



ATTACHMENTS TO REPORTS

GENERAL COUNCIL MEETING

ITEMS UNDER SEPARATE COVER

24 JUNE 2020

TABLE OF CONTENTS

ITEM	SUBJECT	PAGE NO
11.7	Asset Management Report	
	Attachment 1 Major Structures Asset and Service Management Plan	2
	Attachment 2 Asset Management Roadmap Status Update	50
12.3	Water and Wastewater Customer Service Standard	
	Attachment 1 Revised Customer Service Standard (May 2020)	54
13.3	Granite Belt Strategic Plan	
	Attachment 1 Consultation Summary	68
	Attachment 2 Granite Belt Urban Design Framework - Project Report June 2020	91
	Attachment 3 Granite Belt - Strategic Plan	161
13.6	Residential Attraction Marketing Strategy Report	
	Attachment 1 Southern Downs Residential Attraction Strategic Marketing Plan 2020-2021.....	189
	Attachment 2 Southern Downs Residential attraction creative concepts.....	225

ASSET MANAGEMENT REPORT

Major Structures Asset and Service Management Plan

Meeting Date: 24 June 2020

Attachment No: 1



Major Structures Asset and Service Management Plan



Document Control

Date	Version	Description
June 2020	1	Plan developed

EXECUTIVE SUMMARY

Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This Asset and service management sub-plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 20-year planning period.

This sub-plan covers the bridge and major culvert assets that contribute to providing transport services.

Assets

Bridge and Major Culvert assets that contribute to providing transport services include:

Asset Category	Quantity	Unit	Replacement Value
Bridges	57	number	\$ 24.56 M
Major Culverts	54	number	\$ 8.24 M
TOTAL			\$ 32.80 M

Levels of Service

Present funding levels are insufficient to provide existing services at current levels in the short term.

The main service consequences are the inability to:

- Complete identified proactive and reactive maintenance
- address known service performance issues, and
- plan for the renewal and replacement of assets as they reach the end of their useful life.

Future Demand

The main demands for new services are created by:

- known asset capacity and performance deficiencies, and
- desire for more flood resilient structures.

These will be managed through a combination of managing service levels on existing assets, upgrading assets as they reach end-of-life and looking at the service level/ cost trade off when considering upgrades.

Bridge and Major Culvert Expenditures

What does it Cost?

The projected outlays necessary to provide the services covered by this Asset and service management sub-plan includes operations, maintenance, renewal, upgrade and new assets over the 10-year planning period is **\$9.24 M** or **\$0.92 M** on average per year.

What we will do

Estimated available funding for this period is **\$6.99 M** or **\$0.70 M** on average per year as per the long term financial plan or budget forecast. This is **76¹** per cent of the cost to sustain the minimum level of service at the lowest lifecycle cost.

¹ Budget/ Projected requirements expressed as a percentage.

The infrastructure reality is that only what is funded in the long term financial plan can be provided. The emphasis of the Asset and service management plan is to communicate the consequences that this will have on the service provided and risks, so that decision making is informed.

The allocated funding leaves a shortfall of **\$225,000** on average per year of the projected expenditure required to provide services in the Asset and service management plan compared with planned expenditure currently included in the Long Term Financial Plan. This is shown in the figure below.

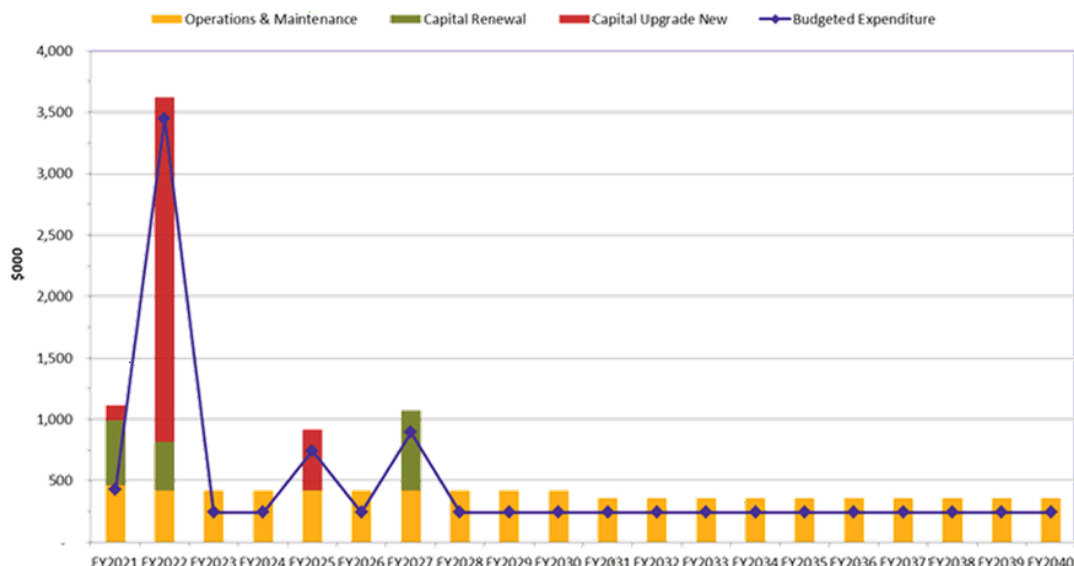


Figure values are in 2020 (real) dollars.

With the available funding Council will provide the following services:

- Continue to perform routine and condition and defect inspections of major structures
- Some maintenance activities, on a prioritised basis
- Replace two structures that have reached end-of-life, and
- Upgrade two assets to more resilient structures.

What we cannot do

We currently do **not** allocate enough funding to sustain these services at the desired standard. Under present funding levels maintenance is unable to be completed as it is identified.

Managing the Risks

Our present funding levels are insufficient to continue to manage risks in the short term.

The main risk consequences are:

- Reduction in the level of service to the community through the load limiting or closure of structures
- Increased costs to the community to provide major structures as a result of underfunding of maintenance activities

Council will endeavour to manage these risks within available funding by:

- Prioritising maintenance of higher order structures to ensure they remain fit-for purpose
- Performing cost-benefit analysis on the impacts of reducing service levels, and
- Considering alternative solutions where the cost-benefit analysis does not stack up.

Monitoring and Improvement Program

The next steps resulting from this Asset and service management plan to improve asset management practices are:

- Implement the WhichBridge prioritisation tool for maintenance activities
- Monitor and report on levels of service, and
- Improve the end-to-end planning for major structures by improving the connectivity between maintenance and capital functions.

Contents

EXECUTIVE SUMMARY	2
1. INTRODUCTION	6
Purpose	6
Transport Services	6
Road Classification & Hierarchy	7
Assets Covered by this Plan	10
Relationship with other Council Policies, Strategies and Plans	10
Legislative Requirements	12
Core and Advanced Asset Management	13
2. LEVELS OF SERVICE	14
Customer Levels of Service	14
Technical Levels of Service	16
3. GROWTH AND DEMAND	20
Demand Forecasts	20
Demand Management Plan	22
Asset Programs to meet Demand	23
Climate Change and Adaption	23
4. MAJOR STRUCTURE ASSETS	24
Summary of Assets and Value	24
Asset Condition	24
Critical Bridge & Major Culvert Assets	28
Asset capacity and performance	29
5. MAJOR STRUCTURE EXPENDITURE PROGRAMS	30
Operations and Maintenance Expenditure	30
Capital Expenditure Program	31
Projected Operating and Capital Expenditure Requirements	34
6. RISK MANGEMENT	35
Service Risk Trade Offs	37
7. FINANCIAL SUMMARY	38
Financial Statements and Projections	38
Funding Strategy	40
Valuation Forecasts	40
Key Assumptions Made in Financial Forecasts	41
Forecast Reliability and Confidence	41
8. CONTINUOUS IMPROVEMENT	42
Asset Management Practices	42
Improvement Plan	42
APPENDIX A: Background Information for the Planning Assumptions for the Local Government Infrastructure Plan	44
APPENDIX B: Major Structure Expenditure Projections	45
APPENDIX C: Major Structure Projects in Long Term Financial Plan	46

1. INTRODUCTION

Purpose

Southern Downs Regional Council (Council or SDRC) is required to prepare a long-term asset management plan under the *Local Government Act 2009* and *Local Government Regulations 2012*. Under the legislation the asset management plan must:

- Cover a period of at least 10 years
- Provide strategies to ensure the sustainable management of long-term infrastructure assets
- State the estimated capital expenditure for renewing, upgrading and extending the assets for the period covered by the plan, and
- Inform, and be consistent with, the long term financial plan.

Council is committed to implementing sound asset management principles and practices to ensure that transport services are delivered to the community in a socially, economically and environmentally responsible manner that does not compromise the ability of future generations to make their own choices.

This Asset and service management sub-plan seeks to enable the sustainable delivery of transport services by integrating community values, priorities and an informed understanding of the trade-offs between risks, costs and service performance over a 20-year planning period. To do this, this sub-plan:

- Describes the bridge and major culvert assets that contribute to providing transport services to the community
- Defines Council's level of service and how we monitor performance,
- Outlines our strategy to manage the impact of growth through demand management and infrastructure investment,
- Takes a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Outlines how Council identifies, assesses and appropriately controls risk; and
- Links to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

Transport Services

Council provides transport services to the community to:

- provide access to, and enable movement of goods, commodities, services, and skills
- drive productivity and efficiency to maximise economic and community benefits, and
- link urban centres and rural communities.

Council has a legislative obligation under the *Local Government Act 2009* to provide transport services.

Council's transport services comprise of seven elements:

- sealed roads
- unsealed roads
- bridges and major culverts
- kerb and channel
- car parks
- footpaths, and
- street furniture.

This Asset and Service Management sub-plan addresses bridge and major culvert assets.

Major Culverts

A definition for a major culvert was formalised in January 2020. The definition adopted aligns Council with the Transport and Main Roads Structures Inspection Manual.

Major Culverts are defined as culverts that meeting the following criteria:

- Metal Culverts (steel and aluminium) with at least one barrel (cell) with a span, height or diameter greater than or equal to 1.2m
- Pipe culverts with at least one barrel (cell) with a diameter greater than or equal to 1.8m, or
- Rectangular, oval or arch culverts with at least one barrel (cell) with a span greater than 1.8m and a height 1.5m.

State and Federal Government Responsibilities

The Queensland Department of Transport and Main Roads is responsible for the maintenance and renewal of bridges and major culvert assets that facilitate the provision of the State Controlled Road network (Cunningham and New England Highways and other major roads).

Road Classification & Hierarchy

Council's manages roads, bridges and major structures totalling approximately \$428 M². It is not practical or financially possible to manage all roads, bridges and major structures to the same standard. A functional road classification organises roads (and structures) into categories according to their purpose, strategic importance and level of use.

The road hierarchy further delineates roads within a functional class, where the functional classification does not provide sufficient granularity on its own.

Together the functional road classification and road hierarchy provide a basis for establishing construction, maintenance and operational standards and assists Council to communicate with the community regarding the:

- delineation of responsibilities between Federal, State and Local governments
- services we provide, and
- standard to which Council can afford to deliver the services.

Functional Road Classification

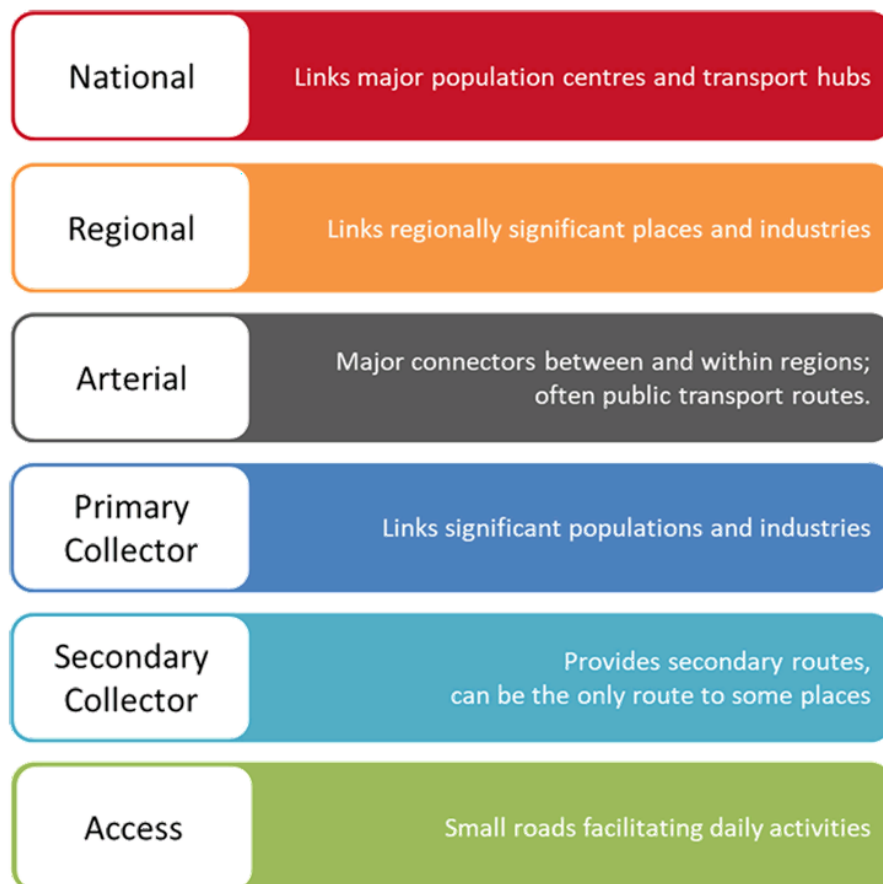
Southern Downs Regional Council uses the One Network Road Classification. This classification classifies Council's roads based on:

- traffic volumes
- commercial use (ie, heavy commercial vehicle volumes), and
- roads that link communities.

The road classes within the One Network Road Classification are identified in Figure 1.1.

² Replacement Cost as at 30 June 2019. Replacement cost is in current (real) dollars.

Figure 1.1: One Network Road Classification



Council is responsible for Primary Collector, Secondary Collector and Access roads within the region. Arterial Roads can be the responsibility of either the Queensland Department of Transport and Main Roads or Council.

Each road, or section of road, is classified in accordance with the One Network Classification Criteria. Where a road meets criteria for multiple classes, a holistic view of the roads function and importance to the community is considered. The One Network Road Classification criterion is provided at Figure 1.2.

Figure 1.2: One Network Road Classification Criterion.

	Average Daily Traffic	Heavy Commercial Vehicles/ day	Linking Places (population)
National			
Regional			
Arterial	> 3,000	> 300	> 10k
Primary Collector	> 1,000	> 150	> 2k
Secondary Collector	> 200	> 25	> 250
Access	< 200	< 25	< 250

Road Hierarchy

Council's road hierarchy sets out the technical requirements, maintenance practices and levels of service within each (functional) class of road. Where the length of road within a functional class is too large to manage as a homogeneous cohort the road hierarchy also organises roads into secondary categories according to the hierarchy characteristics (ie, vehicles per day, access to houses).

Assets Covered by this Plan

The infrastructure assets covered by the Major Structures Asset and service management sub-plan are listed in Table 1.1.

Table 1.1: Assets covered by this Plan

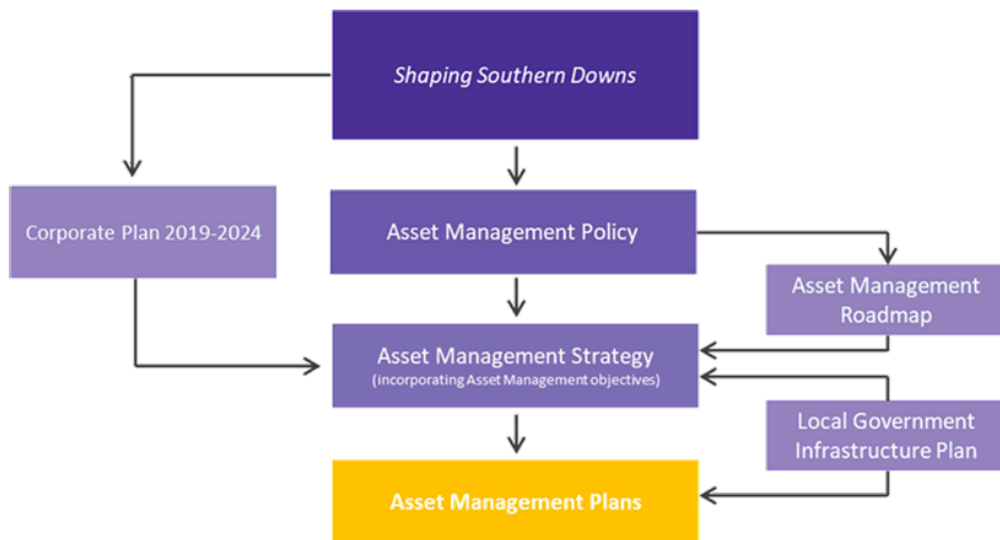
Asset Category	Quantity	Unit	Replacement Value
Bridges	57	number	\$ 24.56 M
<i>Road bridges</i>	45		\$ 23.90 M
<i>Pedestrian bridges</i>	12		\$ 0.66 M
Major Culverts	54	number	\$ 8.24 M
TOTAL	111		\$ 32.8 M

Relationship with other Council Policies, Strategies and Plans

This asset service and management sub-plan communicates the actions required for the responsive provision of transport services and the management of the bridge and major culvert assets that contribute to the provision of these services. This plan also outlines how Council complies with relevant regulatory requirements, and the funding needed to provide the defined levels of service over a 20-year planning period.

