

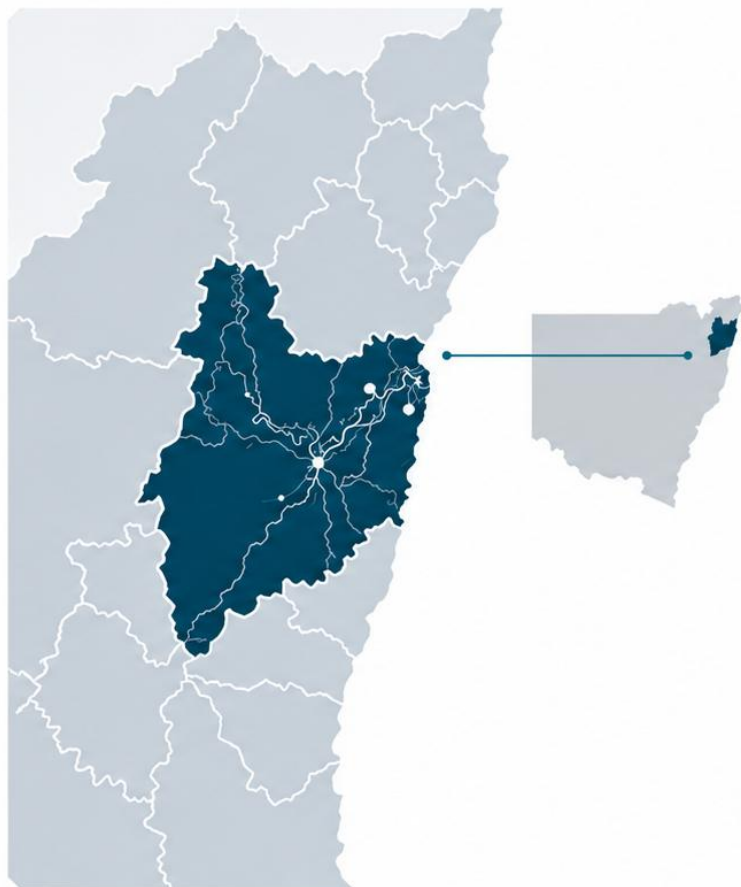
From Vision to Reality:

