to pledge money for construction of a pool.
June	CSC Mayor, Joe Galeano, promises the Aquatic Centre will be the next project for Council and guarantees \$500,000 for the pool in the next budget (if elected) but says debt in both Councils is high.
July	KG completes updates to population estimates and trends on town plus region after 2006 census is released.
August	Paul wins \$10,000 from QLD Local Government, Sports and Rec Cyclone Disaster fund for digital projector, office furniture and two computers to be used by office bearers.
<b>2008</b>	
March	Amalgamation of two shires into CCRC.
March	Pre-election, Bill Shannon, mayoral candidate, wisely makes no pledges to immediately progress the pool project.
June	Kuranda pool opened by Premier Bligh who promises Mission Beach will be the next pool to be funded by the QLD government.
June	Woolworths Supermarket opens.
June	KG researches myths on Mission Beach and determines the reality from reliable sources eg the myth that Mission Beach is too small for a pool. The reality is it has a population of 3,200 residents and is the only QLD town of 1,100 population or more with no pool.
June	Paul & KG present case to newly elected CCRC Councillors and are told the pool will have to wait at least two years despite the case being strong – first, water and sewerage infrastructure must be upgraded. This is accepted but KG tests the 13 Mission Beach myths with Councillors and finds almost all Crs agree with the vast majority of these myths.
July	CCRC approves budget of \$1.4M for the \$4.6M Tully Multi-Purpose Hall.
December	Paul leaves Mission Beach to live in NSW.
<b>2009</b>	

September	Maureen leaves Mission Beach.
October	Pete Faulkner and KG meet Council officers regarding past plans and history and share Argo designs and community feedback on facility preferences.
October	Federal Stimulus Package available. CCRC decides to study and compare three projects then choose one: either Library Innisfail, Aquatic Centre Mission Beach or Grandstand Tully.
November	James Mort and John Hill call meeting and invite Bob Katter. These three propose a 'commercial' pool on the CCRC Mission Beach camping ground site. Meeting rejects proposal and agrees with CCRC site near school on land reserved for a pool.
November	Coralie sets up Mission Beach Pool Facebook page.
December	Facility Design Group does 4 <sup>th</sup> Concept Plan. 25 meter lap pool, kids splash pad, gym, café. This plan is done without referral to the Argo plans agreed with the community and without referral to the MARCS Park Master Plan.
December	Strategic Leisure complete 3 <sup>rd</sup> Feasibility Study; once more, MARCS Park is the preferred site.
December	600 followers on Facebook.
December	Pete Faulkner, Coralie Kemp and KG organize letters of support for funding applications; from 215 people, organizations and businesses.
<b>2010</b>	
January	Council votes 5 to 1 for Innisfail Library to be put forth for Federal Funding and agrees Mission Beach pool be submitted for 2010 Sports Projects funding. Also agrees to allocate funds to reserves for the pool in the 2010-11 budget using developer contributions. Resolution S002, 11 January 2010.
January	Coralie writes to QLD Premier Bligh on pool need.
February	KG seeks advice from several in QLD Sports & Recreation on how to win funding, how panel scores applications, what level of design is ideal for apps.
February	KG asks Swimming Australia about what competitions are viable with a 25m lap pool. Informed that a 6 lane pool will qualify for some competitions.
February	Arts group win funding for Arts Centre at MARCS Park.
February	Paul secures commitment from Mayor Shannon that developer's contributions of up to \$500,000 will be available when we obtain funding for the pool.
March	Facility Design Group investigate site options and find 'Guifre' site near school to be unviable due to cost of foundations (bog area) and to closeness to residences. They deem it unlikely that the State Government will approve Rotary Park and find the space too limiting due to the erection of a skate Park by CSC. A suggestion to use the CCRC camping ground for the pool is not found viable either by FDG as State approval would be more difficult than at Rotary Park and CCRC would lose revenue from its camping ground. MARCS Park was determined to be the best site.
March	CCRC ignores letter from MARCS users and agrees to Arts request to locate Arts Centre in the middle of the Master Plan's assigned pool site on MARCS Park.
March	KG does research paper on specialist pool architects and Council ideal selection criteria
March	CCRC ignores letter from MARCS committee showing proposed Arts Centre will be located on the level land for the pool in the MARCS Park Master Plan.
March	Division 3 Councillor says the 2001, 2004 and 2005 community studies are invalid as the population has changed but refuses to argue the case for Council to redo these studies.
March	Councils Director Community Services writes to MARCS Park users group and promises that a community reference group will be convened shortly and new MARCS Park Master Plans will be tabled at the first meeting.
March	MARCS Park Committee writes letter to Council supporting the location of the aquatic facility at MARCS but wants the Cottage retained as is.
July	CCRC budget includes new Innisfail Jubilee Bridge \$18.7M (final cost \$22M) and Tully MPC completion \$4.85M. Capital Works program split is 75% Innisfail; 13% Tully; 10% Cardwell and 2.5% Mission Beach.