The plan is to be read in conjunction with the Council planning documents. The relationship between Shaping Southern Downs, Council's Asset Management Policy and other planning documents is shown in Figure 1.3.

Figure 1.3: Relationship between Council's Planning Documents



Strategic and Corporate Goals

The vision for Southern Downs Region is "To be a prosperous, diverse and growing community because it is a sought-after location for people to visit, live and invest."³

Shaping Southern Downs has four themes that underpin the vision:

- Grow;
- Connect;
- Prosper; and
- Sustain.

Table 1.2 outlines how these themes link to this Asset and service management plan.

³ Shaping Southern Downs Strategy, p8

Table 1.2: Strategic Themes and how these are addressed in this Plan

Theme	Objective	How Goal and Objectives are addressed in AM Plan
Grow	Improve the relationship between Council policy, service delivery, infrastructure, advocacy and community priorities.	This Asset and service management sub-plan is a step towards improving Council and community understanding of major structure assets. This sub-plan seeks to inform Council policy in relation to the transport services provided by Council. This includes articulating the services provided to customers, the cost of providing those services and the risks and opportunities presented by current funding levels.
Connect	<p>People and freight move efficiently around the region as population grows, maximizing community and economic benefits.</p> <p>Regional and local infrastructure networks are maintained and enhanced to provide interlinked service and facilities for greater choice and access</p>	This sub-plan outlines the plan for the maintenance, renewal and upgrade of major structures that contribute to the provision of transport services. A strategic and effective approach to the delivery of transport infrastructure will maximize community and economic benefits through the provision of a interlinked and accessible transport network.
Prosper	To delivery well-placed and high-quality infrastructure and services that support local and regional economic activity.	This plan enables the delivery of high-quality transport infrastructure by identifying the actions required to manage and deliver infrastructure that meets the needs of the community over the long term in a cost-effective manner.

Legislative Requirements

Council's legislative obligations relating to the management of bridge and major culvert assets are outlined in Table 1.3.

Table 1.3: Legislative Requirements

Legislation	Requirement
<p><i>Local Government Act 2009</i></p> <p><i>Local Government Regulation 2012</i></p>	<p>Outlines the nature and extent of a local government's responsibilities, powers and a system of local government that is accountable, effective, efficient and sustainable.</p> <p>Under the Act and Regulation local governments must prepare:</p> <ul style="list-style-type: none"> ▪ A long-term asset management plan ▪ A long term financial forecast ▪ Asset registers
<i>Disaster Management Act 2003</i>	Details the roles and responsibilities of local and state governments in a disaster or emergency event.
<i>Transport Infrastructure Act 1994</i>	Details a regime that allows for and encourages effective integrated planning and efficient management of a system of transport infrastructure.
<i>Transport Operations (Road Use Management) Act 1995</i>	Details a scheme for managing the use of the State's roads ensuring roads are managed effectively and efficiently.

<i>Planning Act 2016</i>	<p>The purpose of the Planning Act is to establish an efficient, effective, transparent, integrated, coordinated, and accountable system of land use planning, development assessment and related matters that facilitate the achievement of ecological sustainability.</p> <p>Ecological sustainability is a balance that integrates—</p> <ul style="list-style-type: none"> ▪ the protection of ecological processes and natural systems at local, regional, State and wider levels; and ▪ economic development; and <p>the maintenance of the cultural, economic, physical and social wellbeing of people and communities.</p>
<i>Environmental Protection Act 1994</i>	<p>Details the role and responsibilities to protect Queensland's environment while allowing for development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes (ecologically sustainable development).</p>
<i>Vegetation Management Act 1999</i>	<p>The purpose of this act is to regulate the clearing of vegetation.</p>
<i>Work Health and Safety Act 2011</i>	<p>Details the roles and responsibilities in the workplace to enable the protection of health, safety and welfare of all workers.</p>

Core and Advanced Asset Management

This Asset and service management plan is prepared as a core Asset and service management plan over a 20 year planning period in accordance with the International Infrastructure Management Manual⁴. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

This Asset and service management plan has been developed with references to the benefits, fundamentals principles and objectives of asset management outlined in:

- International Infrastructure Management Manual 2015⁵
- ISO 55000: 2014 Asset Management – Overview, principles and terminology⁶

⁴IPWEA, 2015, IIMM.

⁵Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13

⁶ISO 55000 Overview, principles and terminology

2. LEVELS OF SERVICE

Customer Levels of Service

Levels of Service are defined in two terms: customer levels of service and technical levels of service. Customer levels of service describe how the community receives or experiences transport services in a way they can understand.

Levels of service are monitored and measured on two bases, performance measures and customer measures. Performance measures are those that can be measured objectively, and are related to the service delivery outcomes. Customer measures are subjective and are used to identify potential trends in asset performance.

Research has not been conducted on customer expectations. Community satisfaction will be investigated for future iterations of the Major Structures Asset and service management sub-plan.

Council's customer levels of service are detailed in Table 2.1. Based on the current Budget and Long Term Financial plan it is expected that the performance of bridge and major culvert assets over the forecast period (to FY2040) will deteriorate. Sufficient planning, and funding of maintenance activities is essential for Council to achieve the services levels outlined below.

Table 2.1: Customer Levels of Service

Strategic Outcome	<ul style="list-style-type: none"> Provide access to, and enable movement of goods, commodities, services, and skills Drive productivity and efficiency to maximise economic and community benefits Link urban centres and rural communities
Service level Statements	<ul style="list-style-type: none"> Bridges and Major Culverts are generally in fair condition, with adequate warning, delineating, guidance & roadside furniture in line with Council's road classification and hierarchy. Bridges and major culverts have adequate capacity in line with the design and road classification. Bridges and major culverts are fit-for-purpose in line with Council's road classification and hierarchy. Bridges and major culverts are appropriately services by undertaking routine inspections and operational activities.
Performance measures	<ul style="list-style-type: none"> Percentage of assets in fair condition or better Number of load limited bridges and major culverts Number of bridges or major culverts on collector roads closed for more than 24 hours from any given rain event. Percentage of condition and defect inspections completed when due Percentage of urgent and high priority maintenance activities completed.
Customer performance measures	<p>Number of service requests relating to:</p> <ul style="list-style-type: none"> Silt and/or vegetation Delineation, signage, guideposts & line marking Damage to asset

Performance measures and customer performance measures are monitored on an annual basis. Current performance and planned targets are outlined in Table 2.2.

Table 2.2: Levels of Service - Current performance and planned targets

	2019 result	2020 result	2021 result	2022 result	2023 result	2024 result	2025 result
Performance Measures							
Percentage of assets in fair ⁷ condition or better							
Bridges	70% ⁸	75%					
Major Culverts	Insufficient data ⁹	41%					
Number of load limited bridges and major culverts							
Bridges	5	tba					
Major Culverts	1	tba					
Percentage of condition and defect inspections completed when due	-	New measure					
Percentage of urgent and high priority maintenance activities completed	-	New measure					
Customer Measures							
Service requests relating to silt and/or vegetation	6	tba					
Service requests related to delineation, signage, guideposts & line marking	3	tba					
Service requests related to damage to asset	4	tba					

⁷ Fair being a condition state 2 under the TMR SIM

⁸ 13 Bridges currently have no condition data as at 30 June 2020.

⁹ 37 Major Culverts have no condition data as at 30 June 2019.

Technical Levels of Service

Supporting the customer service levels are technical levels of service. Technical levels of service relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical levels of service can be separated into two components:

- Operational levels of service, and
- Capital levels of service.

Operational levels of service describe the day-to-day activities undertaken to keep the assets in good order. These include:

- routine inspections, cleaning, and repairs identified from inspections
- a condition assessment program, and
- emergency response and reactive works as identified by Council and the community

The implementation of the technical levels of service influence the customer levels of service.

The technical levels of service expected to be provided under this Asset and service management plan are outlined below.

Indicative costs have been provided where they an external contractor is used. Future iterations of this plan will aim to identify activity level costing for internally managed activities.

Operational Levels of Service

Routine Inspections

Routine inspections assesses the asset's ability to operate as required on a day-to-day basis and identifies any maintenance required to keep the asset functioning properly (patching of minor defects, clearing of debris, etc.).

Activity	Purpose	Intervention	Schedule	Indicative Cost (p.a.)
Routine Inspection (Level 1)	Visual inspection to check the serviceability of the structure, particularly for the safety of road users and to identify any emerging problems.	n/a	Annual (July-Sept)	\$35,200

Rain Event Response

Following major rain events bridge and major culvert assets are inspected to identify any emergent repairs and maintenance required.

Activity	Purpose	Intervention	Schedule	Indicative Cost
Declared rain event	Visual inspection of the structure to assess general welfare and plan a prioritised response.	n/a	On declaration	Internally managed activity

Condition and Defect Inspections

Condition and defect inspections are carried out to determine the condition of the assets and identify any preventative or remedial action required. A condition and defect inspection program ensures that assets are identified before their point of failure, minimizing the risk and consequences of failure to the community.

Condition and defect inspections are carried in accordance with the Queensland Department of Transport and Main Roads Structures Inspection Manual (SIM).

Activity	Purpose	Intervention	Schedule	Indicative Cost (p.a.)
Condition Inspection (Level 2)	Assessment of the current condition of the structure and effectiveness of past maintenance. Inspection also identifies current maintenance requirements and estimate future budget requirements.	As specified in the Structures Inspection Manual (TMR). Generally based on structure condition: <ul style="list-style-type: none"> - 1 & 2 – once in every 5 years - 3 – once in every 3 years - 4 – annually 	Annual (July-Sept)	\$23,000
Special Inspection (Level 3)	Detailed condition assessment of the structure including assessment of load capacity.	On recommendation, following a Level 2 inspection	Annual (July-Sept)	\$40,000

Routine, Preventative, and Reactive Maintenance activities

Maintenance activities aim to slow down deterioration and delay the requirement for rehabilitation or replacement. Maintenance does not increase the service potential of the asset or keep it in its original condition.

Routine and preventative maintenance is an essential part of the on-going care and upkeep of an asset. Cleaning is an example of a routine maintenance activity that enables assets to function as designed. Assets that have a higher likelihood or consequence of failing to function properly are maintained more regularly.

Reactive maintenance activities are those that are identified following an inspection, assessment or complaint and restore an asset as near as practicable to its current condition.

SDRC has a limited maintenance program for bridge and major culvert assets. Maintenance activities undertaken are predominately reactive in nature and a back log of maintenance activities exists. Maintenance activities are discussed further at Section 5.

Activity Priority	Type of Maintenance (Indicative)	Consequences of Inaction
Urgent	<ul style="list-style-type: none"> Repairs to, or replacement of, critical components: <ul style="list-style-type: none"> Piles and headstocks Scouring at base of structure Significant cracking Timber piles 	<ul style="list-style-type: none"> Load limit structure Close structure Structure prematurely reaches end of life
High	<ul style="list-style-type: none"> Repairs to principle components: <ul style="list-style-type: none"> Girders, deck units, piles Repairs to wearing surface (where dangerous) 	
Moderate	<ul style="list-style-type: none"> Repairs to minor cracking Bridge barriers Minor concrete repairs/ sealing Replacement of fixed joints (minor components) Pavement repairs Maintenance of bearings 	
Low	<ul style="list-style-type: none"> Delineation, signage & linemarking Cleaning of structural components Removal of silt and/ or vegetation 	<ul style="list-style-type: none"> Accelerates the rate of decline or wear and tear on the structure. Maintenance transitions from proactive to reactive and cost of repair increases

Type of maintenance is indicative and may be escalated or de-escalated depending on severity, risk, and time taken between identification and repair.

Capital Works Program

Renewal, Replacement and Upgrade program

Renewal activities are those that replace existing assets with an (usually new) asset of equivalent capacity or performance capability. Upgrade activities create a bridge or major culvert that increases the level of service by improving the capacity or performance of the asset.

An upgrade to a bridge or major culvert (ie, increasing the number of lanes or capacity for heavier vehicles) usually only occurs at the point of replacement.

Council has a condition based renewal, replacement and upgrade program. Assets are identified for renewal through the condition inspection program taking into account:

- Risk
- Proximity of structure to end of life
- Cost of maintenance v. renewal v replacement

Activity	Schedule	Who
Renewal, Replacement or Upgrade of Structure	As approved following successful CPD submission to EMT and adoption by Council.	SDRC Capital Works program

New Assets

New assets provide a service that was not previously provided or significantly increases the level of service by changing how the service was provided (eg, floodway to culvert).

Activity	Schedule	Who
Creation of a new Bridge or Major Culvert	As approved following successful CPD submission to EMT and adoption by Council	SDRC Capital Works program

Selection criteria

New assets and the upgrade of existing assets are identified from various sources including community requests, proposals identified by strategic plans or partnerships with others. Council has adopted a Capital Prioritisation and Decision Making Framework (CPD) to evaluate capital works proposals. Capital proposals are ranked by priority and available funds and scheduled in future works programmes. Southern Downs Regional Council has adopted a multi-criteria assessment for capital project selection. The multi-criteria assessment considers Asset Strategy, Risk, Community outcomes, Financial implications, Environmental outcomes, Council commitments, and Efficiencies.

3. GROWTH AND DEMAND

Southern Downs Regional Council covers an area of 7,500 km², adjoining South East Queensland, south of Toowoomba and north of Queensland's border with New South Wales. The region has a current population of approximately 35,500 and is projected to grow to approximately 38,300 by 2036¹⁰, an annual average growth rate of 0.4 per cent.

Southern Downs is a community that welcomes growth and population diversity by offering a rural lifestyle with a temperate climate which is well-connected to South East Queensland's services and facilities. Council is seeking to leverage the strengths and attributes of the region to drive population growth to 50,000 in the foreseeable future.¹¹ Understanding where and how the region will grow is a critical factor in the effective management of infrastructure and community assets.

Growth is one factor affecting demand. Other drivers affecting demand include (but are not limited to) State and Federal Government regulations, seasonal factors and climate change, environmental awareness, technological changes, economic factors, and community preferences and expectations.

Demand Forecasts

The demand and growth assumptions used in this Asset and service management plan are consistent with Southern Downs Regional Council's Local Government Infrastructure Plan and are detailed in Appendix A. Where more recent growth figures are available these have been used and referenced.

The present position, projections and impact of demand drivers that may impact future service delivery and use of assets are identified and documented in Table 3.1. Further opportunities will be developed in future revisions of this Asset and service management sub-plan.

¹⁰ Queensland Government Statistician Office, accessed 23 May 2020.

¹¹ Shaping Southern Downs Strategy, p1

Table 3.1: Demand Drivers, Projections and Impact on Services

Demand drivers	Present position	Projection	Impact on services
Known service performance deficiencies	There are a number of locations throughout the region within known service performance deficiencies.	-	<ul style="list-style-type: none"> ▪ Requirement to load limit or close structures ▪ Reduction in levels of service (in some locations) ▪ Increased costs associated with upgrading to higher capacity structures where appropriate (in line with road classification & hierarchy).
Climate Change		<p>Climate change is likely to exacerbate the frequency and severity of climate extremes. For Southern Downs this will mean:</p> <ul style="list-style-type: none"> ▪ More intense downpours ▪ Higher temperatures ▪ Hotter and more frequent hot days ▪ Harsher fire weather ▪ Fewer frosts ▪ Less rainfall in winter and spring¹² 	<ul style="list-style-type: none"> ▪ Increased disruption to services. ▪ Increased maintenance costs. ▪ Increased costs associated with upgrading to more resilient structures (where appropriate).
Population growth	~35,500 as at 30 June 2019	<p>~38,000 people by 2036¹³</p> <p>Council has established a population target of 50,000 people.</p>	<ul style="list-style-type: none"> ▪ Increase in demand on transport infrastructure. ▪ Increased urbanisation (new development) results in increased asset base.

¹² Queensland Department of Environment and Heritage Protection, Climate change in the Eastern Downs region (Draft), 2016

¹³ Queensland Government Statistician Office, accessed 23 April 2020.

Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 3.2. Further opportunities will be developed in future revisions of this Asset and service management plan.

Table 3.2: Demand Management Plan Summary

Demand Driver	Impact on Services	Demand Management Plan
Known service performance deficiencies	<ul style="list-style-type: none"> Requirement to load limit or close structures Reduction in levels of service (in some locations) Increased costs associated with upgrading to higher capacity structures where appropriate (in line with road classification & hierarchy). 	<ul style="list-style-type: none"> Cost-benefit analysis of impacts of service deficiency Consideration of alternative asset solutions where cost-benefit does not stack up.
Climate Change	<ul style="list-style-type: none"> Erosion and infrastructure damage from extreme rainfall events. Increased maintenance costs. Increased disruption to services. 	<ul style="list-style-type: none"> Engage community regarding impact of climate change on existing service levels and trade-offs between cost and risk. Review impact of climate change on existing design standards
Population growth	<ul style="list-style-type: none"> Increase in demand on transport services. Increased urbanisation (new development) results in increased runoff. 	<ul style="list-style-type: none"> Target population growth at existing regional centres of Warwick and Stanthorpe to utilise existing infrastructure and services Review infrastructure charging arrangements for new developments

Asset Programs to meet Demand

New bridge and major culvert assets required to meet demand are generally constructed by Council. Constructing new assets, commits Council to operations, maintenance and renewal costs in perpetuity. See Section 5 for further discussion of additional assets and future operations, maintenance and renewal costs for inclusion in the long term financial plan.