**CLARENCE
REGIONAL AQUATIC
CENTRE**

FROM VISION TO REALITY



CLARENCE VALLEY



10,441

square kilometres



3

towns – Grafton, Yamba, Maclean



60

villages



36

beaches



8

rivers



100km

coastline



57,250

population



26,141

dwellings

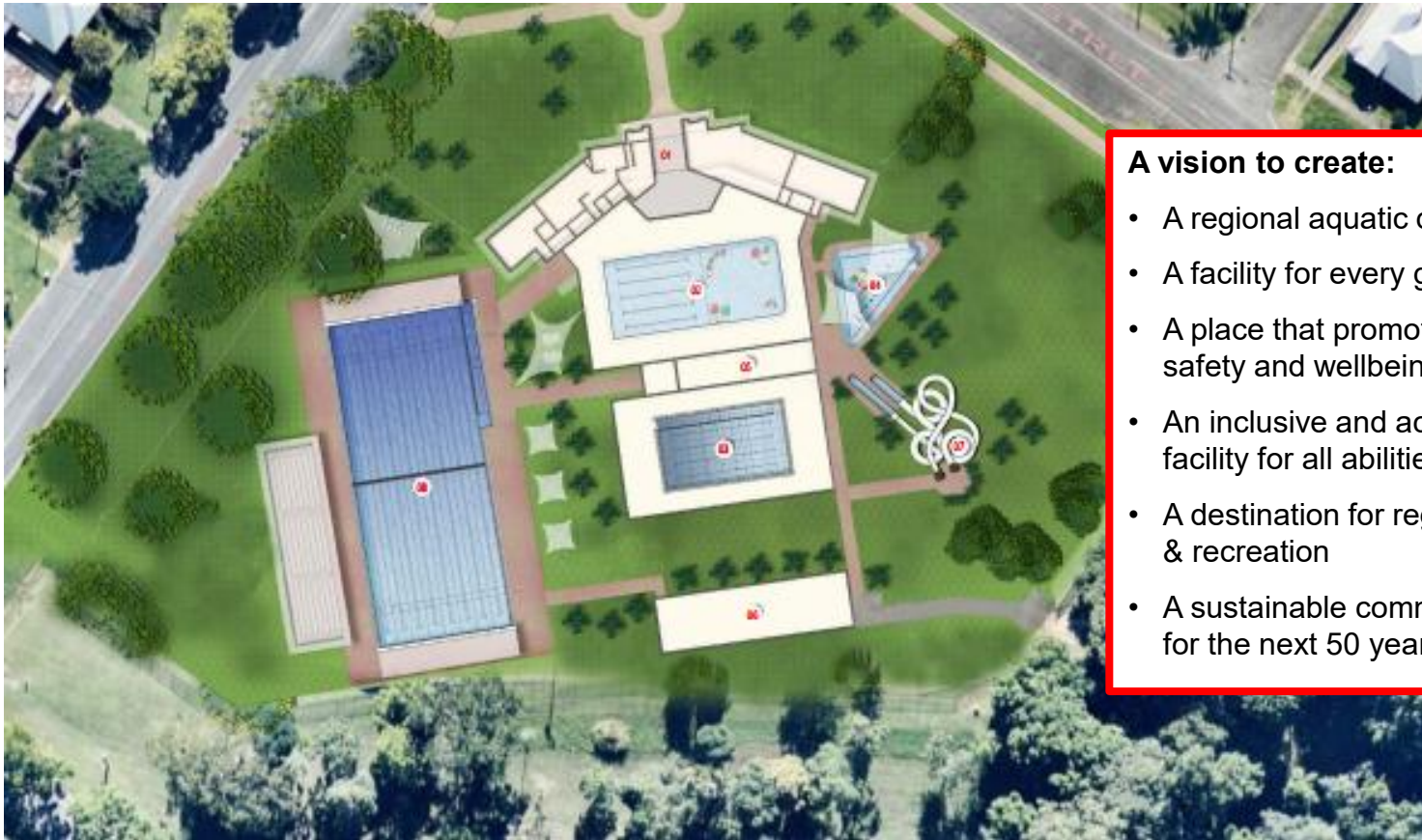
GRAFTON OLYMPIC POOL



- Over 60 years of community service & connection
- Significant structural deterioration identified
- Major water leak created a subsurface void
- Public safety risks required immediate closure
- Planning already underway enabled rapid project delivery



THE VISION : AQUATIC DESTINATION



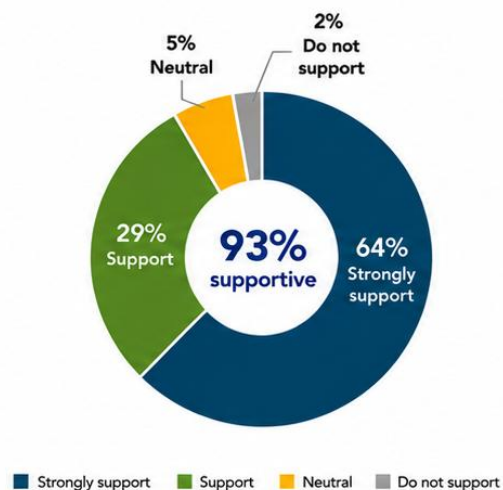
A vision to create:

- A regional aquatic destination
- A facility for every generation
- A place that promotes health, safety and wellbeing
- An inclusive and accessible facility for all abilities
- A destination for regional sport & recreation
- A sustainable community asset for the next 50 years

THE PLANNING JOURNEY



Project Support



Based on community survey responses (n=792)



WHAT WE HEARD



WE LOVED

- ✓ New 50m pool, facilities and amenities
- ✓ More shade, landscaping and seating
- ✓ Waterslides and leisure features for all ages
- ✓ Improved accessibility and inclusive design



TOP PRIORITIES

- ✓ 50m pool upgraded to 8 lanes for competition
- ✓ Heated learn to swim pool
- ✓ More shade and shelter
- ✓ Family and youth friendly spaces
- ✓ Inclusive and accessible for all abilities



COMMON THEMES

- ✓ Overwhelming support for the upgrade
- ✓ Seen as long overdue and much needed
- ✓ A valuable investment in our community
- ✓ Will attract events, visitors and participation