August	State government delays Sports and recreation Funding applications yet again.
August	KG meets with the Director and Division 3 Councillor for the fourth time since March and makes no headway at all on design.
August	Arts start building on pool site despite Council knowing the land overlap of pool and Arts plans.
September	KG completes a study of what facilities could and should be included in a \$4M stage one build based on researched community preferences.
October	KG's written request for CCRC to meet Argo Architects at MBARC's cost is denied.
October	KG's written request to CEO CCRC for meaningful engagement on design fails.
November	KG is summoned to a meeting with CCRC CEO and Director Community Services and is told it was a bad move to go public with the community discontent on designs. Director will not change and no agreement is reached on the way forward. MBARC concerns are not met. KG demonstrates where CCRC staff have failed abysmally on consulting the community. Paper presented demonstrating where Council has bungled at MARCS Park, committing areas of land to both the pool and Arts. Relationship is at a low ebb.
November	CCRC convene a meeting of Councillors with interested community groups to resolve differences on pool (largely MBARC unhappy with plans and progress). Not much progress is made but the Community Reference Group proposal is accepted.
November	PR contacts many of his network in Mission Beach and encourages them to fill in the 2010 community survey and join the MBARC action to support KG. Some of these people end up on the committee in time.
November	KG completes 4 <sup>th</sup> community survey and this reflects an identical community preferences pattern to past surveys. Leisure water remains the number one priority and the Council concept plan does not fit the identified resident preferences.
December	MBARC run a rally at school, attended by over 300 people. The Mayor agrees to a community reference group and to heed community opinion on design.
December	Coralie Kemp leaves Mission Beach – we have no Treasurer.
December	Victorian pool operator, Peter Bromley, does an unimpressive 'Business Plan' for Council.
December	KG provides Council with a research paper on best design fit vs community needs and shows what elements of design are unnecessary. Wins Council's commitment to redo the Concept Plan. The aim is to better meet the expressed needs and preferences of the community as in latest survey.
December	Council resolution passed to appoint a Community Reference Group to work with the architect to provide 'input to design and construction to make sure that the needs of the community groups are reflected in the facility'.
<b>2011</b>	
January	KG – Study Aquatic Facilities by LGA in Queensland. Of QLD 79 towns with populations over 2,500, only Mission Beach is without a pool.
January	Geoff Davy: Study MARCS Park Cottage Building Status and Options.
February	First meeting of the Community Reference Group – over a year after it was promised and CRG members are given only 16 hours to accept a one date invite. Opinions shared with consultants; briefing from the architect. Some progress made on leisure water and removing unnecessary dry facilities but a long way to get to a suitable design. Next meeting promised for March 2011.
February	Tropical Cyclone Yasi category 5, crosses at Dunk Island.
March	KG and Pete Faulkner's formal requests for Council to apply for May round of RDA funding are rejected by Mayor. Council applies instead for Tully Showgrounds upgrades.
March	Permit for Material Change of Use (Planning) approved for MARCS Park site.
May	Council meet MBARC at AGM and receive another roasting from the residents regarding the lack of consultation and progress.



May	New MBARC Treasurer is Rose Cooper.
July	Facility Design Group does 5 <sup>th</sup> Concept Plan: 25m lap pool with attached leisure water, splash pad, multi-purpose hall, café. The ugly 'sausage' plan.
August	2 <sup>nd</sup> Community Reference Group Meeting finally happens, 6 months later than promised, after requests from MBARC are ignored. Uninspiring concept plan revealed. Conflicts between Arts and Council are unresolved. CCRC agree to meet with BARK (Arts architect) and fail to show at the agreed time.
September	State still has not declared when S&R funding will start again.
October	KG's request for Council to apply for round 2 of RDA funds are denied. Library is again the project that is put up for the funding.
November	No further CRG meetings and while the Library and Tully Grandstand have both been put up for funding the pool has not been put forth for any.
<b>2012</b>	
January	KG completes Feasibility Review of three options: Foreshore Lagoon, Olympic Pool and Multifunction Facility.
February	3 <sup>rd</sup> CRG Meeting; 6 months late. No consultation; MBARC concerns on design ignored. CCRC continues to add 'dry' facilities rather than suitable water-based facilities. Council Director, Murphy, refuses to advance the project design beyond concept design claiming that is all that is needed for funding. KG consults Sports & Recreation QLD who state that the design must be advanced fully and be ready for tendering to score at all well in any funding application.
February	KG study on Closing the Rates Gap; a comparison of Residential Rates by LGA in QLD.
February	KG and Mayor Bill Shannon present to MBBT members (most attended) and the meeting votes 70% in favour of the MARCS Park proposal if it has a "Rainforest themed leisure pool". The Mayor states that Council will not consider a foreshore pool or a tourism facility rather than a community asset.
February	KG meets QLD Premier Newman on pool case who says they will be making pool funding a Council responsibility. Asked him if he built pools while Mayor of Brisbane and he said, "three". Asked him who funded those: "State". Asked the question publicly and he acknowledged that Mission Beach has a case.
February	KG meets with, writes and phones all State candidates for Hinchinbrook to make the case.
February	KG develops an updated base funding case in readiness for any S&R funding announcement.
February	KG publishes paper on progress made or not made by Council in the last 4 year term. Includes an updated timeline and the latest concept design to inform candidates on the project. This is for discussions with candidates for CCRC election in March.
March	Campbell Newman loses the election so fund pledge is lost.
March	Mayor Shannon pledges to make every effort to have the project under construction by the end on 2016 and to pursue all fund avenues with vigour. He will also ensure the community gets a pool design that fits most community needs.
May	Cr Nolan declares, in press, that a pool for Mission Beach is a 'luxury item' foreshadowing to his Division voters that he is against funds being spent in Mission Beach.
May	KG sends an appeal to the community seeking new committee members.
June	Re-elected Mayor, Bill Shannon, at a MBCA meeting states that the new councillors will discuss the pool but that he remains against the idea of it being on the beachfront saying, "it will take too long to get it approved".
July	KG presents a briefing to the newly elected Councillors and the mood is supportive apart from Cr Nolan who still wants to restrict Mission Beach to \$2M expenditure despite recently approving capital spending of almost \$80M for Innisfail (\$22M for Innisfail Jubilee Bridge, \$2.9M for an unnecessary Innisfail commercial wharf, \$46.5M for Innisfail water and sewerage plants, \$5.2M for the Innisfail library replacement and \$2.6M for the Flying Fish Point seawall remediation.) Nearly \$23M of that spend was from Council's own funds.
July	KG completes updates for population estimates and trends on town plus region after 2011 census is released.