Climate Change and Adaption

The impacts of climate change can have a significant impact on the assets Council manages and the services they provide. In the context of the Asset and service management planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and then also how to create resilience to climate change in any new works or acquisitions. Opportunities identified to date for management of climate change impacts on existing assets are shown in Tables 3.1 and 3.2.

4. MAJOR STRUCTURE ASSETS

Summary of Assets and Value

The assets covered by this Asset and service management plan are shown in Table 1.1 which is reproduced below.

Asset Category	Quantity	Unit	Replacement Value
Bridges	57	number	\$ 24.56 M
<i>Road bridges</i>	<i>45</i>		<i>\$ 23.90 M</i>
<i>Pedestrian bridges</i>	<i>12</i>		<i>\$ 0.66 M</i>
Major Culverts	54	number	\$ 8.24 M
TOTAL	111		\$ 32.80 M

Council does not have a full asset age profile for bridge and major culvert assets. This is largely due to construction data not being collected for many assets constructed prior to the 1990s.

The lack of age profile for the bridge and major culvert assets means that Council does not have an age indicator for when assets will require renewal in the future. Bridge and major culvert assets are generally accessible and a robust routine inspection and condition assessment program can appropriately inform and provide a basis to develop a renewal profile for Council's major structure assets.

Asset Condition

The condition of Council's bridge and major culvert assets are monitored on an annual basis in line with the Queensland Department of Transport and Main Roads Structures Inspection Manual (SIM). The SIM sets out the required inspection frequencies based on the structure type, the structure material, and the overall condition of the structure.

Asset condition is measured using a 1 – 5 grading system¹⁴ as detailed in Table 4.2.

Table 4.2: Structures Inspection Manual Condition State Descriptions

Condition State	Subjective Rating	Description
1	Good ('as new')	Free of defects with little or no deterioration evident.
2	Fair	Free of defects affecting structural performance, integrity and durability. Deterioration of a minor nature in a protective coating and/or parent material is evident.
3	Poor	Defects affecting the durability/ serviceability which may require monitoring and/ or remedial action or inspection by a structural engineer. Intervention is normally required.
4	Very Poor	Defects affecting the performance and structural integrity which required immediate intervention including an inspection by a structural engineer, if principal components are affected.
5	Unsafe	Structural integrity is severely compromised and the structure must be taken out of service until a structural engineer has inspected the structure and recommended the required remedial action.

¹⁴ TMR, 2016, Structures Inspection Manual, Table 3.8.3, p 24.

Assessment of asset condition is an important tool in assessing asset performance. The benefits of knowing the current and future asset performance include:

- being able to assess the probability of asset failure and mitigate the associated risks
- avoiding unplanned outages
- more robust prediction of future expenditure and capital expenditure requirements
- enhanced value for money (cost effectiveness) as the service life of an asset can be optimised and in some cases extended through effective, proactive management.

A condition assessment program for bridge and major culvert assets has been adopted as part of the Major Structures Operational Levels of Service. Refer to Section 2 for further discussion.

The condition profile of bridge and major culvert assets based on this program is detailed in Figures 4.1 and 4.2¹⁵.

Council, in conjunction with the Australian Government, has undertaken the renewal (replacement) of a number of timber bridges over the past 5 years. As a result, Council has a small percentage of bridge assets (~5 per cent) in condition 4 and 5. One of the three bridges in condition state 5 (Bourke Rd) is currently being replaced.

The \$15.6 M (replacement value) of bridge assets in condition 2 represents a future risk to Council. The estimated end of life for these assets is beyond the planning period of this Asset and service management sub-plan (FY2040). It is important that the service life of these assets is optimised through effective maintenance to minimise the risk of these assets prematurely reaching end of their life. Maintenance of these assets is discussed further in Section 5.

The percentage of major culvert assets in condition state 4 and 5 is larger at ~22 per cent, and concentrated to condition state 4. The replacement cost of these assets is approximately, \$1.8 M. Council should continue to monitor these assets and begin to plan for replacement. Renewal of these assets is discussed further in Section 5.

¹⁵ Replacement Cost(s) are in current (real) dollars.

Figure 4.1: Bridge Condition Profile by Value

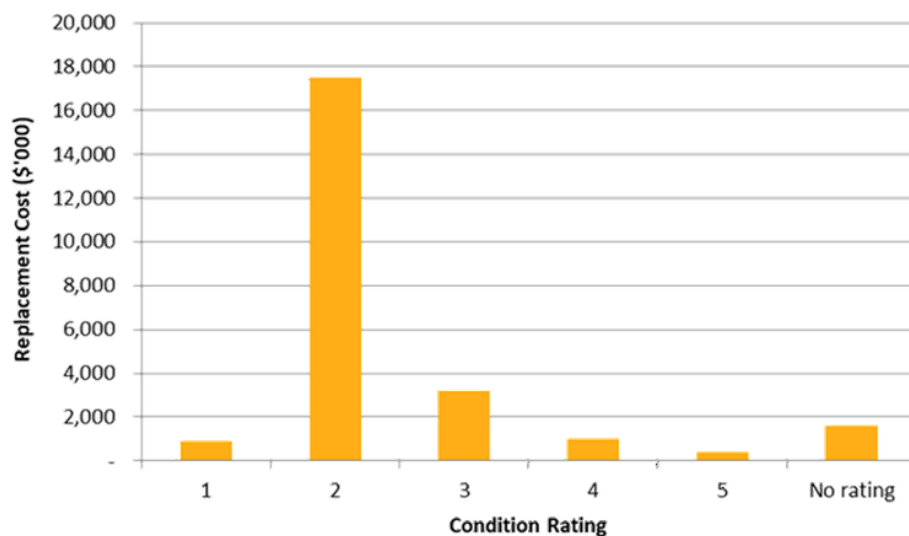
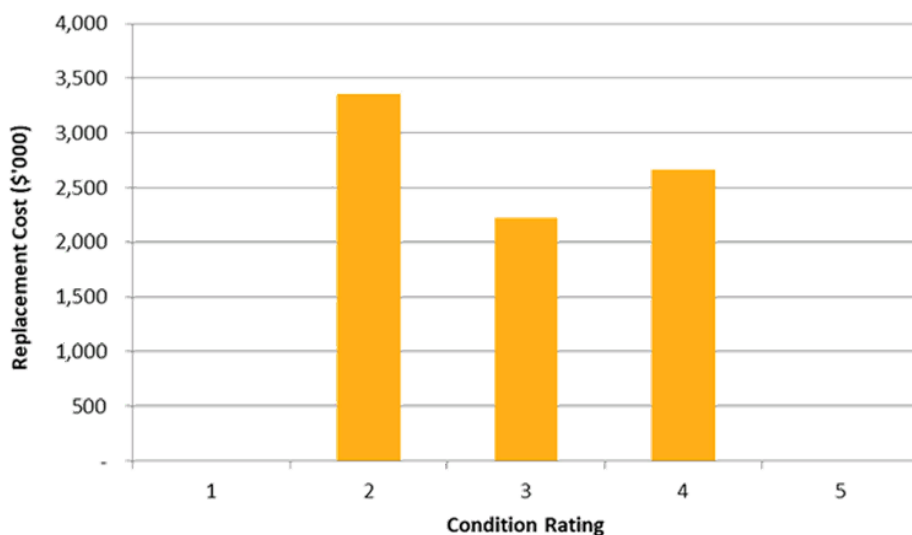


Figure 4.3: Major Culvert Condition Profile by Value



Condition profiles by asset number are detailed in Figures 4.3 and 4.4.

Figure 4.2: Bridge Condition Profile by Number

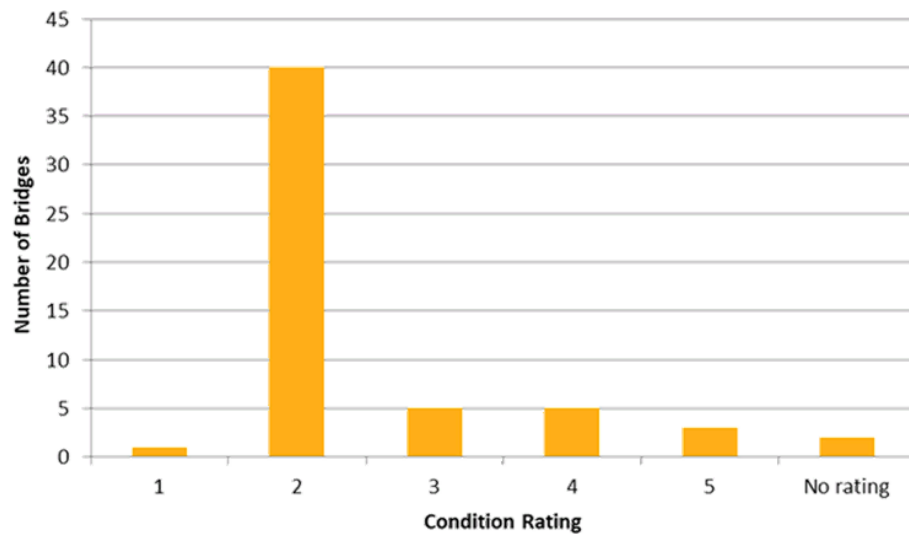
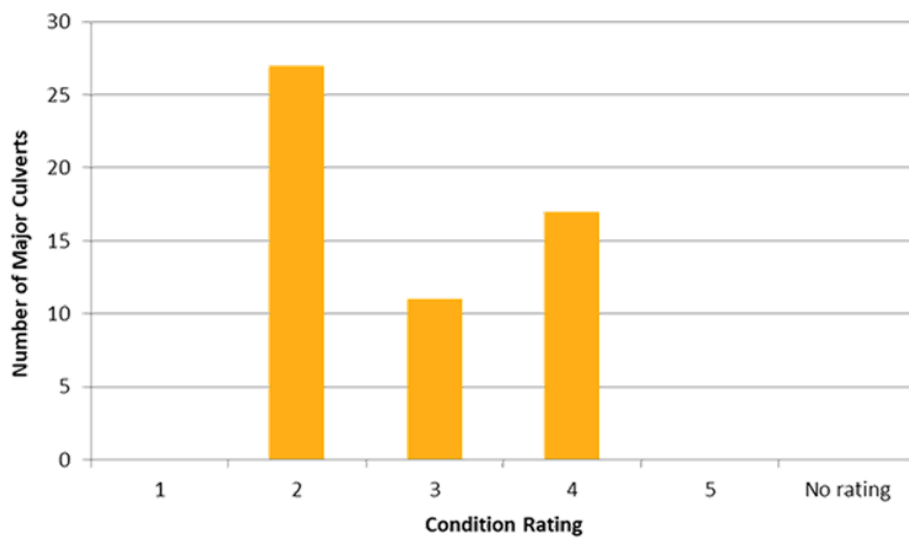


Figure 4.4: Major Culvert Condition Profile by Number



Critical Bridge & Major Culvert Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified utilising Council's Road Classification and are summarised in Table 4.3 along with the impact of reduced levels of service.

In future, major structure maintenance will be assessed and prioritised utilising Queensland Transport and Main Roads WhichBridge tool. WhichBridge is a dynamic risk based analysis tool that ranks bridges based on a number factors including:

- Condition of Structure
- Structure design class and load limit
- Road classification
- Average daily traffic and heavy vehicle usage
- Detour routes, and
- Cost to replace.

Table 4.3 Major Structures on Primary Collector Roads

Location	Structure Type	Current Condition	Impact
Bridge – Allora Drive, Allora	Deck Unit	4 (Very Poor)	Load limited or closure of structures resulting in disruption to the movement of goods and commodities throughout the region.
Bridge – Grafton Street, Warwick	Deck Unit	2 (Fair)	
Bridge – Amiens Rd, Broadwater	Deck Unit	3 (Poor)	
Britannia Street, Stanthorpe	Box Culvert	2 (Fair)	
Park Rd, Warwick (CL00005)	Arch Culvert	4 (Very Poor)	
Wallace St, Warwick (CL00369)	Pipe Culvert	3 (Poor)	
Lock St, Stanthorpe (CL00495)	Box Culvert	2 (Fair)	

Asset capacity and performance

Known deficiencies in service performance and the affected location are detailed in Table 4.4.

Table 4.4: Known Service Performance Deficiencies

Service Deficiency	Location
Load Limited structures	Bourkes Rd, Loch Lomond ¹⁶ Connells Bridge Rd, Wheatvale Ellinthorp-Hendon Rd, Taigai Lairds Ln, Yangan Boxs Rd, Tannymorel Connolly Dam Rd, Silverwood
Flood resilience	Homestead Rd, Rosenthal Heights (Rosenthal Creek) Victoria St, Warwick (Condamine River)

The projected operations and maintenance expenditure outlined in Section 5.1 does not include the costs associated with addressing known service performance deficiencies. The known service performance deficiencies outlined in Table 4.4 will be scoped and prioritised, prior to an operational or capital budget submission as part of Council's annual budget processes.

¹⁶ Bridge is currently being replaced (under construction)

5. MAJOR STRUCTURE EXPENDITURE PROGRAMS

Operations and Maintenance Expenditure

Operational and Maintenance activities are the day to day activities undertaken by Council to keep bridge and major culvert assets in good order.

Operational activities include regular activities that provide services such as public health, safety and amenity. This includes activities such as routine and condition and defect inspections, and cleaning.

Maintenance activities include all actions necessary to retain an asset as near as practicable to an appropriate service condition including any regular ongoing day-to-day work necessary to keep the asset operating. This includes instances where portions of an asset fail and require immediate repair to make the asset operational again.

Historical operations and maintenance expenditure

Council's historical maintenance expenditure is shown in Table 5.1.

Table 5.1: Maintenance Expenditure Trends

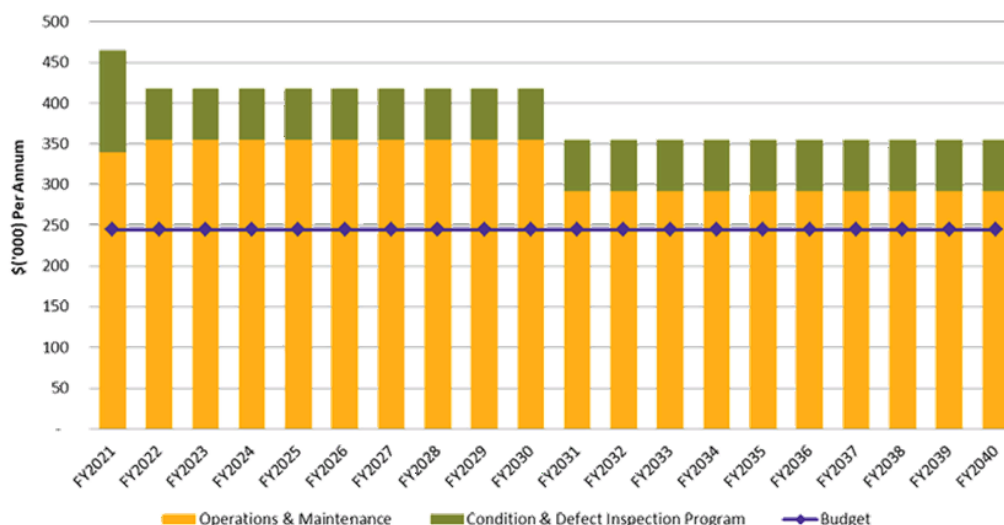
Operations and Maintenance Budget	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget
Maintenance			\$46,437	\$34,270
	\$274,822	\$178,297		
Inspections			\$79,755	\$56,500

The above operational and maintenance expenditure levels do not reflect the minimum levels of service outlined in Section 2 of this Asset and service management plan. Historical operational and maintenance expenditure levels are **not adequate** to meet the minimum levels of service. A failure to increase operational and maintenance expenditure will result in load limiting or closing additional structures in the short to medium term. The consequences and risks of not fully funding the operational and maintenance program are identified and discussed in Section 6.

Future operations and maintenance expenditure

Forecast operational and maintenance expenditure is shown in Figure 5.1.

Figure 5.1: Projected Operations and Maintenance Expenditure¹⁷



Future operations and maintenance expenditure is based on the minimum levels of service outlined in Section 2. The projected operations and maintenance expenditure does not include the costs associated with addressing operational performance issues identified in Section 4.4

Council has a predominately reactive maintenance program for bridge and major culvert assets. Assets are able to be effectively managed through operational activities, maintenance activities and renewals **provided that they are funded and completed when required.**

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan (Section 6).

Capital Expenditure Program

Renewal Program

Renewal or replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade or new expenditure resulting in additional future operational and maintenance costs.

Assets requiring renewal are identified using Council's condition data and outputs from the routine inspection program. Incomplete asset age date makes it difficult to project renewal costs solely using the acquisition or construction year and useful life.