792
survey
responses



100+
comments
received



8
community
engagement events

BUILDING THE RIGHT FACILITY



UNDERSTANDING OUR COMMUNITY



EVIDENCE-BASED PLANNING



THE OUTCOME



POPULATION FORECASTS

Clarence Valley population projected to grow from
57,500 → 64,100
by 2036



AGE PROFILE ANALYSIS

Planning for every generation – from children to older adults



CATCHMENT ANALYSIS

Primary catchment (Grafton & South Grafton) population of
23,400
residents (2021 ABS)



AQUATIC CENTRE CATCHMENT PROFILE

Understanding usage patterns across Grafton, South Grafton and surrounding areas



COMMUNITY FEEDBACK

Extensive consultation to understand needs, aspirations and priorities



ACCESSIBILITY REVIEW

Independent specialist review to ensure inclusion and access for all abilities



COMPREHENSIVE NEEDS ASSESSMENT & BUSINESS CASE

- ✓ Tested community aspirations
- ✓ Analysed demographic data, participation trends and forecasts
- ✓ Identified future demand and service gaps
- ✓ Determined the right mix of facilities and programs
- ✓ Confirmed financial sustainability and strategic justification



THE RIGHT FACILITY FOR OUR COMMUNITY

- ✓ Right size
- ✓ Right facilities
- ✓ Right investment
- ✓ Right for the next **30–50 years**



The right facility wasn't assumed – it was validated.

DELIVERING STRATEGIC OBJECTIVES

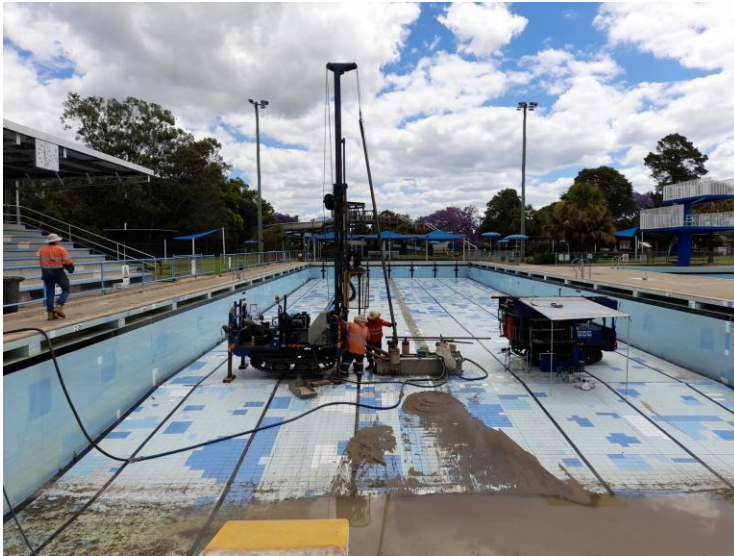


PROJECT RISKS

- **Budget** – Escalating construction costs
- **Scope Creep** – Additional stakeholder requests, design changes
- **Design Issues** – Constructability challenges, operational functionality
- **Procurement** – Contractor capability, market competition
- **Latent Conditions** – Soft Soils, contamination, asbestos, unknowns
- **Program** – Delays, approvals, weather impacts
- **Community** – Diverse user needs, public scrutiny
- **Supply chain** – Material availability, equipment lead times
- **Political** – Funding partners, Councillor and stakeholder expectations