July	CCRC add \$500,000 from Mission Beach developer contributions to a pool reserve in the budget.
August	KG writes to Mayor demonstrating that several pool projects in R1 and R2 have won RDA funds. His appeal for CCRC to apply for R3 RDA funding falls on deaf ears again despite KG being told by RDA Cairns, RDA Townsville and RDA Canberra that our project would be eligible and apt.
August	Division 3 Councillor has three State Government (DEHP) people visit several foreshore sites to provide views on likely approvals for pool use. PR and KG attend. At this stage the DEHP people did not believe that the CCRC camping ground site would trigger a review (later they changed the overlays and this site was included in the erosion-prone mapping layers).
September	MBARC AGM: Council is told by community that the concept plans are still unsuitable. Where to locate the pool on MARCS was undecided and disputed.
September	Council passes another motion confirming MARCS Park as its preferred site for the facility.
October	KG does Study of Marine Stinger Deaths Australia and Mission Beach 1884 – 2013.
October	KG conducts a further brief study of community preferences (5 <sup>th</sup> ), this time comparing MARCS Park with the foreshore site at the CCRC camp ground. Majority again favour MARCS Park.
November	Council rejects proposals to relocate the pool to a foreshore site and votes to reaffirm CCRC's commitment to the project at MARCS Park. A CCRC study of the Council's foreshore camping ground finds that option unviable with extra construction and running costs and loss of \$150,000 pa camp ground income.
<b>2013</b>	
January	KG meets with MBBT (Will Neville), Cr Pike and Cr Macdonald. Cr Pike and MBBT are exploring further options for a foreshore lagoon. No agreement is reached. MBBT propose a new Mission Beach group be formed to run with the pool project. That does not happen of course.
February	KG and Pete Faulkner prepare an abbreviated pitch for funding and Mayor Shannon and Pete present it at the QLD governments cabinet meeting in Tully.
March	KG contacts Mayor, Deputy Mayor and Division 3 Councilor who agree to provide a deadline for an improved concept design and new costings.
April	Facility Design Group: 6 <sup>th</sup> Concept Plan, 25m lap pool, separate leisure pool, hydrotherapy pool, multipurpose hall and café.
May	Margaret Darveniza appointed Director Community Services leading the pool project. A huge improvement in consultation is immediately evident.
June	KG completes a Site Decision History paper to facilitate debate with people seeking alternative sites.
June	KG completes 6 <sup>th</sup> Community Survey, focusing on facility preferences. The order of preferences remains the same. Additional factors were tested and temperature controls for Billabong Pool and Lap Pool (shade, heating) was rated as #3 priority and quality of architecture as #4.
June	Facebook followers reach 1,000.
July	CCRC adds a further \$300,000 from Mission Beach developer contributions to the pool reserve which now has \$800,000 in it.
August	KG completes an updated funding application using Sports & Recreation QLD selection criteria after researching participation stats and exercise & health literature.
September	Community Reference Group, after a lull for 18 months, meets with CCRC Director, Margaret Darveniza and real engagement begins. After almost 14 years, MBARC finally has a voice on design. Six of the six organizations participating in the reference group now agree (with some provisos) that MARCS Park is the preferred location.
September	GHD does a study of MARCS Park soil (geotechnical report), costs to prepare the site, costs to build and operate the facility and tests of adequacy of current survey data for the project.
September	Margaret Darveniza negotiates changes with Ergon and design team and reduces site preparation costs forecast to \$470,000 (was double that).
October	FDG does 7 <sup>th</sup> Concept Plan: as before without the multipurpose hall.