Assets are identified for renewal and entered into the 10 year Capital Works Program as they approach end of life. Projected future renewal and replacement expenditures are expected to increase over time as the existing asset stock ages, asset data improves and there are better linkages between operational and capital activities.

Council currently has bridges with a replacement cost of \$1.4 M and major culverts with a replacement cost of \$2.7 M in condition rating 4 and 5. Critical assets in condition rating 4 (very poor) amount to \$1.5 M¹⁸. There are no critical assets in condition rating 5 (unsafe).

¹⁷ Figure values are in current (real) dollars.

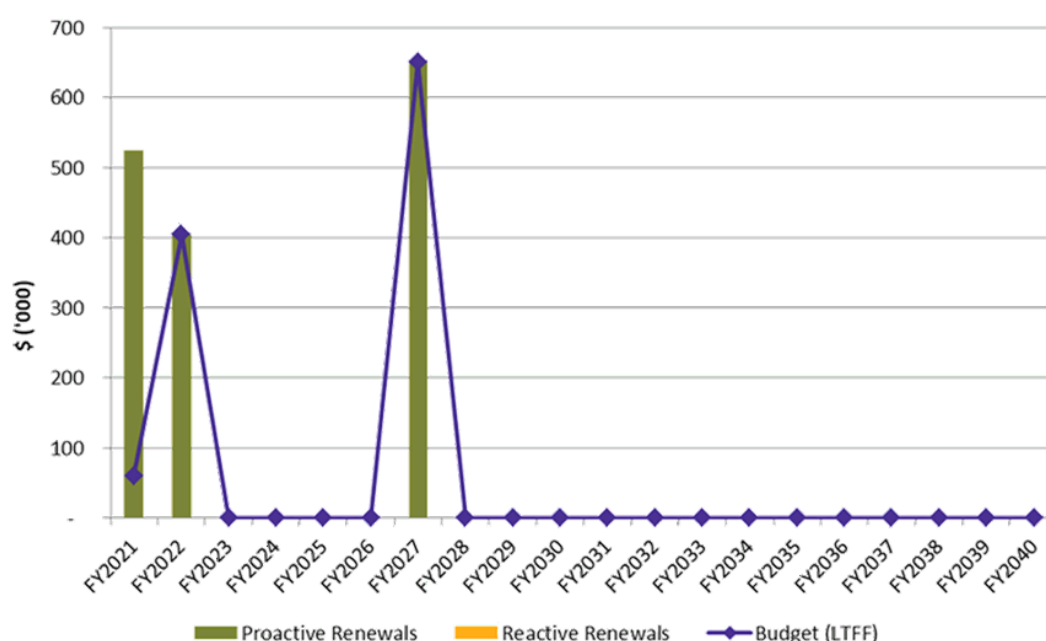
¹⁸ William Deacon Bridge, Allora Drive and Major Culvert on Park Rd, Warwick

Table 5.2: Estimated value of assets in Condition 4 and 5

	Estimated Replacement Cost
Bridges in Condition 4	\$1.0 M
Major Culverts in Condition 4	\$2.7 M
Bridges in Condition 5	\$0.4 M
Major Culverts in Condition 5	-

The \$0.4 M of assets in condition level 5 relate to three bridges. One bridge is currently being replaced. The two remaining bridges are low-order timber bridges. A cost-benefit analysis for the replacement of the two low-order bridges will be conducted and alternative solutions evaluated.

Figure 5.2: Projected Capital Renewal and Replacement Expenditure



Projects identified for renewal have been budgeted for in the long term financial plan. It is likely that additional assets will be identified for renewal in the medium term as linkages between operational and capital activities improved.

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that is at end-of-life), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. load capacity of a structure is appropriate for the road class).¹⁹

¹⁹ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AM Plan as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.²⁰

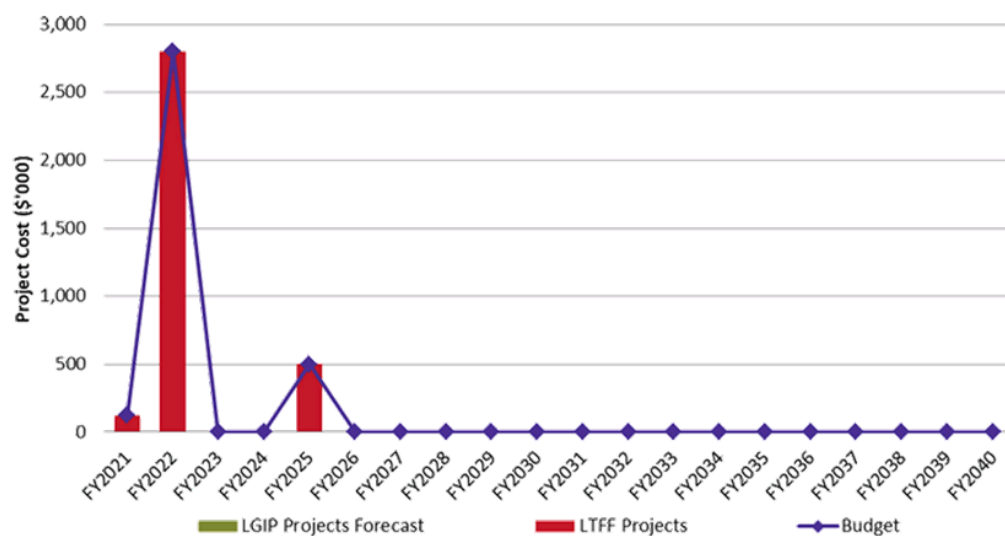
Upgrade and New Assets

New and upgrade works create an asset that did not previously exist, or increases the level of service by improving the capacity or performance of an existing asset. New and upgrade assets may result from growth, social or environmental needs.

New major structures within the Southern Downs and Granite Belt region are generally constructed by Council. Council's upgrade and new asset program for major structures is mostly limited to projects improve flood resilience. No Major structure assets are currently identified in the LGIP.

Projected capital upgrade and new asset expenditure is outlined in Figure 5.4.

Fig 5.4: Projected Capital Upgrade and New expenditure²¹



Construction of new assets will impact the funding required for ongoing operations, maintenance and renewal expenditure. All new and upgrade assets should be taken into consideration as Council develops a robust projection of the funding required for the ongoing operation, maintenance and renewal of existing major structures. This is further discussed in Operations and Maintenance Expenditure and Section 8.

²⁰ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

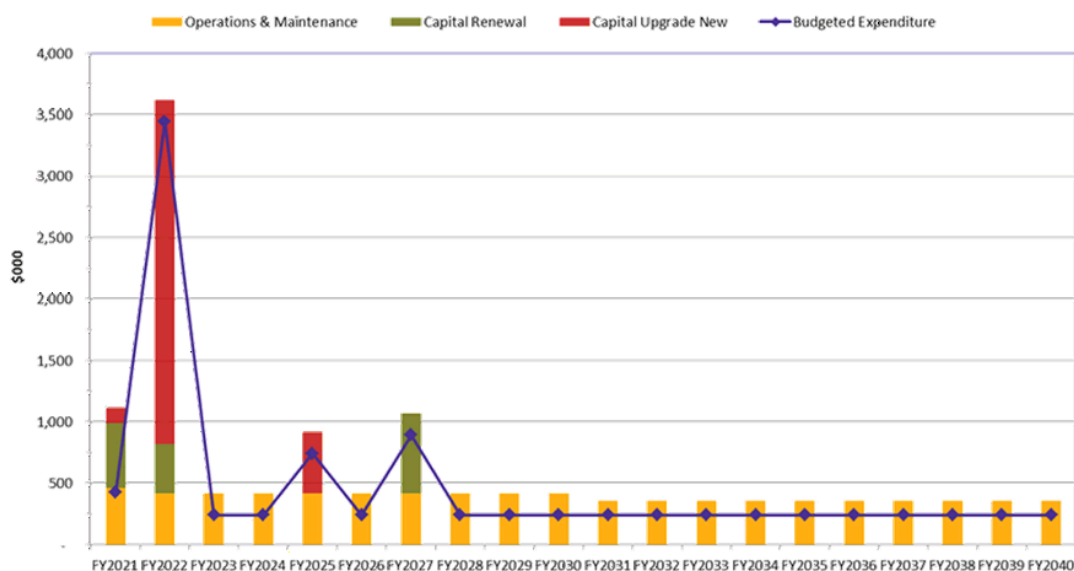
²¹ All amounts are shown in real values.

Projected Operating and Capital Expenditure Requirements

The financial projections from this Asset and service management plan are shown in Figure 5.6 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/new assets).

The bars in the graph represent the anticipated budget needs required to meet service levels, the budget line indicates what is currently available. The gap between these informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

Figure 5.6: Projected Operating and Capital Expenditure



6. RISK MANGEMENT

Council's Risk Management Policy describes Council's commitment to risk management, staff responsibilities for risk management, and how the risk management process is managed. Procedural information regarding the implementation of the risk management program is described in the Risk Management Framework. Council's Policy and Framework are consistent with ISO 31000: 2009 Risk Management – Principles and Guidelines.

Figure 6.1 describes Council's risk management process.

Figure 6.1: Council's Risk Management Process



An assessment of risks²² associated with service delivery from major structure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

²² Southern Downs Regional Council Risk Management Procedure, July 2017.

Key Major Structure Risks

The key risks associated with bridge and major culverts are identified in Table 6.1.

Table 6.1 Key Risks and Treatment Plans

Risk	Likelihood	Consequence	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
Failure of a major structures causing injury or death to a community member or resulting in damage to infrastructure or property (<\$500k)	Possible	Catastrophic	Extreme	<ul style="list-style-type: none"> Annual condition and defect inspection program in line with the Transport and Main Roads Structures Inspection Manual (2016) Risk based prioritisation of maintenance activities to ensure higher order assets remain fit for purpose. 	High
Major structures fail to reach design life and require early renewal due to underfunding of major structures operations and maintenance.	Likely	Moderate	High	<ul style="list-style-type: none"> Annual reporting of performance measures which include % completion of urgent & high priority maintenance activities completed. Risk based prioritisation of maintenance activities to ensure higher order assets remain fit for purpose and more likely to reach design life. 	Moderate
Increased requirement for renewal or upgrade expenditure in the medium term due to better information and planning	Likely	Moderate	High	<ul style="list-style-type: none"> Cost-benefit analysis of impacts on service delivery. Consideration of alternative solutions where cost-benefit does not stack up. 	Moderate

Service Risk Trade Offs

The decisions made in adopting this Asset and service management plan are based on the objective to achieve the optimum benefits from the available resources.

What we cannot do

At current levels of funding (i.e. proposed FY2021 Budget) the following operational and maintenance activities and capital projects **will not** be undertaken within the next 10 years. These include:

- Completing maintenance activities as they are identified, and
- Addressing all known service performance deficiencies.

Service trade-off

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include reduction in levels of service through load limiting or closing structures.

Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may create risk consequences. These include:

- Failure of a major structure causing injury, death or resulting in significant damage to infrastructure
- Increased cost to the community due to assets failing to reach design life

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

7. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this Asset and service management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Statements and Projections

Asset valuations

The best available estimate of the value of assets included in the Asset and service management plan are shown in Table 7.1.

Table 7.1: Value of Bridge Assets

Gross Replacement Cost	\$24.56 M
Accumulated Depreciation	\$4.20 M
Fair Value	\$20.36 M
Annual Average Asset Consumption	\$0.17 M



Table 7.2: Value of Major Culvert Assets

Gross Replacement Cost	\$8.24 M
Accumulated Depreciation	\$3.32 M
Fair Value	\$4.92 M
Annual Average Asset Consumption	\$0.08 M

Sustainability of service delivery

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- asset renewal funding ratio, and
- medium term budgeted expenditures/ projected expenditures (over the 10 year planning period).

Asset renewal funding ratio

Asset Renewal Funding Ratio²³ 70%

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting that we expect to have 70 per cent of the funds required for the optimal renewal and replacement of assets.

Medium term – 10 year financial planning period

This Asset and service management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall.

²³ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p.9.

	Projected Expenditure (FY21 to FY30)	Budgeted Expenditure per LTFFP (FY21 to FY30)	Total Shortfall	Ave. Annual Shortfall	% of Projected Expenditures Budgeted
Operations & Maintenance	\$4.23 M	\$2.45 M	\$1.78 M	\$178,000	58%
Capital Renewals	\$1.58 M	\$1.11 M	\$0.47 M	\$47,000	70%
Capital Upgrade & New	\$3.43 M	\$3.43 M	-	-	100%
Total	\$9.24 M	\$6.99 M	\$2.25 M	\$225,000	

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$5.81 M or \$581,000 on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$356,000 on average per year giving an average 10 year funding shortfall of \$225,000 per year. This means that Major Structure assets are receiving only 62 per cent of the projected expenditures needed to provide the services documented in the Asset and service management plan.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve a financial indicator of approximately 1.0 for the first years of the Asset and service management plan and ideally over the 10-year life of the Long Term Financial Plan.

Projected operating, maintenance and capital expenditures required over the 10 year planning period are detailed in Appendix B.

Projected expenditures for long term financial plan

Table 7.2 shows the projected expenditure for the 10 year long term financial plan.

Expenditure projections are in 2020 real values.

Table 7.2: Projected Expenditures for Long Term Financial Plan (\$000)

Year	Operations and Maintenance	Capital Renewal	Capital Upgrade/ New	Disposals
FY2021		60	125	-
FY2022		404	2,800	-
FY2023		-	-	-
FY2024		-	-	-
FY2025		-	500	-
FY2026		-	-	-
FY2027		650	-	-
FY2028		-	-	-
FY2029		-	-	-
FY2030		-	-	-
Total		1,114	3,425	-

Appendix C provides a breakdown of the projected Capital expenditures by project in the Long Term Financial Plan.

Funding Strategy

Funding for assets is provided from the budget and long term financial plan.

Valuation Forecasts

Asset values are forecast to increase as additional assets are built by Council and assets are renewed as they reach end of life.

Additional assets will generally add to the operational and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

Key Assumptions Made in Financial Forecasts

The expenditure and valuation projections in this AM plan are based on:

- Asset data obtained from the Council's technical asset register
- Financial information obtained from Council's:
 - Financial system
 - FY2021 budget, and
- Council's (FY2021) Long Term Financial Forecast.

The robustness of the asset and financial data used in future revisions of this Plan will be improved by better:

- data capture and maintenance,
- understanding of the asset condition profile, and
- understanding of operational and capital funding levels.

Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. The estimated confidence level for and reliability of data used in this AM Plan is considered to be Reliable.

Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale²⁴ in accordance with Table 7.5.

Table 7.5: Data Confidence Grading System

Confidence Grade	Description
Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$
Unknown	None or very little data held.

²⁴ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

8. CONTINUOUS IMPROVEMENT

Asset Management Practices

Asset management data sources

Southern Downs Regional Council does not currently have a dedicated Strategic Asset Management software solution. Geographic and technical asset data is held within Intramaps.

Accounting and financial data sources

Southern Downs Regional Council operates the Technology One software system for management of financial information and Queensland Treasury Corporation Long Term Forecasting Model. The Technology One system and Long Term Forecasting model is managed by the Finance and Information Technology team.

Plan Review

This Asset and service management plan is intended to be a living document that is updated regularly as new or improved information becomes available. To ensure the plan becomes a living document the review activities are outlined in Table 8.1.

Table 8.1: Plan review activities

Action	Frequency	Audience
Reporting on Levels of Service	Annual	Asset Management Steering Committee
Track and report progress of improvement plan	Annual	Asset Management Steering Committee
Update Asset and service management plan with: <ul style="list-style-type: none"> new knowledge condition data operations and capital projections annual budget and financial forecasts 	Annual (August)	Asset Management Steering Committee
Formal review of Asset and service management plan	~ 4 years	Council

Improvement Plan

The asset management improvement plan generated from this Asset and service management plan is shown in Table 8.2.