REDUCING RISK BEFORE CONSTRUCTION



Tree Assessment Report

Grafton Olympic Swimming Pool



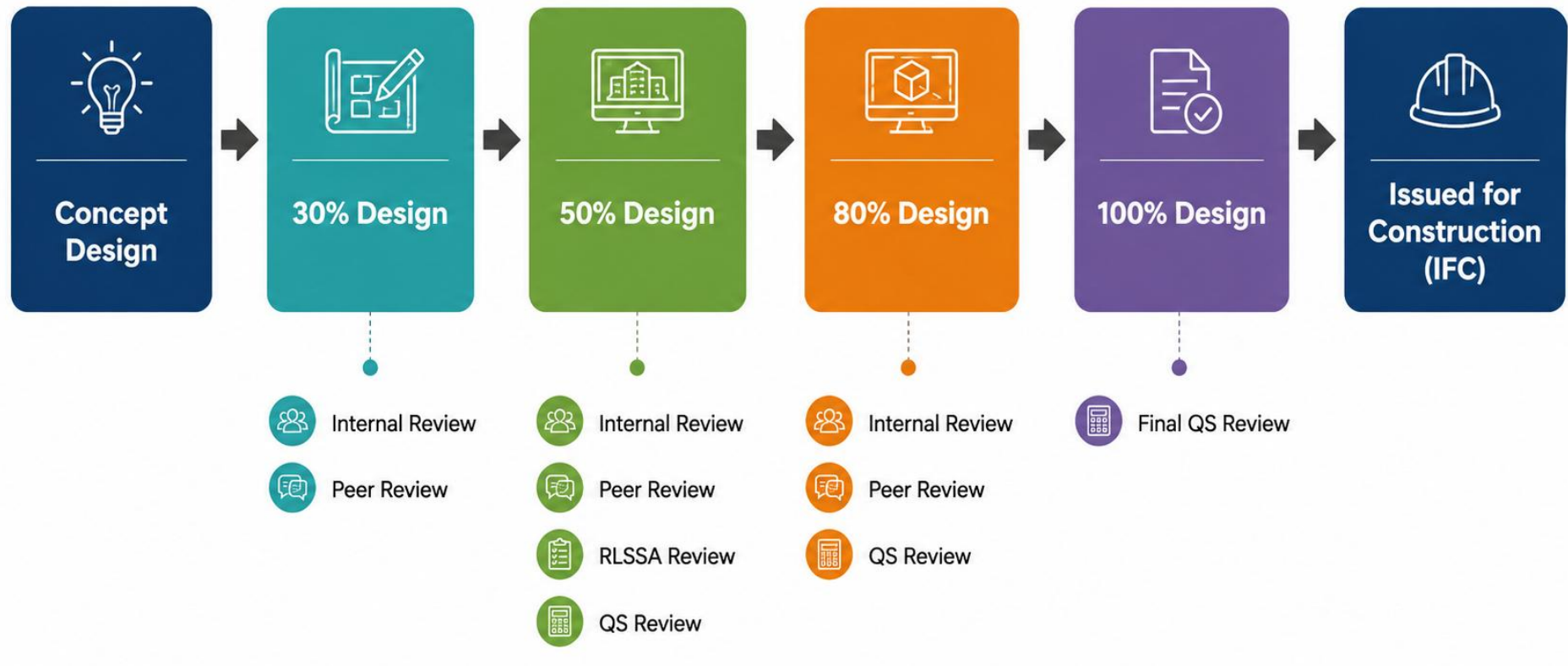
Prepared by Graham Beamer, Beamer Tree Services, November 2020

For: Clarence Valley Council



- **Investigate** - Geotechnical investigations informed the engineering design
- **Remediate** - Asbestos removed before procurement to minimise construction risk
- **Assess** - Environmental, noise and tree assessments and heritage investigations completed early
- **Mitigate** - Site constraints addressed before tender to minimise variations and delays
- **Provide Certainty** – Better tender pricing, improved constructability and reduced project risk

DESIGN, REVIEW, REFINE.



We challenged our own design before the contractor did!

CONSTRUCTION BEGINS

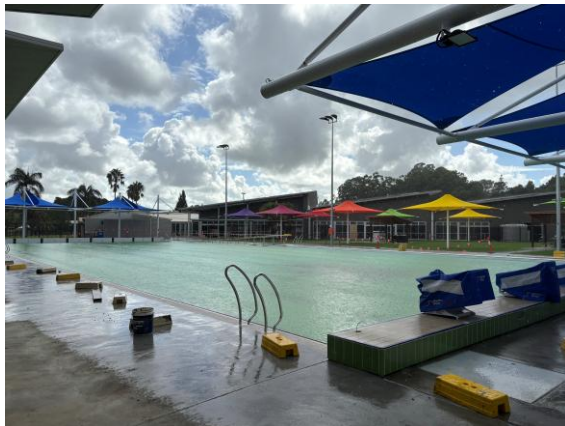


CONSTRUCTION PROGRESS



PROJECT CHALLENGES

Challenge	Response
Soft soils	Schedule of rates provided a fair commercial solution
Supply Chain	Early procurement and on-site storage of structural steel, early procurement of the myrtha pool systems
Price Escalation	Locked in concrete pricing to provide cost certainty
Wet Weather	Re-sequenced works to focus on internal construction