December	Council completes a Feasibility Review (4 <sup>th</sup> ) with estimates of construction costs, running costs and likely income scenarios.
December	Council agrees on the new design and indicative costs, affirms its commitment to the MARCS Park site and agrees to develop a strategy to secure funding.
December	MBARC Inc membership reaches 750 (annual membership fees ceased end 2004).
<b>2014</b>	
January	Southern developer publishes a "Concept Plan" for a beachfront lagoon (cut and paste of a resort lagoon on the CCRC camping ground). Estate agent sends to these crude 'plans' to its clients.
March	QLD Premier writes to Mayor Shannon supporting aquatic centre and asks CCRC to do a business plan and explain why MARCS is the preferred site.
July	Council adds \$100,000 from revenue to the pool reserve; now \$900,000 is set aside. They also approve the \$1.6M loan for the pool project with Mayor Shannon having the casting vote when it was locked 3-3. Cr Pike was conspicuously absent for this decision on the biggest Mission Beach project since sewerage 14 years earlier.
October	Council unanimously approves plan to apply for QLD S&R funding for a Stage 1 proposal at MARCS, costing \$4.1M (at least \$2.6M from CCRC).
October	Council receives petition from 274 Mission Beach residents (7% of residents) asking Crs to consider foreshore site (camp ground) instead of MARCS Park.
October	KG and Margaret Darveniza obtain 20 letters of support from key organizations for the QLD S&R Get Playing Plus fund application and other future apps.
October	Margaret Darveniza, with help from KG, completes application for S&R Get Playing Plus funding.
October	CA-Cox Rayner Architects draw 8 <sup>th</sup> Concept Design: 25m pool, billabong leisure water, multipurpose hall, indoor hydrotherapy, café, beach volley ball.
November	Cardno do Building Services Report.
November	Cardno do Civil & Structural Engineering Report.
November	Leisure Engineering do Pool Hydraulics Report.
November	Cardno do Traffic Assessment Report.
November	Outsource Management do Management and Operational Plan.
November	Steve Thorne, Design Urban completes Evidence Based Assessment of Three Site Options. This compared MARCS Park with two beachfront locations using 23 criteria and found MARCS was light years ahead of the alternate locations.
November	Cardno do Design Development Report.
November	KG study of parking spaces available at MARCS Park on Monster Market Day.
November	Turner Townsend do Design Development Cost Plan.
December	Application for Get Playing Plus Funds is unsuccessful, but Council receives strong feedback on its case. The fund was significantly oversubscribed.
<b>2015</b>	
January	Council presents its new designs with a Design Development Study and associated studies to the Community Reference Group – for the first time MBARC are delighted with the essence of the designs.
January	LNP announce \$1.5M for the pool – if they are re-elected as State government. KG organizes a rally of over 100 people to show the community support on site when the Ministers make the announcement.
January	KG runs the 'Enough is Enough' campaign and MBARC committee members write 60 emails and letters of rejection to Council urging a NO vote for Cr Pike's motion to delay the project and seek studies on a foreshore proposal.

January	Council votes 5-2 against Cr Pike's motion to stall the project and Council reaffirms MARCS Park as the preferred location.
February	KG invites PR to return as a member of the MBARC committee – accepted.
April	Cr Nolan, in press, seeks to remove leisure and program pools so it is only a \$2.5M project. MBARC counters that in a letter to the press.
April	Council accepts ownership of the planned Water Play Area at Rotary Park.
May	KG refuses a request from Mission Beach Aquatic Festival Committee (no longer an existing organization) for MBARC to return funds donated since we failed to win Sports & Recreation Funding – our first ever application.
May	KG meets with Sports & Recreation QLD to determine causes of failed funding 2014 application for funds. S&R sympathetic and suggest we do a video.
May	KG writes to the Premier QLD regarding Sports & Recreation funding.
June	KG Study of Severe Cyclone Crossing Frequencies by Region, QLD 1858 to 2015.
June	KG Study of Sports Participation and Health Impacts; Australian Literature Review.
June	KG Case Study of Impacts of Mission Beach Pool on Wider FNQ Region Economy.
June	Cummings Economics does Pool Economic Impact Benefit Cost Analysis.
July	Peter Marsh (video cameraman, editor), KG (organization, script, recruit cast), Gabi Plumm (narrator), Peter Marsh (editing), using a broad community cast produce 'A pool to be cool' video for promotion to politicians and funding bodies.
July	MBARC commits \$40,000 community funding for construction and allows Council to use this in the next funding applications.
July	KG writes to Deputy PM and receives a favourable response and encouragement to apply for National Stronger Regions Funding.
July	CCRC adds \$400,000 from revenue to pool reserve. The reserve is now \$3.4M including the loan of \$1.6M but some is being spent on design work.
August	Council votes in favour of applying for Federal National Stronger Regions Funding.
August	KG provides Council with a draft fund application responding to the strict criteria for the National Stronger Regions. Creates case 1: Growing the wider region economy, following doubts expressed by Council on our ability to win on those grounds
August	Margaret Darveniza, Melanie Fazackerley, Pete Faulkner and KG meet to develop the strategy for the funding applications.
September	KG develops four more data based case studies (1. Health Cost Savings – Obesity. 2. Savings – Marine Stings. 3. Efficiency Gains on Transport. 4. Employment Creation.
September	Council unanimously approves a new Material Change of Use for the MARCS Park site.
September	Council votes 4-3 (with Cr Macdonald's casting vote as acting Mayor) in favour of an application for State Building our Regions Funding.
September	Margaret Darveniza, Mel Fazackerley and KG complete funding applications.
October	KG writes to all key ministers and the QLD Premier and lobbies them and their senior bureaucrats on the phone sends them the video 'A pool to be cool'. Received very positively in all cases. This lobbying is duplicated by Mayor Bill Shannon and by LNP candidate for Kennedy Noeline Ikin.
November	KG writes to Warren Truss, Deputy PM, once more regarding his support for the pool in our application for NSRF.
December	Council wins \$3.49M from Federal National Stronger Regions Fund.
December	KG releases 10 posts on Facebook to thank people. In one week of posts, the pool Facebook page reaches 30,000 people. Comments are all but unanimously joyful and celebrating this good news.
December	Council wins \$3.49M from QLD Building our Regions Fund.