Table 8.2: Major Structures Asset Management Improvement Plan

Area	Task	Responsibility
Criticality & Risk	Implement TMR's Whichbridge structures prioritisation tool	Maintenance Principal Engineer
Asset Data	Improve asset data on load capacity of Major Structures	Maintenance Principal Engineer
Asset Data	Implement defect tracking through reflect to improve maintenance back-log forecast	Maintenance Principal Engineer
Growth & Demand	Develop a comprehensive view of assets where resilience issues have been identified	Maintenance Principal Engineer Capital Delivery Principal Engineer
Service Strategy	Develop a management plan for major culverts to proactively manage replacement and maintenance as the asset base ages.	Maintenance Principal Engineer
Service Strategy	Review the service statement and performance measure for resilience level of service to align with current level of service once performance data has been obtained.	Asset Management Coordinator
Asset Information	Identify where hydraulic modelling is required for the future replacement of major culverts on high-order roads	Maintenance Principal Engineer
Expenditure Programs/ Financial Forecasts	Review actual costs for inspections and maintenance and review assumptions included in the Asset Management Plan and/or Operational Budget	Asset Management Coordinator

APPENDIX A:Background Information for the Planning Assumptions for the Local Government Infrastructure Plan

Attach planning assumption document

APPENDIX B: Major Structure Expenditure Projections

	Budget FY2021	F'cast Y1 FY2022	F'cast Y2 FY2023	F'cast Y3 FY2024	F'cast Y4 FY2025	F'cast Y5 FY2026	F'cast Y6 FY2027	F'cast Y7 FY2028	F'cast Y8 FY2029	F'cast Y9 FY2030
Operations & Maintenance										
Routine Inspection Program	20,000	35,200	35,200	35,200	35,200	35,200	35,200	35,200	35,200	35,200
Maintenance Program	320,100	320,100	320,100	320,100	320,100	320,100	320,100	320,100	320,100	320,100
Total General O & M	340,100	355,300	355,300	355,300	355,300	355,300	355,300	355,300	355,300	355,300
Condition & Defect Inspection Program										
Level 2 Inspections	54,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
Level 3 Inspections	70,800	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Total Condition Program	124,800	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000
Operations & Maintenance	464,900	418,300	418,300	418,300	418,300	418,300	418,300	418,300	418,300	418,300
Capital Program										
Proactive Renewals										
Renewals identified and scoped (from LTFF)	60,000	404,000	-	-	-	-	650,000	-	-	-
Renewals not included in LTFF	467,000									
Renewals identified and yet to be scoped (from Condition Data)	-	-	-	-	-	-	-	-	-	-
Total Proactive Renewals	527,000	404,000	-	-	-	-	650,000	-	-	-
Reactive Renewals										
Emergent Renewals of failed assets	-	-	-	-	-	-	-	-	-	-
Total Reactive Renewals	-	-	-	-	-	-	-	-	-	-
Capital Renewal	527,000	404,000	-	-	-	-	650,000	-	-	-
Upgrade and New Works										
LGIP Projects	-	-	-	-	-	-	-	-	-	-
LTFF Projects	125,000	2,800,000	-	-	500,000	-	-	-	-	-
Capital Upgrade New	125,000	2,800,000	-	-	500,000	-	-	-	-	-
Capital Program	652,000	3,204,000	-	-	500,000	-	650,000	-	-	-
Operating Budget	244,800	244,800	244,800	244,800	244,800	244,800	244,800	244,800	244,800	244,800
Capital Budget	185,000	3,204,000	-	-	500,000	-	650,000	-	-	-
Budgeted Expenditure	429,800	3,448,800	244,800	244,800	744,800	244,800	894,800	244,800	244,800	244,800

APPENDIX C: Major Structure Projects in Long Term Financial Plan

<i>Projects</i>	Budget	F'cast Y1	F'cast Y2	F'cast Y3	F'cast Y4	F'cast Y5	F'cast Y6	F'cast Y7	F'cast Y8	F'cast Y9
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Renewal										
Bourke Rd Bridge Replacement	-									
Connolly Dam Rd - Major Culvert Widening	60,000	404,000								
Laid's Ln Bridge Replacement							650,000			
Renewal Total	60,000	404,000	-	-	-	-	650,000	-	-	-
Upgrade/ New										
Victoria St - Major Culvert to Bridge Upgrade	50,000	1,810,000								
Homestead Rd - Minor Culvert to Major Culvert Upgrade	75,000	990,000								
Bronson Bridge - New Bridge					500,000					
Upgrade/ New Total	125,000	2,800,000	-	-	500,000	-	-	-	-	-
Capex Total	185,000	3,204,000	-	-	500,000	-	650,000	-	-	-

ASSET MANAGEMENT REPORT

Asset Management Roadmap Status Update

Meeting Date: 24 June 2020

Attachment No: 2

Attachment 1: Asset Management Roadmap Status

Project	Project Owner	Milestones/ Tasks	Estimated Completion Date	Status
Unsealed Roads Levels of Service, Road Hierarchy and Asset Data	Asset Management Coordinator	Review and collection of segmentation data: <ul style="list-style-type: none"> - Segment lengths - average daily traffic estimates - estimated gravel depths/ coverage - roughness - identification of steep sections and sharp curvature 	30/12/2019	Completed
		Development of prioritisation matrix	30/12/2019	On Hold
		Documentation of proposed Unsealed Road Hierarchy	25/10/2019	Completed
		Documentation & costing of current Levels of Service	25/10/2019	Completed
		Internal Stakeholder Engagement <ul style="list-style-type: none"> - Levels of Service - Road Classification - Unsealed Road Hierarchy 	30/11/2019	Completed
		Councillor Briefing – Level of Service	December 2019	Completed
		Review of Unsealed Road Hierarchy	28/02/2020	Completed
		QA of Proterra segmentation data and attributes	13/03/2020	On hold due to February 2020 QRA Event. 30% complete.
		Validation of unsealed road hierarchy	13/03/2020	Complete.
		Reconciliation of Unsealed Road Asset Register	31/08/2020	In progress
		Implementation of unsealed road hierarchy incorporating mapping of Parent Segments & data	31/08/2020	In progress
		Drafting of Asset Management Plan	30/06/2020	Not started

General Council Meeting – 16 June 2020

1

Project	Project Owner	Milestones/ Tasks	Estimated Completion Date	Status
Condition Assessment of Critical Water & Wastewater Infrastructure (Local Government Grants and Subsidies Program)	Asset Management Coordinator/ Manager of Water	Initial site inspections & data collection	21/01/2020	Complete
		Updated Asset Register	14/02/2020	Completed – First draft received. SDRC to provide comments in April.
		Risk & Criticality Workshop and Data Workshop	14/02/2020	Completed
		Level 2 Condition Assessment	21/02/2020 19/06/2020	Level 2 electrical assessment scheduled for 15 and 16 June.
		Level 2 Condition Assessment Reports (Draft)	30/06/2020	In progress – 33% complete
		Identification of Assets for Level 3 Condition Assessment	17/04/2020	Complete
		Process Performance reviews	30/06/2020	In progress – 20% complete
		Process Performance Reports (Draft)		In progress – 66% complete
		Risk & Criticality assessment	30/06/2020	In progress – 20% complete
		Level 3 Condition Assessment	31/07/2020	Not started
		Reconciled Asset Register	31/07/2020	In progress
Bridge Asset Data and Asset Classification	Asset Management Coordinator	Asset Data & Specification - Define, agree and document: > parent bridge attributes > bridge component attributes - Determine, agree, validate and document Bridge asset classification - Specify work order assets - Develop proposed database structure & map to asset classification - Database build	November 2019	Complete

			Reconciliation of bridge database to asset register	November 2019	Complete
			Levels of Service	30/03/2020	Complete
			Criticality Hierarchy	30/03/2020	Complete
			Drafting of Asset Management Plan	29/05/2020	Complete
Open Space Service Plan and Levels of Service	Manager	Parks and Operations	Data collection & validation	25/10/2019	Completed
			Development of Levels of Service	28/02/2020	Delayed – on hold due to Covid-19 impacts.
			Internal stakeholder engagement	28/02/2020	Delayed – on hold due to Covid-19 impacts.

WATER AND WASTEWATER CUSTOMER SERVICE STANDARD

Revised Customer Service Standard (May 2020)

Meeting Date: 24 June 2020

Attachment No: 1



Southern Downs
REGIONAL COUNCIL



WATER AND WASTEWATER CUSTOMER SERVICE STANDARDS

May 2020

INTRODUCTION

Southern Downs Regional Council (SDRC) provides water and waste water services to residents across the region. As part of this work Council has a set of Customer Service Standards (CSS) to ensure residents receive fair, equitable and efficient water and wastewater services.

This Customer Service Standard identifies the targets that Southern Downs Regional Council intends to achieve in the delivery of our water and wastewater services. These targets align with the reporting requirements legislated under the *Water Supply (Safety and Reliability) Act 2008*.

The Act requires Council to develop and/or review the CSS to ensure customers who do not have a contract with Council for the supply of registered services are protected by standards related to the services.

SDRC's water and wastewater CSS outline the standards customers can expect and Council's commitment to aim to achieve the standards.

These water and wastewater CSS:

- will be accepted following an opportunity for community consultation
- apply to all areas of the region where there is a reticulated water and wastewater service
- will remain current for a period of 5 years and be reviewed before 2025.

This document is structured as follows:

Section 1:

- Water Services

Section 2:

- Wastewater Services

Section 3:

- Water and wastewater

Section 4:

- Key Performance Indicator Definitions

Section 5

- Support Processes

The section on Support Processes briefly describes the processes in relation to service connections, metering of water supply services, charging, customer consultation and complaints.

SECTION 1: WATER SERVICES

KEY PERFORMANCE INDICATORS AND TARGETS

AVAILABILITY

Incidents of unplanned interruptions – water (Indicator Code QG4.7)	
Definition	This is the number of unplanned interruptions (when the customer has total loss of water supply and has NOT received at least 48 hours notification or as otherwise prescribed by regulatory requirements)
SDRC Service Standard	Less than or equal to 100 unplanned water interruptions per 1000 connections per year

Average response time for water incidents (bursts and leaks) (Indicator Code QG4.8)	
Definition	The time it takes to attend to the incident, measured from the time of the customer request to the time taken to determine (without undertaking) the appropriate restoration action.
SDRC Service Standard	120 minutes (includes all small towns and villages)

RELIABILITY

Water main breaks (Indicator Code QG4.5)	
Definition	The total number of main breaks, bursts and leaks in all diameter water distribution and reticulation mains for potable and non-potable services for the reporting period, irrespective of whether the break, burst or leak resulted in an interruption
SDRC Service Standard	Less than or equal to 15 breaks per 100 km of water main.

QUALITY

Drinking water quality complaints per 1000 connections per year (Indicator Code QG4.10)	
Definition	The total number of water quality complaints received by SDRC requiring further investigation resulting from operational practices including colour, taste and odour. It excludes service interruption, inadequate service, water restrictions and pressure and leakage management.
SDRC Service Standard	Less than or equal to 20 quality complaints per 1000 properties per year

SECTION 2: WASTEWATER SERVICES

KEY PERFORMANCE INDICATORS AND TARGETS

AVAILABILITY

Average response time for wastewater incidents (including mains breaks and chokes) (Indicator Code QG4.9)	
Definition	The time it takes to attend to the incident, measured from the time of the customer request to the time taken to determine (without undertaking) the appropriate restoration action.
SDRC Service Standard	120 minutes (including all small towns and villages)

RELIABILITY

Wastewater main breaks and chokes (Indicator Code QG4.6)	
Definition	The total number of sewerage mains breaks and chokes, irrespective of whether the break or choke resulted in an interruption to the sewerage service, for the reporting period.
SDRC Service Standard	Less than or equal to 40 breaks per 100 km of wastewater main per year

SECTION 3: WATER & WASTEWATER SERVICES

KEY PERFORMANCE INDICATORS AND TARGETS

COMPLAINTS

Total water and wastewater complaints (Indicator Code QG4.11)	
Definition	The total number of wastewater service complaints received by SDRC that relate to water or wastewater services. A complaint can be a written or verbal expression of dissatisfaction about an action, a proposed action or failure to act by the water service provider, its employees or contractors. Calls to advise of a water or wastewater incident are not classed as a complaint unless dissatisfaction with the service is expressed.
SDRC Service Standard	Less than or equal to 500 per year region wide



SECTION 4: KEY PERFORMANCE INDICATOR DEFINITIONS

Below are the definitions for the key performance indicators codes as determined by Department of Natural Resources Mines and Energy in “*Key performance indicators for annual performance reporting for Queensland urban water service providers*” definitions guide of November 2018.

QG 4.5: Total water main breaks (S) (SWIM AS8)

The total number of main breaks, bursts and leaks in all diameter water distribution and reticulation mains for potable and non-potable services for the reporting period, irrespective of whether the break, burst or leak resulted in an interruption

Includes:

✓ breaks caused by third parties

Excludes:

× those in the property service (i.e. mains to meter connection)

Scheme X: # of breaks / 100km of water main

Scheme Y: # of breaks / 100km of water main

Units Water main breaks per 100km of water main: one decimal place

Formula $(\text{Total number of water main breaks} / \text{Total length of water mains (QG 1.1)}) \times 100$

QG 4.6: Total sewerage main breaks and chokes (S) (SWIM AS39)

The total number of sewerage mains breaks and chokes, irrespective of whether the break or choke resulted in an interruption to the sewerage service, for the reporting period.

Includes:

- ✓ all gravity sewer mains
- ✓ all pressure mains (including common effluent pipelines, rising mains, etc.)
- ✓ all vacuum system mains of any diameter
- ✓ breaks caused by third parties
- ✓ chokes in pumps

Excludes:

- × property connection sewers
- × pipelines carrying treated effluent
- × recycled water distribution and reticulation mains delivering water for urban areas; such mains are to be reported as water mains (QG 1.1)

Scheme X: # of breaks and chokes / 100km of sewerage main

Scheme Y: # of breaks and chokes / 100km of sewerage main

Units Sewerage main breaks per 100km of sewerage main: one decimal place

Formula $(\text{Total number of sewerage main breaks} / \text{Total length of sewerage mains (QG 1.2)}) \times 100$

QG 4.7: Incidence of unplanned interruptions – water (S) (SWIM CS17)

This is the number of unplanned interruptions (when the customer has total loss of water supply and has NOT received at least 48 hours notification) per 1000 properties

Includes:

- ✓ situations where the duration of a planned interruption exceeds that which was originally notified
- ✓ all un-notified interruptions caused by third parties (include text response on proportion of third-party caused interruptions if desired)

Excludes:

- × property service connection interruptions, unless the burst or leak requires the water main to be shut down for repair and therefore affects multiple customers
- × interruptions that cause some reduction to the level of service but where normal activities (shower, washing machine, toilet flushing etc.) are still possible
- × breaks in house connection branches
- × planned interruptions

Scheme X: # incidence of unplanned interruptions – water (per 1000 properties)

Scheme Y: # incidence of unplanned interruptions – water (per 1000 properties)

Units Unplanned interruptions per 1000 properties: as a whole number

QG 4.8: Average response time for water incidents (bursts and leaks) (S) (SWIM CS66)

This indicator will be measured as the percentage of water incidents responded to within the average response time target/s indicated in customer service standard.

Scheme X: % of water incidents responded to within customer service target for response time as compared to the total number of water incidents

Scheme Y: % of water incidents responded to within customer service target for response time / total number of water incidents X 100

Units Percentage: 1 decimal place

Formula number of water incidents responded to within customer service target for response time / total number of water incidents X 100

QG 4.9 Average response time for sewerage incidents (including mains breaks and chokes) (S) (SWIM CS65)

This indicator will be measured as the percentage of sewerage incidents responded to within the average response time target/s indicated in customer service standard

Scheme X: % of sewerage incidents responded to within customer service target for response time as compared to the total number of sewerage incidents

Scheme Y: % of sewerage incidents responded to within customer service target for response time as compared to the total number of sewerage incidents

Units Percentage: one decimal place

Formula $\frac{\text{number of sewerage incidents responded to within customer service target for response time}}{\text{total number of sewerage incidents}} \times 100$

QG 4.10: Water quality complaints (S) (SWIM CS9)

The total number of complaints received by the service provider that relate to water quality from any type of water provided. A complaint can be a written or verbal expression of dissatisfaction about an action, proposed action or failure to act by the water utility, its employees or contractors. Includes complaints received either in person, by mail, fax, phone, email or text messaging.

Includes complaints regarding:

- ✓ discolouration
- ✓ taste
- ✓ odour
- ✓ stained washing
- ✓ illness
- ✓ cloudy water (e.g. caused by oxygenation)

Excludes complaints regarding:

- × service interruption
- × adequacy of service
- × restrictions
- × billing and accounts
- × water pressure

Scheme X: # water quality complaints (per 1,000 properties)

Scheme Y: # water quality complaints (per 1,000 properties)

Units Water quality complaints (per 1,000 properties): as a whole number

Formula Total number of water quality complaints / Total water connected properties ('000s) (QG 1.13 + QG 1.14)

Example

Complaint

If a customer calls to complain about the government's or service provider's media comments on water quality because they have suffered poor water quality, this is counted as a complaint

Not a complaint

If a customer calls to ask about the health standards that apply for water quality, this is counted as a query, not a complaint.

Notes

1. Do not include a customer query
2. Include only complaints about third parties where the water utility has control (i.e. contractors)
3. Complaints from separate customers regarding the same issue, and multiple complaints from one customer are counted as separate complaints
4. Australian Standards define a complaint as an 'expression of dissatisfaction made to an organisation, related to its products or the complaints handling process itself, where a response or resolution is explicitly or implicitly implied' (AS ISO 100002-2006)

QG 4.11: Total water and sewerage complaints (S) (SWIM CS13)

The total number of complaints received by the water business that relate to water or sewerage services. A complaint can be a written or verbal expression of dissatisfaction about an action, proposed action or failure to act by the water utility, its employees or contractors. Includes complaints received by the water utility in person, by mail, fax, phone, email or text messaging.