MANAGING THE CONTRACT



Procurement: Two stage open tender process

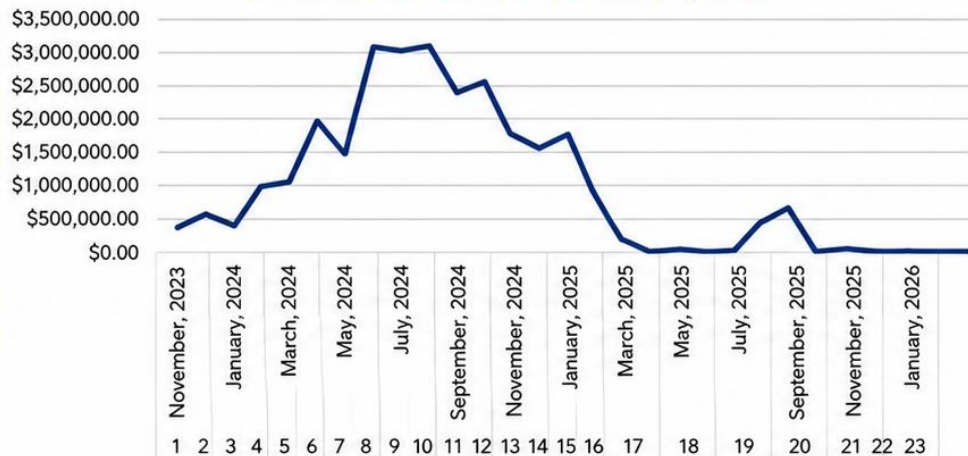


Contract: GC21



Project includes: 50m outdoor pool, Indoor heated 25m pool, Combined Program and leisure Pool, Splashpad, New and refurbished amenities including 2 x adult change rooms, 600 seat grandstand, Splashpad, associated plant & equipment, picnic, barbeque and shade facilities, landscaping, refurbished café, storage, parents and various meeting/exercise rooms. **Stage 2:** Two waterslides (D&C)

MONTHLY CONTRACT PAYMENT (AUD)



- ✓ Establish Strong Contract Governance
- ✓ Focus on Early Warning & Risk Management
- ✓ Maintain a Robust Variation Process
- ✓ Closely Manage Program and EOT Claims
- ✓ Ensure Compliance with Notice Requirements
- ✓ Conduct Effective Monthly Contract Reviews
- ✓ Maintain Strong Records and documentation
- ✓ Manage Relationships, not just the Contract
- ✓ Ongoing financial monitoring

GOVERNANCE IN ACTION

The Project Control Group (PCG)

- Strategic oversight
- Budget, program and risk
- Contract administration
- Environmental and Safety
- Timely decision making



Community Focus Group

- Community representation
- Regular project updates
- Site inspections at key milestones
- Two-way communication
- Project advocacy



INNOVATION AND SUSTAINABILITY

Highlights:

- ✓ 300kw solar system
- ✓ Hydronic in-floor heating system
- ✓ LED lights
- ✓ Defender filtration system
- ✓ Rainwater tanks for irrigation



ARTIST ENGAGEMENT

Procurement: Expression of Interest (EOI)

Submissions received: 8

Artist Engaged: Al Stark

Material: Perforated metal screens

Created: 25m unique artwork celebrating our local area, mirrored to form a 50m on the rear of the grandstand.



CLARENCE REGIONAL AQUATIC CENTRE

Project Performance:

- Delivered **on time**
- Delivered **under budget**
- **34** variations (including 5 in credit and one schedule of works)
- Resulting in **>2%** contingency used
- No major contract disputes
- **69,875** recorded hours in construction
- **72** approved EOT days



COMMUNITY OUTCOMES

- ✓ 1200+ enrolments in Learn to Swim
- ✓ Aqua fitness sessions
- ✓ School carnivals
- ✓ Birthday parties & Family gathering
- ✓ Warm water therapy sessions
- ✓ Sporting Team Presentation days
- ✓ Recreational swimmers
- ✓ SES and Army cadet training



ECONOMIC OUTCOMES

- ✓ **32** full time roles during construction (average)
- ✓ **30+** ongoing operational roles
- ✓ Ongoing engagement of local contractors for scheduled maintenance
- ✓ Regional carnivals and events, attracting visitors and stimulating local business



THE WATERSLIDE STORY

Procurement: Variation to original contract

Contract: GC21

Funding: Council and external funds (50:50)

Project includes: 2 waterslides, associated plant & equipment, picnic, barbeque and shade facilities, landscaping.