December	Margaret Darveniza, CCRC writes Paper on Whole of Life Costs for Aquatic Facility.
December	Deputy PM Truss writes to KG announcing the NSRF win and thanking MBARC for their efforts.
<b>2016</b>	
March	Facebook followers exceed 1,300.
March	MBARC meeting pre-election. All candidates for the LGA election are asked a specific question on the existing pool proposal. All agree to go with the design as it stands at MARCS Park. W. Kimberley admits he has campaigned against the MARCS proposal all along but agrees to support it as-is at MARCS if elected; saying it is a ... "Done deal".
April	Mayor John Kremastos, in press, affirms new Council's commitment to building to project to the agreed design at MARCS Park.
April	Shane Thorogood and PR provide key input on the Council Design Review along with other CRG members from MBARC: Jane Berge, Dyana Brown, Tania Holliday, Rochelle Smith, Joy Clayfield and Leandra Willis.
May	PR arranges a community celebration of pool progress at Mission Beach Resort and this is well attended.
June	CA Architects conduct Design Review (9 <sup>th</sup> ) and updates its development report and 9 <sup>th</sup> Concept Plan. This review identifies several added items that would make the facility more cost effective to run and more acceptable to users. Cost is \$950,000 extra but this will generate better long-term outcomes.
June	Project construction signs erected by Council on MARCS Park.
June	In response to Council questions on whether the QLD Building our Regions funds can be used for a foreshore pool, Department of State Development advises that such a change in scope and location would most likely result in loss of funding.
June	Arup appointed as project managers.
July	In response to Council questions on whether the Federal National Stronger Regions funds can be used for a foreshore pool, Department of Infrastructure and Regional Development reminds Council it must start the construction by 11 February 2017 and that MBARC also contributed significantly ie no chance of that change happening without loss of funds.
July	QLD govt (LGM assets) who insure Council assets answer CCRC question on affordability of insurance for a foreshore pool: deemed unaffordable.
July	CCRC Councillors have workshop on Design Development Report.
July	Community Reference Group meet on revised Design Development Report.
August	Value Management Workshop with Project Team on potential for cost over-runs.
August	Council accept the Design Development Report and endorse the design.
August	CCRC invite pool builders to send expressions of interest in the construction contract.
August	CCRC votes to call for tenders despite objections and calls for more studies and delays.
August	Community invited to see new Artist's Impressions of pool at Banana Festival and Monster Markets.
August	CCRC does a video of the Billabong and this has over 1,700 views on Facebook in a week. Facebook chatter is now enormous and all positive.
September	CCRC runs a workshop on parking options with MARCS Park user groups.
October	Council's Tender Evaluation Panel of engineers, architects and others reviews 14 EOI submissions and recommends six be shortlisted for tender. Councillors ignore their expert panel and invite tenders from all who submitted EOI's. All bar one of the expert panel's recommended builders do not submit tenders as a result of this failure to stick with the adopted process.
November	Committee agrees to cease incorporation. KG and Rose enact that immediately.



December	KG hands the equivalent of \$40,000 cash from our community to the CCRC CEO for the pool construction. Email response from Council was: 'Receipt: DIN 000000289', a memorable acknowledgement. Not a single word of thanks to the community. Overall, MBARC Inc gave Councils \$50,000 cash towards the project plus a lot more in studies done at no cost to Council.
December	CCRC receives tenders from 5 organizations of the 15 invited. Prices are \$9.6M to \$12M which are \$2.57M above predictions but those did not include the \$950,000 extras added at the design review after the tender was issued. \$558,000 has been spent to date on the project.
December	Margaret Darveniza leaves Council.
<b>2017</b>	
January	CCRC awards the tender for construction to AJ Homes of Innisfail. The vote was unanimous but Cr Kimberley was reported to say he was against the proposal all along and remained so. Costs of construction were estimated at \$7.74M (tender amount) with total costs of \$9.587M including contingencies, extras added at the design review and non-construction costs.
January	Cancellation of Incorporation of MBARC is completed. MBARC continues to represent the community on the project without needing to be incorporated as they no longer hold the funds.
April	Council given \$3.69M from Works for QLD fund.
April	Contractor starts on site. Practical completion is agreed in the contract at 09 March 2018 but AJ Homes forecast 22 December 2017.
June	First concrete is poured – base of program pool.
July	KG asks MBARC committee to appoint PR as President for the one-year construction phase and both the committee and PR accept.
July	KG completes updates to population estimates and trends for town plus region after 2016 census is released.
July	Mission Beach Swimming Club is incorporated and seeks affiliation with FNQ Regional Swimming Association.
August	Council adopts a Contract Management model to operate the facility and Director, David Goodman, recommends Council call for expressions of interest.
August	KG does a survey and study of Names Used Commonly for Public Pools in Australia and sends it to CCRC. Response: "Comments noted."
September	\$255,000 of Works for QLD funding is applied to pool for extra car parks sought by MARCS Park user groups and for solar panels and extra BBQ's.
October	PR obtains clarification from CCRC on what facilities are included in the project.
December	Council declares that the project is 80% complete, on schedule and slated for opening in June 2018. The project has been under construction for 7 months and has 6 to go so is far from 80% complete.
<b>2018</b>	
March	Tender released for Management Rights for the Aquatic Centre.
April	No complying tenders are received for management rights due to an obvious absence of data on revenue and costs.
April	Council is persuaded by PR to publicly acknowledge MBARC donations to the project (2016).
April	After much pestering by PR, Council reluctantly allows the Community Reference Group a quick visit to the site but does not permit photographs. CCRC officers arrive over half an hour late and offer the community gathering no apology.
April	Drone photos of the site are posted on Facebook and this creates a record response with over 1,000 reactions, all positive. Interest in the aquatic centre is growing quickly now and six of the 11 highest reaction posts to date on Facebook are 2018 posts.
May	94% of the building contract has been paid but the opening date is still not announced.
May	Lap pool and program pool are filled.