Includes complaints regarding:

- ✓ bursts
- ✓ leaks
- ✓ service interruptions
- ✓ adequacy of service
- ✓ water pressure
- ✓ water quality or reliability
- ✓ sewerage service complaints
- ✓ sewage odours
- ✓ affordability
- ✓ billings and accounts
- ✓ behaviour of staff or agents

Excludes complaints regarding:

- × government pricing policy
- × tariff structures

Scheme X: # water and sewerage complaints (per 1000 properties)

Scheme Y: # water and sewerage complaints (per 1000 properties)

Units Complaints (per 1,000 properties): as a whole number

Formula Total number of water and sewerage complaints / Total number of water connected properties ('000s) (QG 1.13 + QG 1.14)

Notes

1. Do not include a customer query
2. Include only complaints about third parties where the water utility has control (i.e. contractors)
3. Complaints from separate customers regarding the same issue, and multiple complaints from one customer are counted as separate complaints
4. When a customer reports a service interruption, this is not counted as a complaint unless the customer expresses dissatisfaction about the interruption
5. Australian Standards define a complaint as an 'expression of dissatisfaction made to an organisation, related to its products or the complaints handling process itself, where a response or resolution is explicitly or implicitly implied' (AS ISO 10002-2006)

SECTION 5: SUPPORTING PROCESSES

5A: SERVICE CONNECTIONS

If a person wishes to apply for a water supply or wastewater service connection, the “*Water or Sewer Services Application*” form must be completed and submitted to Council.

<https://www.sdrcl.gov.au/payments---services/forms--permits---licences/rate-property-forms>

Service connections will be approved if:

- A water reticulation main or gravity wastewater main (as appropriate) is available to the property; e.g. trunk water systems should not be connected to
- The sewer is capable of transporting the sewage away from the property
- Customers have been paying and are up to date with the applicable vacant access charges.

Refer to the SDRC General Fees and Charges schedule for information regarding fees and charges for water and wastewater service connections.

Enquiries

Further information regarding service connections is available from the Council’s Building Department at one of the council offices:

- Warwick - 64 Fitzroy Street, Warwick
- Allora Library - Herbert Street, Allora
- Stanthorpe - 61 Marsh Street, Stanthorpe

5B: METERING

To ensure the equity of water consumption charges, a water meter is required for all properties connected to the reticulation supply. In some instances a number of consumers are serviced by one meter.

Many water meters are installed within the road reserve and are therefore easily accessible to reach. Council and contractors have right of entry to read the meter on the property. If the meter requires any maintenance work, Council will contact the owner to make a suitable time to perform this work.

Special Meter Read - For a fee, a customer may request a special meter reading. This reading will be done for information purposes only. No interim water charge will be levied.

Faulty Meter - If a customer considers the water meter is faulty, the customer can request Council to test the meter. A fee is applicable for this service. If the meter fails to meet Council’s standards the fee will be refunded and the meter will be either repaired or replaced.

Meter Reading Error - If a customer considers that there is an error with their meter reading, Council encourages the occupants to take a reading themselves in the first instance and advise Council of the reading. Council will then evaluate this information and may recheck the meter. If there is indeed an error with the meter reading Council will adjust the Utility Notice. No fee applies to check a meter reading.

Refer to the SDRC General Fees and Charges schedule for information regarding fees and charges for water services.

Enquiries

Enquiries relating to water meters may be directed to Council's Customer Service Team on 1300 My SDRC (1300 697 372) where customers will be transferred to the appropriate Council Officer.

5C: CHARGING

Council applies charges as per the Revenue Statement adopted at the annual budget. For further details refer to the Revenue Statement which can be found on Council's website www.sdrclld.gov.au.

Enquiries

Enquiries relating to charges may be directed to Council's Customer Service Team on 1300 My SDRC (1300 697 372) where customers will be transferred to the appropriate Council Officer.

5D: CUSTOMER CONSULTATION

For planned interruptions

- Council will provide a minimum of 48 hours' notice to its customers before any planned interruptions to water and wastewater services. This will usually take the form of hand delivered letter or newspaper notice.
- For large scale planned interruptions an additional 3 days' notice will be provided to ensure adequate coverage through other media such as newspaper articles, Facebook, internet or radio. Critical customers will be verbally notified.
- The notice will clearly identify the type of interruption expected e.g. complete water loss or possible reduction of supply and include contact details of Council and appropriate site officer who will address any issues arising from the activity.
- Timeframe for interruption may be different to the estimated completion time, allow 1 hour either side of start/end time.

For unplanned interruptions

- Council will only consult customers for unplanned interruptions (emergency works), if deemed appropriate at the time.

Enquiries

Enquiries relating to service difficulties, emergencies, account and general enquiries may be directed to Council's Customer Service Team on 1300 My SDRC (1300 697 372) where customers will be transferred to the appropriate Council Officer.

5E: COMPLAINTS

When a person is dissatisfied with Council's water supply and wastewater services they can lodge a complaint and the complaint will be investigated according to Council's Complaints Policy. Customers can lodge a complaint using any of the following:

- In writing and addressed to:
Chief Executive Officer
PO Box 26
WARWICK QLD 4370
- In writing using the Complaints form available on Council's website
<http://www.southerndowns.qld.gov.au> or at one of Council's Customer Service Counters
- By telephone – contact Southern Downs Regional Council Customer Contact Centre – 1300MY SDRC (1300 697 372)
- Via Email – mail@southerndowns.qld.gov.au
- In person at one of the Customer Service Counters at:
 - Warwick - 64 Fitzroy Street, Warwick
 - Allora Library - Herbert Street, Allora
 - Stanthorpe - 61 Marsh Street, Stanthorpe



GRANITE BELT STRATEGIC PLAN

Consultation Summary

Meeting Date: 24 June 2020

Attachment No: 1

Section	Comments	Response
General commentary		
	The geographic parameters of the project are unclear.	Agreed. A map showing the extents of this UDF would be good.
	Strong support for focusing on integrating the many opportunities for tourism and local cultural activities to enhance and build business and the community and utilise existing assets, while innovating and developing new strategies and events.	This item encapsulates the vision of the <i>Granite Belt Your Vision, Our Future</i> document. Commentary has been noted and the Strategic Plan will reflect the items raised.
	Need to re-design intersection of High, Corundum and Davadi Streets. Even in off peak times it is a bottleneck. Some parking spaces in CBD are too close to the intersection – visibility is impaired.	Noted with Manager Works.
	There should be a strategy that focusses on further promoting biodiversity, local solutions to utilities, encouraging new technology and renewables.	The draft Sustainability Strategy is going to encapsulate this. This project is currently on hold pending further consultation after covid-19, but still progressing
	I do not support the current proposal for an Art Gallery adjacent to Granite Street. I do not support the present concept plan for that proposal. It does not suit Stanthorpe, is not multi-purpose and has limited use, i.e. Art gallery only. The direction should be as in 16*.	Funding opportunities have been explored.
	I have read all the strategies recommended and fully support them all.	Noted.
	Unfortunately for my area, we do not have any endorsed strategies apart from the Stanthorpe Streetscape Plan which you have mentioned.	The Stanthorpe Streetscape plan is to be noted.
	Council offices in each township for councillors to have an office for meetings with local people on a regular basis.	This is available in Stanthorpe and will be communicated as part of new council. In other towns and villages it is a great opportunity to use local halls.
	Civic Centre management should be local and available after hours. The orchestra pit made usable and safe. The box office moved inside the foyer, the sound and lighting system brought up to date and the whole complex air conditioned. A local manager could then work at attracting larger travelling shows and encourage more efficient and economic use of the facilities in the community.	This project should be noted for future grants or capital works project.
	A voluntary town council in each township to advise council on local issues and meet with council staff on a regular basis.	The strategic plan will play this role to some extent, along with regular business and group meetings.
	All new buildings to have water tanks collecting off the roof. Collected water to be used for flushing washing watering.	Council is still awaiting sign-off from the state government, to enact this measure.
	Rate reductions for all premises that use recycled rain water.	An idea that needs to go to Council for consideration.
	Mandatory that council use rainwater collection practices on all of its buildings.	An idea that needs to go to Council for consideration. Not part of Strategic Plan.
	Encourage private dams for farm use and facilitate approvals at no charge to consumers.	If operational works approval is required, the waiver of fees would need to be a Council decision.
	Rate reduction incentives for residents to install rainwater tanks for similar uses.	An idea that needs to go to Council for consideration.
	Independent control of local waste collection service returned to towns/villages.	An idea that needs to go to Council for consideration.
	Complete waste disposal to be encouraged via a new recycling factory situated in Stanthorpe.	Continue advocacy on such projects.
	Provision of recycling services to other areas as a business venture.	An idea that needs to go to Council for consideration.
	Investigate cleaner energy methods for sewage treatment/disposal/reuse as grey water/irrigation.	This matter can be reviewed with the drafting of the new Planning Scheme. Work completed with the Sustainability Strategy

	will add to the research of cleaner energy methods.
Encouragement of alternate waste systems on rural/ larger properties.	Sustainability strategy will consider this matter.
Attract new industries which foster sustainable environmental practice in building/energy/water/waste services.	Noted and raised with Economic Development team.
Foster the following: A centre for the teaching of music/drama/dance. A centre for the film industry incorporating, drama, sound & film technology/costume & set design. A centre for scientific research - astronomy, climate, geology, sustainable building/farming.	Noted projects.
Film location support industries - sound, props, lighting, special effects, casting.	Local industries are encouraged to be used when the film industry is within region.
A centre for recycling excellence.	Continue advocacy on such projects.
Caravan park at Wallangarra.	UDF has been completed for Wallangarra. RV parking spaces and a short stay caravan park have been proposed for Wallangarra.
Drop-in centre & soup kitchen.	Noted project.
<p>My recollection from the last meeting was that Emu Swamp Dam was listed as a project and the strategy was to investigate building a pipeline from Emu Swamp Dam to Mt Marlay treatment plant. I pointed out that this strategy was not practical or necessary as a connection could be made at Applethorpe from the irrigation network. I then suggested that the best strategy would be for Council to investigate becoming a customer of Emu Swamp Dam and connecting at Applethorpe. I thought that this strategy is what was agreed to.</p> <p>The fact is that Emu Swamp Dam is now an irrigation dam and Council has the opportunity to become a customer of the dam and buy an allocation to be used for urban supply. There is only a short amount of time available to council to investigate this possibility because as soon as the company moves to water sales and contracts the opportunity will pass.</p> <p>I would like to put forward for consideration by the committee that the following be added:</p> <p>SDRC investigate becoming customers of Emu Swamp Dam and connecting into the network at Applethorpe.</p> <p>Lead: Southern Downs Regional Council</p> <p>Assisting: Department of Natural Mines Resources, Granite Belt Water Limited.</p> <p>Timeframe: URGENT</p> <p>To ensure the integrity of the voting process and to maintain consistency in regards to projects not necessarily having to be the remit of the SDRC, I think Emu Swamp Dam needs to be included in the strategy as a component of the overarching issue of on-going water scarcity and long-term water security.</p> <p>I too would like to express my surprise and disappointment that this strategy has been omitted from the draft UDF. As the most publicly supported initiative and one of only a few strategies that received almost unanimous support from the Stanthorpe Planning Group it should not be seemingly arbitrarily removed from the draft UDF without explanation.</p> <p>The Stanthorpe Planning Group were told repeatedly that initiatives that are not the responsibility of Council are still to be considered in the UDF and the draft UDF includes several of these. I understand that SDRC have not been the proponent for the project and I am not suggesting that they be listed as the proposed lead for this strategy. But like other strategies in the draft UDF, that is not a reason for its omission from the document.</p> <p>I propose that a strategy be reintroduced to the draft UDF as follows: Emu Swamp Dam / Granite Belt Irrigation Project (as either an agriculture + urban water project, or an agriculture only water project)</p>	The strategy is noted and understood. Strategy 10 to remain unchanged.

<p>Suggested timing: Short term and Ongoing Proposed lead: Granite Belt Water</p> <p>If it cannot be reintroduced to the draft UDF for scheduling reasons, I believe it should be inserted into the final UDF at the specific request of the Stanthorpe Planning Group, and as a reflection of the strong support this project received during the public feedback and the Stanthorpe Planning Group's previous voting process. Failure to do this undermines the process we have engaged in at the invitation of the Council.</p> <p>I have compared the original notes I took from the meeting in which we prepared our responses to the community survey and the Emu Swamp Dam proposal did indeed feature highly amongst community responses - and if memory serves - it was part of recommended strategy for future proofing agriculture water supply thus an important part of future planning for this region. I trust that its omission from the draft policy was an oversight.</p>	
<p>There are currently a lot of young people hanging around in the library in summer because it is air conditioned and they have nowhere else to go. A cool area with free Wi-Fi where kids could talk is a beneficial thing. The kids I see always end up getting thrown out of the library for being noisy but there's nowhere else for them to hang out.</p>	<p>Noted project.</p>
<p>I'd also like to see some indigenous involvement in this urban plan. Perhaps in the botanical garden an indigenous plant interpretation trail could be incorporated with the help of local knowledgeable elders and a small nursery set up for locals and others to purchase and plant these species to secure their long term survival.</p>	<p>It has been indicated that the Botanical gardens will include an indigenous element. Local indigenous reps have been included to provide input. Masterplan is awaiting endorsement. UDF details will be incorporated in to the roll out.</p>
<p>The framework does not appear to indicate the issue of the future of aged [older] people, particularly single women, in terms of potential for developing suitable accommodation, Stanthorpe could be, and is an ideal location for the development of a complex that would encourage and support a new direction for retirees -- the model Euroa Retirement Cottages adjacent to the Euroa Hospital complex largely funded by the late Jim Currie and his estate. The suggested location Locke Street.</p>	<p>Noted project.</p>
<p>Many policies seem to be already within the Council plans - some proposed initiatives seem to be ready covered - one proposal not given much weight was the need for pro-active alternate and sustainable building. With so much pressure now on water supply and bushfire hazards - more needs to be done to promote sustainability in building - I see mandatory rainwater tanks on new builds is being reintroduced - that is good. We need to make alternate water use more attractive for all users - those on reticulated water should all be collecting rainwater and it should be piped into non-potable uses like washing and flushing. Council should lead the way with water collection from all of its own buildings. I would urge Council to plan for a more user friendly website which encourages residents to use it regularly for information and ideas on how we can be a better community.</p>	<p>The Sustainability Strategy will cover a wide range of sustainability matters The Planning Scheme does require water tank installation in the Rural area. In the urban area, Council is still awaiting sign off from the state gov't to make it mandatory for residential and commercial tanks. Website update noted – this should form an action for the strategies.</p>
<p>I was reviewing the Urban Design Framework draft and noticed a reference to housing (Strategy 42) and an indication that work has been completed in regards to a Housing Analysis Study. I have spent the last year leading a housing research project under the umbrella of Community Development and I wondered how the work might correlate?</p> <p>It would be incredibly beneficial if we could connect the dots between departments regarding work in the housing space. Any information you could share would be greatly appreciated.</p>	<p>Project undertaken by Council's Community Development team – associated strategy needs to be amended to note this work and the recommendations which are coming from it.</p>
<p>Proposals that you do not support?</p> <p>No – except that, overall, it is very Stanthorpe centric. Perhaps the fault lies in the whole concept of devising an urban design framework.</p> <p>One of the unique features of the Granite Belt is the scattering of small villages in close proximity. These have not been mentioned at all. This area also has an interesting history both before and after white settlement. There is potential here for both visitor and local engagement and education.</p>	<p>Map of the area covered by this document has been included at the beginning.</p> <p>There is a historical museum in Stanthorpe. Promotion of the museum may need to be enhanced.</p>

<p>Rather than focussing on each 'strategy' alone, will there be opportunity to link and develop ideas within the UDF? How will this be done? Who will lead it?</p>	<p>There will be an action plan developed. Council along with a reference group will develop the actions and undertake reporting.</p>
<p>Whilst we appreciate that the strategies and priorities listed in the Framework relate to <i>urban design</i>, we have concerns that agriculture is portrayed as a low-priority in the region.</p> <p>According to the Draft, few community members note <i>agriculture and produce</i> as important to their sense of place (5%) whilst as an <i>asset and opportunity</i>, agriculture is also relatively ignored by the public (7%). It is little wonder agriculture has one single point on the <i>existing</i> initiatives/services of Council: a proposed <i>environmental officer</i> for 20/21. Agriculture is the backbone of our region, yet reading the Draft Framework, we are concerned that the community is complacent of this fact.</p> <p>Council's pest management strategy is to be applauded. We expect council is working with those few residents/farmers who continue to be non-compliant and in so doing put farmers' biosecurity at risk. Good farmers take pride in clearing their property of disease, pests and fire hazards. In order for a good farmer to be as sustainable as possible (and so the Granite Belt economy), their neighbours – be they farmers, lifestyle residents or tourism operators – need to act similarly. Those non-farmers who chose to live and work in agricultural areas must appreciate that pest control often occurs at night; that crops are sprayed; that fuel loads are burned. A Right to Farm bill is necessary not only to protect and increase crop yields but to protect the jobs of those people who live, spend and backpack in our region. If the agriculture sector suffers, or is not supported by the community, the whole region suffers. Case in point: the Big Dry. A Right to Farm bill is noted in the Framework. We unequivocally endorse its introduction as a council by-law.</p> <p>Perhaps agriculture has not been well-represented in the Framework because conventional farmers hadn't the time – or perhaps, the inclination – to attend Framework discussions and surveys relating to <i>urban design</i>. For future reference, perhaps consulting could occur in more familiar surrounds with other horticulturalists and orchardists – say in partnership with DAF at the Applethorpe Research Station AFTER HOURS rather than during the working-day in the lead-up to harvest season. One asks the question: Were the majority of agricultural views put forward by commercial farming operators or by small-scale hobby-farmers and idealists? We acknowledge that a broad range of views is necessary in any consultation process, but if the process itself is prohibitive to some sections of the community (eg working farmers) then one can expect the results of the consultation process to be skewed. Of course, communication is a two-way street. Farmers need to make the effort to engage with urban interests and consultation processes, too.</p> <p>A point entirely missed in the Framework is that of fire mitigation. Given this summer's fires through the heavily-timbered and now-urban areas of Happy Valley and Applethorpe, surely this warrants thoughtful and immediate planning in conjunction with the community and all levels of government. One opinion is that building homes in certain areas is a reckless and selfish act – that a volunteer ought not be called upon to risk their life in order to protect the lifestyle of another. The opposing view is that people ought to retain the freedom to live where and how they choose. While a vexed issue, this is a conversation that needs to be had. The question of urban sprawl is part of this conversation: Should arable land be used for urban sprawl? Is it the right of all land owners to clear timber for a house wherever and whenever they wish? Agriculture is readily pilloried by some within the community for not doing enough to protect the environment but what of urban obligations and initiatives? Eg Compare the legal clearing/control of regrowth for continued food production (state government legislation) with the legal clearing of old-growth timber in fire prone areas for urban/rural-residential dwellings.</p> <p>On a positive note: we agree that no one likes a washed-up town. Beautification projects are needed on an ongoing basis to support urban</p>	<p>This document does not discredit the importance of agriculture within the region, it only notes the volume of commentary provided by the community during consultation. Typically such plans relate to actions or strategies within urban/settled areas. The Southern Downs Planning Scheme gives great consideration to the agricultural industry.</p> <p>IPCS comments are noted.</p> <p>The Granite Belt Planning Group includes representatives from these sectors. Particularly the second session of public consultation was very open – the document was printed and placed on the windows of the civic centre, so people could read it at any time which suited them, at their own pace. Comments were then available to be made on the website, so ensure there was flexibility. But the comments are noted for the future.</p> <p>This is an issue that the review of the Planning Scheme will further consider, in terms of zoning.</p>