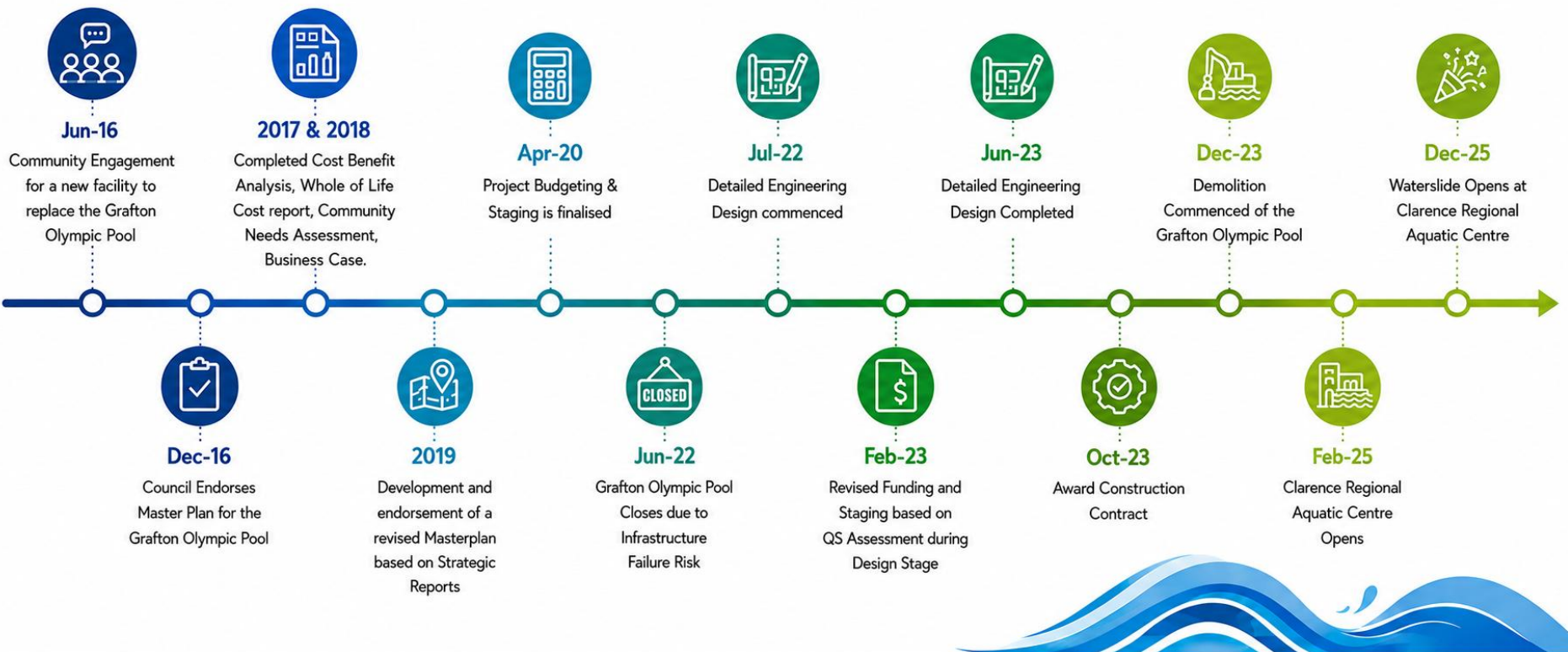
KEY LESSONS

1. Invest in Planning
2. Let Evidence Guide Decisions
3. Challenge the Design
4. Stay Engaged
5. Manage the Contract, not just the scope
6. Think Beyond Practical Completion



PROJECT SUMMARY

From Community Vision to Regional Destination



We weren't building an aquatic centre...we were investing in the future of the Clarence Valley

QUESTIONS

Thank you for your time today.

- Total cost **\$31,197,261**
- **176,050** visits since opening in February 2026