June	Billabong is filled.
June	Council calls for quotes for pool operators to run the facility for a short period until the management tender is released again.
June	FNQ Regional Swimming Association publishes competition schedule and includes Mission Beach Aquatic Centre in July 2018 for a short course competition.
June	MBARC release their recognition awards for people and organizations that have contributed so much over the 18 year journey.
June	KG corrects assertions made at MBCA meeting (Cr Kimberley) saying the project is \$3M over budget when Council reports show it is on budget and there remains almost \$300,000 in the project contingencies for any late and unexpected expenses.
August	Pool opens for short hours with a temporary operator: Chris Smith PE Teacher from the primary school.
September	Regular learn to swim and swim squad training begins.
September	Official pool opening ceremony 18 September. The pool is opened by the LNP Senator, the Honourable Ian Macdonald with Mayor John Kremastos
September	A pool Party run by radio station Kool FM attracts almost 800 people from far and wide to celebrate the opening.
September	Aqua Pilates and Hydrotherapy classes happening regularly
October	Council's second tender for management of the facility closes
October	Swim Club begins pool activities on a regular basis.

## Appendix 2 | Formal Research & Studies Conducted on Mission Beach Aquatic Centre

MBARC Initiated 24 Studies: \$115,000 + video \$6,500 = total contribution of \$121,500 + \$40,000 cash at end, sum \$161,000

Year	Study	By	\$K	Paid By	Comment
2001	Needs Analysis  1 <sup>st</sup> Survey (406)	Houston-Boyd	3.5	QLD State	Mailed community survey plus interviews and group sessions. Councils requested this
2001	1 <sup>st</sup> Concept Plan	Shane Thorogood	1*	Shane	Concept design for Wongaling site
2001	2 <sup>nd</sup> Concept Plan	Shane Thorogood	2*	Shane	Concept design at Hull River site
2004	1 <sup>st</sup> Feasibility Study	KG	50	KG	Council requested. Quotes \$40,000-\$60,000 but scope expanded beyond that quoted
2004	2 <sup>nd</sup> Site-Facility Survey (299)	MBARC-KG	5	KG	Community survey mailed by MBARC, analysis, report & design KG; quotes \$5,000 minimum
2005	Site workshop & site study	Argo Architects	10	50:25:25 split MBARC Councils	Architect-led community workshop and site visits
2005	3 <sup>rd</sup> Concept Plan	Argo Architects	10	As above	Concept designs at MARCS
2005	3 <sup>rd</sup> Community Survey (570)	KG	5	KG	Mainly focused on site preferences
2007	Population Trend Study	KG	1	KG	Update of population stats and trends for town and region using 2006 census data
2009	Marine Stinger Death Study	KG	2	KG	Necessary for funding case – study of all stinger deaths in Mission Beach interviewing long term residents, medical researchers and hospitals plus literature review
2009	Accommodation Capacity Study	KG	1	KG	Update from a past study of the region's tourist accommodation capacity by town
2010	Selection Criteria Pool Architects	KG	1	KG	Included criteria for selecting the pool architect and a review of Australia's most experienced pool architects citing their major projects
2010	4 <sup>th</sup> Community Survey (365)	KG	6.5	KG	Council challenged validity of previous community surveys, so a comprehensive study was conducted with a large sample (over 20% of households responded)
2011	Pool Facilities by QLD LGA	KG	3	KG	Necessary for funding case
2011	MARCS Park Cottage Status	Geoff Davy	2	Geoff	Building inspection and report on state of building proposed for café in the centre
2012	5 <sup>th</sup> Survey MARCS vs Beach (101)	KG	1	KG	Foreshore lobby claimed majority favoured beachside site
2012	Study of Lagoon Facility Costs	KG	2	KG	Study of foreshore lagoons in Australia and their costs to build and run
2012	Population Trend Study	KG	1	KG	Update of population stats and trends for town and region using 2011 census data
2014	Parking Capacity MARCS Park	KG	1	KG	Review of parking constraints and capacity on a Monster Market day
2015	Cyclone Crossing Frequency Analysis by Region QLD	KG	2	KG	Needed to develop economic case studies and data necessary for fund applications
2015	Sports Participation & Health Impacts Literature Review	KG	2	KG	Necessary to develop data and case studies for fund applications
2015	Case Study FNQ Economic Impacts	KG	1	KG	
2017	Population Trend Study	KG	1	KG	Update of population stats and trends for town and region using 2016 census data
2017	Public Pool Naming Conventions	KG	1	KG	Study of major LGA's in Australia and the names used for these facilities including a small pool of locals on preferred names for the facility