<p>businesses and tourism. Having a diverse array of businesses and attractions to our region will make it more resilient, more attractive to visitors and more inspiring for locals alike. We support calls to maintain and improve the surrounds of town to improve everyone's standard of living.</p> <p>It is imperative that rural residents and businesses work together with their urban counterparts in planning the future direction of our centres – not only to benefit all residents, but as an example in broaching the city-country divide. Communication and understanding between urban and regional areas is vital for the harmony and success of our nation – however we cannot ask this of our city cousins without such communication and understanding in our rural and regional areas. All we ask is that the Urban Design Framework recognise the linchpin that horticulture is to Stanthorpe in Council's efforts to broaden and enrich the whole region and its various interests.</p>		<p>Noted in terms of the town beautification and art strategies.</p> <p>Noted, with amendments made to the Sense of Place aspect of this plan.</p>
Existing Strategies and Plans		
3.5	The Emu Swamp Dam project has not been included in the Existing Strategies and Plans section.	This error was rectified during the consultation period.
Vision for the area		
4.1	<p>Need a more targeted vision that provides more clarity on how the Granite Belt is to be developed. Consider existing documents such as:</p> <ul style="list-style-type: none"> - Shaping Southern Downs - Planning Scheme - Mongard project 	Noted, with amendments made to achieve this.
4.1	Important vision aspects: a region where the environment is protected and that has a secure water supply.	Noted.
Infrastructure improvements and upgrades		
4.3 (Strategy 1.1)	The first strategy in <i>Infrastructure improvements and upgrades</i> is not necessary as it has already been implemented.	Not necessary as this has already been implemented.
4.3 (Strategy 1.2)	<p>Strong support for this idea. My comment however, is that I don't think that Council can leave this to private providers to do; as I fear that there may not be high enough demand at this stage to inspire a private provider to see it as a good investment. It is a "building the future" strategy, requiring a vision and leadership.: a 'chicken and egg strategy' : ie: build demand for charging stations by making them available and thus making the purchase and use of electric vehicles a viable proposition for tourists and locals alike. A partnership may be possible with a private provider, or someone may have put her/his hand up already to fund this, in which case, wonderful! Additionally, an important role of the council will be to liaise with councils up and down the New England Highway with the view of leading the development of a workable "electric highway" that will multiply electric vehicle use and encourage motorists to visit and spend money in our towns and cities.</p> <p>Great strategy for electric charging station. More support for local scale renewable energy projects. I believe the electric charge stations should be free and run from renewable energy sources. This would be a great advertisement for the towns and encourage the uptake of electric vehicles. This is an investment in our future transport with electric cars reducing in price and provides a great opportunity for people to come into town and have a cup of coffee!</p>	<p>This will form part of the Sustainability Strategy. Strategy 1.2 – known as Strategy 2.8.</p>
4.3 (Strategy 1.3)	This is already in future program (next year I think).	Noted. Strategy 1.3 – now known as Strategy 5.26.
4.3 (Strategy 1.5)	Widening Mt Marley road. While there is quite a bit of traffic on the road, it is an expensive proposition to widen it, not justified by additional gains. People need to drive slowly and	Manager Works and works team have confirmed that this is not a viable suggestion. The cost is significant.

	<p>mindfully up the road anyway, as they usually drive up at dusk and animals and people share the road.</p> <p>New roundabout worries me greatly as a small community of little wallabies on the Eastern side of the highway have been impacted. When it rains they will try to cross the highway and drink in the river on the other side. Reducing speed limit to 60kmh further out from the roundabout and along Whiskey Gully Road would be an easy way to alleviate at least part of the issue.</p> <p>Better description is required to identify exact locations of upgrades. Consider:</p> <ul style="list-style-type: none"> - Upgrade intersections with reduced visibility (e.g. High/Connor Sts); - Address large vehicle travel through High/Maryland Street; - Upgrade of existing footpaths; - Program of extending footpaths within the town areas; - Provision of caravan and RV parking spaces; - Increase parking spaces at schools (e.g. Stanthorpe State Primary). (EQ); - Widen footpaths in Quart Pot Creek parklands; - Improve standard of maintenance of sealed and unsealed roads including frequency; - Installation of security/CCTV cameras in the CBD, Quart Pot Creek parkland, industrial areas, etc.; - Investigation of improvements required at the showgrounds; and - Provision of upgrades to the cemetery (in-ground, cremation wall, etc) to service increase requirements. 	<p>The New England Highway is a state-controlled road. Council has no jurisdiction in relation to works on the state road network.</p> <p>The speed limit reduction on Whiskey Gully Road is noted.</p> <p>The exact locations will form part of an action plan to deliver the strategy relating to upgrades.</p> <p>Strategy 1.5 – now known as Strategy 5.27.</p>
4.3 (Strategy 1.6)	<p>A Council operated very affordable bus running between Wallangarra and Stanthorpe would be of great benefit to youth and the elderly.</p>	<p>Noted for later investigation on viability.</p> <p>Strategy 1.6 – now known as Strategy 5.28.</p>
4.3 (Strategy 1.7)	<p>The rebate for rural water tanks would be really useful in improving the water catchment and storage in the district. This will take the strain off the town supply and encourage rural residents to store water. Investigate Rebate Policy for new water tanks for residents on rural properties (domestic usage).</p>	<p>This is progressing with expressions of interest open to the community now.</p> <p>Strategy 1.7 – now known as Strategy 2.9.</p>
4.3 (Strategy 1.8)	<p>Better mobile phone coverage would help everyone, particularly with landlines being so unreliable due to storms. Some key arguments in favour of the proposal include:</p> <ul style="list-style-type: none"> - Need to support online education; - Need to support home based businesses; - Need to ensure the safety of the community in emergency situations. 	<p>Council will undertake a submission to the next round of blackspot funding. This strategy could include Council also in the advocacy role. The need for online and telecommunications access is even more important with the recent COVID-19 restrictions. Strategy 1.8 – now known as Strategy 5.29.</p>
4.3 (Strategy 1.9)	<p>Expansion of cycling trails and paths to promote active lifestyle. Let's make it easier for people in Stanthorpe to be active. The current walkway is a lovely area and it would be great to have more spaces like this. A bike path connecting the town to Broadwater state forest would be fantastic.</p> <p>These would be great youth initiatives and would encourage a healthy lifestyle. Some potential expansions of this strategy could look at:</p> <ul style="list-style-type: none"> - Increased tourism attraction and usage of bikes; - Extreme bike trail; - Trails through parks; - Trails to all villages including Wallangarra, Broadwater, etc.; - Trail to connect with Warwick; and - Trails to provide safe riding environment away from existing roads, vehicles. 	<p>Refer to the <i>Principal Cycle Network Prioritisation and Actions</i> for the SDRC LGA and associated Action Plan. Further develop priority networks in association with the Department of Transport and Main Roads. McGlew Street is listed for the 2019/20 financial year CAPEX. Investigate further extension to network for 2020/21. Proposed lead in conjunction with SDRC is DTMR and may be worthwhile looking at the timeframe for this strategy (consider ongoing). Strategy 1.9 – now known as Strategy 1.1.</p>

4.3 (Strategy 1.10)		Move commentary from Planning Group into the section. Important to note that feedback has not been received for 1.10 because it was included after consultation with the community. Strategy 1.10 – now known as Strategy 4.25.
4.3 (Strategy 1.11)	<p>These would be great youth initiatives and would encourage a healthy lifestyle. Would love to see these being used more and along the sides for bike riding etc.</p> <p>Current bus service inadequate, consider rail motor from Toowoomba to Wallangarra. Consult with NSW government (I know this is a State issue) to re-construct rail line Wallangarra to Armidale for passengers.</p> <p>(Medium term, lead SDRC, Youth Council, State Government (DTMR/QR)). Consider:</p> <ul style="list-style-type: none"> - Increased usage for tourism by heritage train; - Possible commuter train usage from Stanthorpe to Warwick and Toowoomba and linkage to Ipswich, Brisbane; and - Community usage of station sites such as at Stanthorpe. 	There are projects identified in this space, to apply for funding when appropriate. Strategy 1.11 – now known as Strategy 1.1.
Environment and Sustainability		
4.3 (Strategy 2.12)	<p>Develop a Master Plan and strategy for water sustainability that is suitable for the climate and prosperity of the town; with the potential for an incentive to be water wise. The sub-projects would be excellent in ensuring water is utilised appropriately in the region.</p> <p>If water security is urgent, it should be reflected this way in the vision statement and through the list of goals. Develop a Town Water Security strategy for the region. (Short term, funded SDRC and State Government). Consider:</p> <ul style="list-style-type: none"> - De-siltation of Storm King Dam (total storage capacity); - Construction of additional weirs on Quart Pot Creek upstream and downstream of Storm King Dam; - Additional sources of water (e.g. Clarence River, etc); - Water harvesting during flooding; - Pipeline connection to Toowoomba water source; - Evaporation reduction measures of ponded water; - Rain water tanks – residential and industrial properties; - Waste water treatment and recycling; - Drilling of bores in potential water source areas; - Construct additional standpipe for Stanthorpe; and - Rebate policy – new water tanks on all properties for domestic use. <p>Develop an Agricultural Water Security strategy for the region. (Short term, funded Federal, State, ESD Ltd and farmers.). Consider:</p> <ul style="list-style-type: none"> - Construction of agricultural water storage facility such as Emu Swamp Dam; - Distribution of water to specified agricultural businesses; - Water harvesting during flooding; - Evaporation reduction measures of ponded water; - Waste water treatment and recycling; and - Drilling of bores in potential water source areas. 	This will be retained in the final document under the Environmental Sustainability Strategy. The strategy (2.12) will form an action for the Action Plan. Strategy 2.12 – now known as Strategy 1.1.
4.3 (Strategy 2.13)	Regarding the establishment of a renewable energy micro grid is an important strategy for the future and should be tied in with council's commitment to reducing carbon emissions. Whilst I do not believe council should be directly involved in funding such a project, I think giving planning priority to these projects would fast track them.	Strategy 2.13 – now known as Strategy 2.8.

	<p>I strongly believe we need to be moving to renewable energy, and reducing our wastefulness around water and energy consumption. All alternate power options should be encouraged and employed first of all by council.</p> <p>This is a great initiative to support Stanthorpe in becoming a sustainable and self-sufficient town. Many other communities in Australia have made this happen - the models are available.</p> <p>Consider: solar, wind, battery, encouraging State Government to install solar on all public buildings (e.g. schools, hospital, etc), EV Highway tourism and encourage establishment of community based micro-grid.</p> <p>Will be unfair to some consumers.</p>	
4.3 (Strategy 2.14)	<p>Yes, great. Also needed to include in this is building for bushfire protection and creating firebreaks and landscaping for fire protection. Consider also:</p> <ul style="list-style-type: none"> - Development of energy and environmentally friendly house design; - Incorporation of fire resistant/retardant materials in building construction; - Minimisation of heating requirements in buildings; - Use of facilities to minimise water usage in buildings; - Inclusion of landscaping with reduced water requirements; and - Residential development design to incorporate connectivity and appropriate parkland allocation. <p>All good projects which encourage connection with our landscape and earth. I strongly believe we need to be moving to renewable energy, and reducing our wastefulness around water and energy consumption, which harvesting water, building sustainable buildings and reducing our carbon emissions move towards.</p>	<p>As per previous comments. An idea that needs to go to Council for consideration. Strategy 2.14 – now known as Strategy 2.8.</p>
4.3 (Strategy 2.15)	<p>We should aim to lead on this. As a region we need to be reducing our wastefulness around water and energy consumption, which harvesting water, building sustainable buildings and reducing our carbon emissions move towards. Water security, renewable energy projects and an emissions reduction target are the top priorities to ensure adaptation to climate change and keeping our community strong.</p> <p>This is the most important item on your list but I can't see any actual points on how this would be implemented. We should aim to lead on this. Also, there should be a charge for excessive waste. Some key ideas to consider:</p> <ul style="list-style-type: none"> - A charge for excessive waste; - Ensuring towns become carbon neutral; - Attracting relevant businesses that flourish in this environment; and - Promote the philosophy to attract tourism, business, development, etc. 	<p>Noted. Council's actions will be incorporated in to the Sustainability Strategy.</p> <p>The actions required for implementation will form part of the annual action plan, which is devised with consultation. Strategy 2.15 – now known as Strategy 2.8.</p>
4.3 (Strategy 2.16)	<p>I would be unbelievably proud of SDRC and our region if we cared for biodiversity and wildlife in this way, especially now that Australia's wildlife has been decimated by drought and fire. Wildlife corridors will be increasingly important due to increased effects of bushfires across area. The corridors will facilitate sustainable populations and ensure wildlife can move when necessary and wander more widely to find food after fires.</p> <p>Consider:</p>	<p>Noted. Biodiversity conservation will be included in the Sustainability Strategy, but such comments will be considered as part of the Planning Scheme review. Strategy 2.16 – now known as Strategy 2.8.</p>