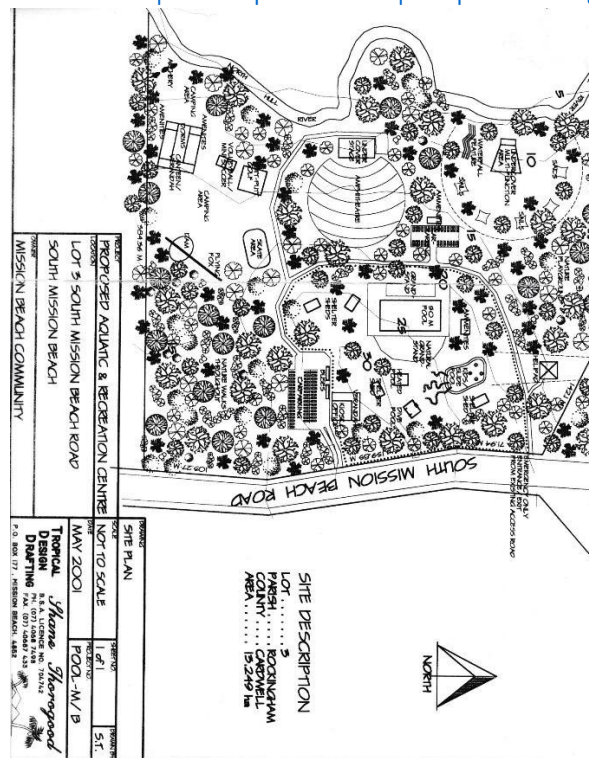
Abbreviation Ken Gray = KG. \*Estimate

## Council Initiated 29 Studies

Year	Study	By	\$K	Paid By	Comment
1999	Sports & Rec Facilities Study	Strategic Leisure	?	JSC	JSC plan
2000	Sports & Rec Facilities Plan CSC	Lambert Planning	?	CSC	Cardwell Shire plan
2005	MARCS Site Master Plan	Argo Architects	10	CSC, JSC	
2005	2 <sup>nd</sup> Feasibility Study (update)	Leisure Futures	5	JSC, CSC	Included brief draft funding application based on work done in 1 <sup>st</sup> study
2007	Sports, Rec & Open Space Plan	Strategic Leisure	?	CSC	
2007	Economic Impacts of Tourism	Cummings Econ's	?	CSC	
2009	3 <sup>rd</sup> Feasibility Study (update)	Strategic Leisure	?	CCRC	
2009	4 <sup>th</sup> Concept Plan	FDG	?	CCRC	
2010	Site Options Review	FDG	?	CCRC	Assessment by architects of three site options
2010	Business Plan	Peter Bromley	?	CCRC	
2011	5 <sup>th</sup> Concept Plan	SL FDG	?	CCRC	
2011	Planning Report for MCU	CCRC Planning	?	CCRC	
2013	6 <sup>th</sup> Concept Plan	FDG	?	CCRC	
2013	Site Soil & Costs Study MARCS	GHD	?	CCRC	Geotechnical and survey study plus cost estimates for site preparation
2013	7 <sup>th</sup> Concept Plan	FDG	?	CCRC	
2013	4 <sup>th</sup> Feasibility Report (review)	Strategic Leisure	?	CCRC	
2014	8 <sup>th</sup> Concept Plan	CA & Cox Rayner	?	CCRC	Many iterations done
2014	Building Services Report	Cardno	?	CCRC	
2014	Pool Engineering Reports	Cardno	?	CCRC	
2014	Traffic Assessment Report	Cardno	?	CCRC	
2014	Management & Ops Plan	Outsource Mgt	?	CCRC	
2014	Design Development Report	Cardno	?	CCRC	
2014	Assessment of 3 Site Options	Design Urban	?	CCRC	
2014	Pool Hydraulics Report	Leisure Engineering	?	CCRC	
2014	Design Development Cost Plan	Turner Townsend	?	CCRC	
2015	Impact Benefit Cost Analysis	Cummings Econs	?	CCRC	
2015	Whole of Life Costs of Project	Margaret Darveniza	?	CCRC	
2016	Design Review (9 <sup>th</sup> Design)	CA architects	?	CCRC	
2016	Parking Options MARCS Park	Cardno	?	CCRC	For discussion at MARCS user group workshop

## Appendix 3 | Design Plans

2001 | Concept Plan #2 | Tropical Design

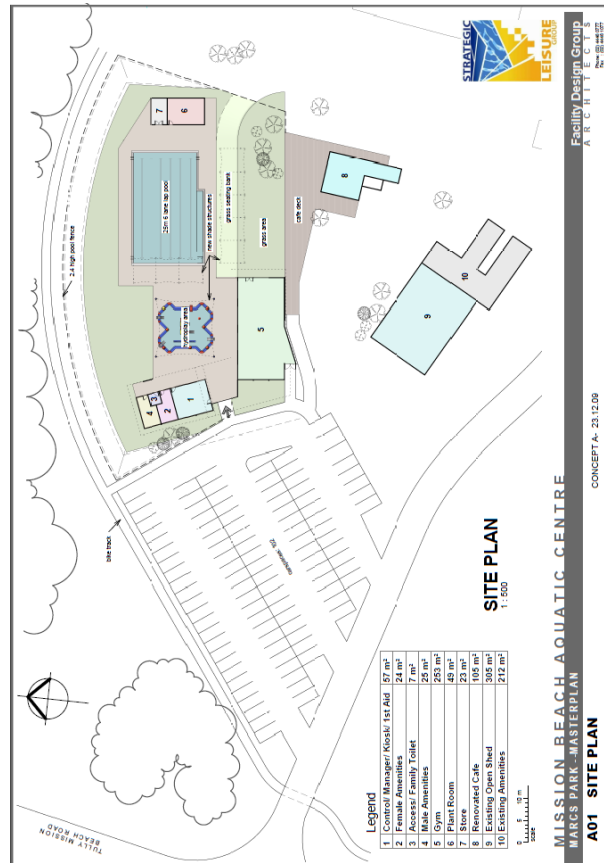


2004 | Concept Plan #3 Argo Architects

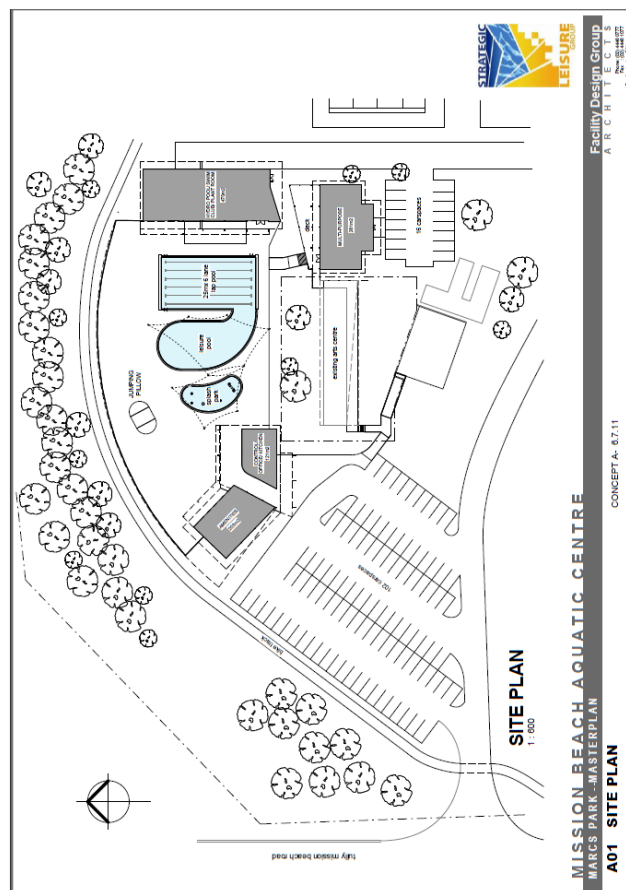


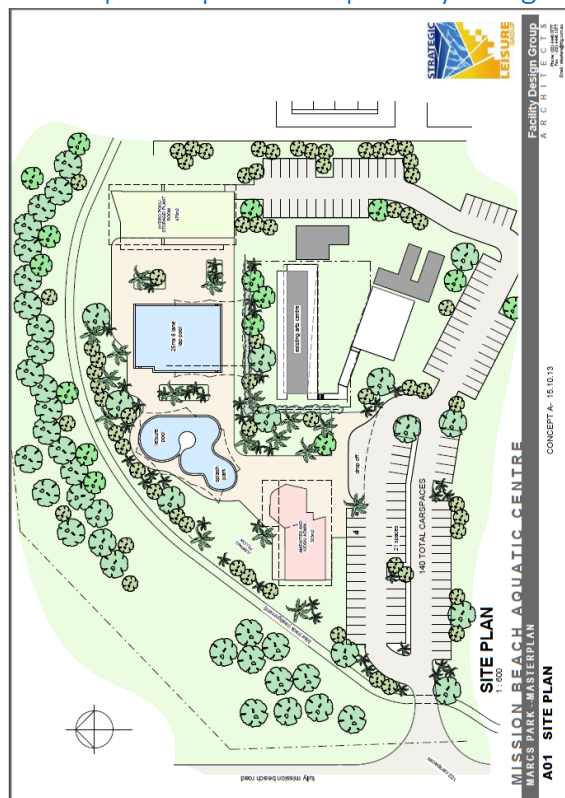


A Pool to be Cool  
2009 | Concept Plan #4 | Facility Design Group



2011 | Concept Plan #5 | Facility Design Group





2016|Concept Design #9|Near Final|CA Architects