	<ul style="list-style-type: none"> - Identification and protection of existing native fauna/flora corridors in the region; - Ongoing maintenance of the corridors; - Recognition of corridors in planning documents for future protection in all land uses; - Council work with local groups, community and landholders to identify additional upgrades of corridors; - Provision of connecting corridor between Sundown and Girraween National Parks; and - Potential rates rebate for landholders that dedicate part of their land to the corridors. 	
4.3 (Strategy 2.17)	<p>For Strategy 16 only supported if this is native flora – need to stop the damage of non-native species, and also the negative impact of not providing food plants for native birds and animals. We have some rare endemic plants that visitors (and locals) should be made aware of.</p> <p>Need to create a concept plan for a facility in the botanic gardens now while the landscape architect is designing the Master Plan for the gardens. The community needs a multi-purpose facility in the gardens with: education, environmental demonstration, social, a place to build social capital and a range of associated activities including an art gallery. Consider:</p> <ul style="list-style-type: none"> - Establishment of a local native plant nursery, including sale; - Propagation of fire resistant/retardant flora, landscaping; - Working link with USQ, TAFE, local schools (horticulture, etc.); and - Link with local flora associations to improve research and high country flora. <p>I would be unbelievably proud of SDRC and our region if we cared for biodiversity and wildlife in this way, especially now that Australia's wildlife has been decimated by drought and fire. The development of an environment and education centre in a Botanic Gardens centre would do so much for tourism as well as education of community members. It would be great if it could accommodate workshops for hands-on experience.</p> <p>The Stanthorpe Art Gallery Society supports Strategies 17 and 27 with caveats attached to the support. We do not accept that there is necessarily a link between the construction of a new art gallery and a proposed botanical garden. Also the new art gallery is a matter of much urgency, particularly as the fire risk inherent in the co-location of the electrical switchboards and the very valuable collection is well recognised. The lead agency for a new gallery should be a joint efforts by SAGS [as operator] and SDRC [as owner]. We also question whether a Cultural Centre is the goal rather than a new art gallery. Cultural Centres historically incorporate a Museum which may be a step too far given the presence of a very fine museum at the northern end of the village.</p>	<p>The masterplan is addressing a community building at the site that will have a cultural function, although currently not determined. Best keep it as a consideration to include an environment/education centre and this can be addressed in due time. Strategy 2.17 – now known as Strategy 1.3.</p>
Park and Town Beautification		
4.3 (Strategy 3.18)	<p>This is more than park and town beautification or simply a play environment that consists of elements of nature, instead of steel or plastic structures. The use of Nature Play is very important for children, families and wider community. We need to support families and children to engage more with nature to enhance resilience and mental well-being via self-efficacy / natural play opportunities. This strategy encourages connection with the landscape and earth.</p> <p>We could also include a local food garden - engage with the existing community garden, for children to learn about</p>	<p>The importance of this strategy is noted. The additional comments in relation to developing this strategy will be considered in the development of the action plan. Strategy 3.18 – now known as Strategy 2.11.</p>

	growing/connecting with nature. Connecting the elderly with youth is also vital. The elderly could be involved with the nature play area / gardening / food garden and connect with and teach children. This is being done around Australia so the model already exists!	
4.3 (Strategy 3.19)	<p>Beautify the town for tourism. Planting and maintenance of street trees would reduce heat and water loss in the town area substantially. It would also give a sense of place and an aesthetic that puts the town on the map. Preferably street trees would be substantial, or native and not conifers, which have died in alarming numbers during the drought.</p> <p>Consider:</p> <ul style="list-style-type: none"> - Implementation and completion of the SDRC approved street scaping proposal by J. Mongard; - More disabled parking spots; - Potential improvements on Maryland Street between Piazza and Folkestone Street; - Additional shade planting in Weerona Park; and - Extension of the town landscaping and additional tree planting from the CBD to the northern and southern exits from the New England Highway. 	Use of the Stanthorpe Streetscape Plan is an operational matter and will assist in achieving the strategy. The Stanthorpe Streetscape Plan needs to be acknowledged in the Strategic Plan. The delivery of the streetscape plan will form part of a subsequent action plan. Strategy 3.19 – now known as Strategy 1.2.
Business and Tourism		
4.3 (Strategy 4.20)	<p>Bring back coffee shop and improve facilities. Consider:</p> <ul style="list-style-type: none"> - Need to improve technology e.g. touch screens, etc.; - Possibility of relocation to a more prominent site (e.g. former caryard site) with better parking, etc.; - Consideration of period dress; - Training for volunteers re tourism sites, options, etc.; and - Consideration of additional touch screens linked to VIC (e.g. south and north of town). <p>Do not support the refurbishment of the Stanthorpe VIC – this is already a modern building with great services for visitors.</p>	<p>The Coffee Shop has reopened. The improvements to the Visitor Information Centre are noted for consideration in future action plans.</p> <p>It should be noted that to retain accreditation, the volunteers are required to undertake famils within the region. Strategy 4.20 - now known as Strategy 3.14.</p>
4.3 (Strategy 4.21)	<p>Expansion of Council's signage strategy – while there is a signage strategy for welcome signage being developed, I think there needs to be a region wide signage strategy for all Council and community facilities, including professional way-finding signage on the streets like they have throughout Brisbane CBD or South Bank, for example. Consider:</p> <ul style="list-style-type: none"> - Management of private/directional signage for tourism sites, etc.; - Better directions for businesses; - Billboards need to be controlled to improve visual amenity and aesthetics; - District/locality signage be installed; - Re-instillation of 'Welcome to Granite Belt' signs; and - Removal of old and expired signs, billboards, etc. 	Council has been undertaking a signage strategy for the entire region. This project was undertaken in consultation with the Shaping Southern Downs Advisory Group and will begin roll out in June 2020. Strategy 4.21 – now known as Strategy 3.15.
4.3 (Strategy 4.22)	<p>Although this should be completed by an industry group (like the Beer industry equivalent of Wine Queensland), not Council. Perhaps Council could help fund this on behalf of industry though. Consider:</p> <ul style="list-style-type: none"> - Use of locally grown ingredients would provide additional agricultural options, products; - Financial viability of the establishment of production, sales, etc.; - Tourism highlights as a diversification for the area; - Involvement of SDRC re planning options for brewery locations; and - Possible focus on town with location of outlets. 	The proposed leads for this strategy include others, along with Council. The additional notes will be considered within an action plan. Strategy 4.22 – now known as Strategy 3.16.
4.3 (Strategy 4.23)	We have many great natural assets to promote. We need to diversify as a town and this is a great opportunity for our	This strategy will require consultation with the relevant State and Federal

	<p>national parks. We have so many potential sites for eco-tourism. A through walk would be fantastic to connect people with nature (respectfully) and create economic opportunities.</p> <p>Although I would have imagined that Council would be the proposed lead on these – of course with input from industry/GBWT, but Council has the funds and expertise to actually pull this off. Consider:</p> <ul style="list-style-type: none"> - Promotion of the Granite Belt as a top eco-tourism destination (weather, topography, flora, fauna, etc.); - Opportunity to promote 'Big Sky' experience, astronomy, etc.; - Expand existing protected areas (National, Environmental Parks, etc.) providing linkage of National Parks – Sundown Roberts Range, Girraween, Bald Rock; - Provision of environmental education hubs; - Associated accommodation adjacent to protected areas; and - Linkage with the tourist train experience. <p>I do support Strategy 23, but let's make sure that 'Adventure Tourism' doesn't mean things that negatively impact the flora and fauna (e.g. no zip-lines etc.).</p>	<p>departments. Council will look to develop a strategy in relation to eco-tourism, including all aspects. Strategy 4.23 – now known as 3.17.</p>
4.3 (Strategy 4.24)	<p>This is a valuable strategy towards Stanthorpe's future and can be achieved with minimal changes to the township. Consider:</p> <ul style="list-style-type: none"> - Location of RV friendly parking areas – close to CBD, etc.; - Location of suitably located waste reception sites; and - Possible location of free camping sites (max. 48 hours) such as Dalveen, Wallangarra, etc. 	<p>Liaise with the Stanthorpe and Granite Belt Chamber of Commerce to progress achieving RV Friendly Status. The progression of this matter will be a decision of Council. Strategy 4.24 – now known as Strategy 3.18.</p>
4.3 (Strategy 4.25)	<p>Help businesses succeed and consider:</p> <ul style="list-style-type: none"> - Seek funding source to enable the project to proceed; - Would encourage business retention and expansion in the area; - Employment options would be created; - Diversification of industry and the economy to assist in future sustainability; - Seek advice from appropriate expert such as Peter Kenyon (Bank of IDEAS); and - Promotion of the Granite Belt brand across business, products. 	<p>Funding opportunities are currently being explored to enable this capacity building. Strategy 4.25 – now known as Strategy 3.19.</p>
4.3 (Strategy 4.26 – removed)	<p>Improve tourism. A dedicated MM for the Granite Belt is a role that is already fulfilled by GBWT. If you want to start changing the structure around tourism marketing, then this should be looked at more holistically from a Council point of view - eg: increasing the size and level of importance/support of the existing tourism team. There is not even a tourism officer for example. It would be pertinent to consider the funding source (on-going) and location of the manager (Council, tourism body).</p> <p>Granite Belt tourism has suffered since SDRC took over. Festivals and events need coordination and effective promotion.</p>	<p>As part of the Bushfire tourism recovery funding, a full time tourism recovery officer and a 0.5 wine industry recovery officer have been identified and will be operating within the region.</p>
Arts and Culture		
4.3 (Strategy 5.27)	<p>There is no question - the Art Gallery should be incorporated in a Cultural Centre situated in the Botanic Gardens, a very high priority in view of the potential to not only service the local community but would underwrite the local economy in every direction. A renewed gallery could see this area surge ahead as leaders in the showcasing of exceptional local and travelling exhibitions, marrying nicely with wine and beer tourism, and local food-based events.</p> <p>The Art Gallery and Library are both so important and well used – love the new gallery plan and an expanded library. Also air</p>	<p>Funding to be sought by Council from State and Federal departments. Council committed to a financial contribution of 25% for this project and has submitted an Expression of Interest to the Queensland Government's Building Our Regions Program Round 5.</p> <p>The commentary provided by the community has been received and reflected in the creation of a new Strategy, Strategy</p>

	<p>conditioned common areas will be very important in higher temperatures for those who don't have any at home. Consider:</p> <ul style="list-style-type: none"> - Determine an appropriate site for the new gallery; - Provide additional display space to allow contributions from local and visiting artists; - Investigate an Artist-in-Residence program; - Continue and upgrade the program of art festivals, exhibitions, etc.; - Investigate funding sources to support construction of the facility; and - Promotion of the Granite Belt as an Arts-Culture tourism destination. <p>The Stanthorpe Art Gallery Society supports Strategy 27 with caveats attached to the support. We do not accept that there is necessarily a link between the construction of a new art gallery and a proposed botanical garden. Also the new art gallery is a matter of much urgency, particularly as the fire risk inherent in the co-location of the electrical switchboards and the very valuable collection is well recognised. The lead agency for a new gallery should be a joint efforts by SAGS [as operator] and SDRC [as owner]. We also question whether a Cultural Centre is the goal rather than a new art gallery. Cultural Centres historically incorporate a Museum which may be a step too far given the presence of a very fine museum at the northern end of the village.</p>	<p>1.3. Strategy 1.3 encompasses the growth of Stanthorpe as an Arts and Culture hub and recognises that each project must be considered together but not necessarily interlinked.</p>
4.3 (Strategy 5.28)	<p>I see the next 4 strategies (27, 28, 30 & 31) as being connected to our tourism opportunities in line with an eco-tourism strategy - these are all fabulous ideas and fit with what people are wanting when they travel - nature experience plus art/music and great food/drinks. Let's make Stanthorpe a place people want to visit and live - great food/wine/beer/nature & adventure/arts/music. This creates economic prosperity and is a model that is working in many other small communities.</p> <p>Granite Belt tourism has suffered since SDRC took over. Festivals and events need coordination and effective promotion. Consider: Establishment of an organisation in partnership with SDRC, GBWT, Chamber of Commerce, etc.</p>	<p>This project has recently received funding from the State Government's <i>Building Better Regions Funding (BBRF)</i>. To ensure a coordinated approach to all events within the region, key events such as the proposed music festival and promotion of the annual Arts Trail event will be considered with this Strategy. The Strategy is now referred to as 3.20.</p>
4.3 (Strategy 5.29)	<p>The Art Gallery and Library are both so important and well used. Love the new gallery plan and an expanded library. Also air conditioned common areas will be very important in higher temperatures for those who don't have any at home. Consider:</p> <ul style="list-style-type: none"> - Investigation of the establishment of a contemporary learning hub; and - Seek increased funding of the facility. 	<p>As this Strategy is contingent on the new Stanthorpe Regional Art Gallery, the Strategy has been amalgamated with Strategy 5.27. Now referred to as Strategy 1.3.</p>
4.3 (Strategy 5.30)	<p>Was so successful last year and can only get better. Consider:</p> <ul style="list-style-type: none"> - Promotion of the Granite Belt as an arts and culture destination by identifying art and culture sites/businesses within the Granite Belt. - Linkage of Granite Belt sites with those in Warwick and Tenterfield; - Develop a linkage with Indigenous and environmental sites in order to expand the tourism potential; - Develop a Mural Trail; - Promote the Art Trails through social media, publications, VIC touch screens, signage, etc.; - Link trail activities with an Art and Culture festival; and - Seek cooperation with Tenterfield Shire to link Granite Belt art and culture trails. 	<p>These comments have been noted. This Strategy has been amalgamated with the proposal for an Events Strategy, to ensure that potential linkages are identified. Now referred to as Strategy 3.20.</p>
4.3 (Strategy 5.31)	<p>In conjunction with the music festival concept, consider the creation of a music based strategy with: extension of music workshops (Cussekelly) to Stanthorpe, potential for busking</p>	<p>This project has recently received funding from the State Government's <i>Building Better Regions Funding (BBRF)</i>. To ensure</p>

	opportunities (e.g. CBD, Weerona Park), promotion and expansion of Stanthorpe Eisteddfod; and development of a directory of art and cultural resources (e.g. bands, artists, music teachers, etc.). This creates economic prosperity and is a model that is working in many other small communities. To set up a music festival is a good idea and is achievable.	the ongoing promotion of this event, the Strategy has been included towards development of an Events Strategy for the Southern Downs region. Identified as Strategy 3.20.
Agricultural Industry		
4.3 (Strategy 6.32)	Help farmers to prosper and provide employment. I think much caution should be used regarding council and private business partnerships and I believe the role of the council is to engage and assist community over business. I do not think it is appropriate to blend private enterprise and Council together.	The comments received regarding the blending of Council business and private enterprise were considered. As such, the Strategy has been amended to include that Council establishes a committee to facilitate appropriate communication with the sector. Now referred to as Strategy 4.21.
4.3 (Strategy 6.33)	Regarding the redevelopment of the ag. research station is a potential source of employment and should be encouraged. This could consider the development of crops, technologies and techniques to expand yields and better manage climate change. If we want to keep farming in this district we must support such research. Consider: recognition of and support for the region as a premium primary food production area, adoption and promotion of a green agricultural policy for the area and increased training for local agricultural workers.	As this is not a Council facility, the Strategy has been altered to include Council as an advocate of such expansion. This expansion is recognised as being important and will allow Council to promote the benefits to the relevant agency. Now referred to as Strategy 4.22.
4.3 (Strategy 6.34)	Strong supporter of this strategy and others within this sector. Consider the management of climate risk in agriculture.	This Strategy remains unchanged and has been re-categorised as Strategy 4.23.
4.3 (Strategy 6.35)	Penalise all including council for not controlling blackberries. IPCS. A SDRC/DNP coordinated pig eradication program is needed – not much each of us can do on our own.	This is currently being managed by the IPCS and a review is scheduled for October 2020. There is currently a moratorium on the Invasive Pest Control levy for 2020/21. This Strategy has been removed as it is not required.
4.3 (Strategy 6.36)	There needs to be communication between SDRC and agricultural and livestock industries re: strategic planning.	This Strategy remains unchanged, with the exception of an additional reference for the Strategy to be considered with the new Planning Scheme. Now referred to as Strategy 4.24.
Sports and Recreation		
4.3 (Strategy 7.37)	Consider: the future viability of the sporting use of this site, improving the standard of tracks available, ensuring the safety of riders and minimising the impact of the tracks on the environment. Need better maintenance of previously constructed bush walking trails. - Eastern side of Mt Marley; - Sentimental Rocks; and - Pedestrian bridge to Diamondvale Road and pedestrian bridge to Pioneers Parade.	The comments received display a need to improve the existing trails and continue maintenance. To encourage a coordinated approach to implementation and maintenance of cycling trails in the Granite Belt, this Strategy was merged with Strategy 1.9 (expansion of cycling trails). The Strategy is now 3.13.
4.3 (Strategy 7.38)	Regarding a swimming beach at storm king dam, would suit me as I currently have nowhere to swim, other than in the chlorinated town pool. This should be away from power boats (I have personally seen the oil slick on the water from power boats when swimming and I do not like that very much), power lines and be shaded with trees and have a sandy beach. Consider: development of a water sports hub, promotion of the site as a 'Beach in the Bush' and designated areas for fishing, boating, rowing, and swimming.	Noted. This Strategy has not been changed and is now Strategy 5.30.

	There shouldn't be motorboats allowed in Storm King Dam at all.	
4.3 (Strategy 7.39)	Urgent attention required. Consider joint upgrade with other users? Pickle ball?	Due to the similarities of this Strategy with Strategy 7.41, this was included in Strategy 1.4 (formerly 7.41).
4.3 (Strategy 7.40)	<p>Need indoor heated pool with disabled access to provide longer or all year round aquatic activities. The pool should use salt water or ozone as a purifying source as the chlorine is very irritating to eyes and to the respiratory system.</p> <p>Therapy pool for public use.</p> <p>Our current pool desperately needs a shade cover or roof over it. This benefits the whole community as it offers protection from the sun and lowers the risk of skin damage and cancer which is a major focus point in today's society. It would also boost the number of people using this facility!</p> <p>I don't support making the Stanthorpe Pool indoor. I do support having it heated and open for extended months.</p>	Due to the similarities of this Strategy with Strategy 7.41, this was included in Strategy 1.4 (formerly 7.41). Ideas raised in the consultation will be investigated further and be used to inform potential upgrades.
4.3 (Strategy 7.41)	<p>Don't support any new proposal regarding motor sports – Carnell is sufficient. Don't need more noise.</p> <p>Consider:</p> <ul style="list-style-type: none"> - New proposals for facilities throughout the region; - Maintenance of sporting fields; - Development of management plans for sporting facilities as a partnership between clubs and SDRC; - Funding for a Sport and Recreation Officer to promote and coordinate sports and facilities; - Encourage State and National championships in the region; - Share facilities with schools; - Develop basketball courts as part of a multi-purpose indoor sport facility; - Motor sports – relocation of existing facility to enable better use and amenity; - Development of Facebook page (community and SDRC) to inform re: sporting events, facilities, etc.; - Promotion of individual sports through 'come-and-try' days; - Establish linkages with community groups (e.g. mental health, youth, elderly, refugees, etc.) to increase exercise and community involvement; - Establish a volunteer data base; and - Improve lighting infrastructure at identified fields to encourage increased usage. <p>Already happening. Sport and Recreation Strategy and adopt this plan.</p>	This Strategy is currently being enacted by the Parks and Operations Department. To ensure feedback from the community is appropriately considered, the Strategy has been retained and will be known as Strategy 1.4.
Community Wellbeing		
4.3 (Strategy 8.42)	<p>Consider: increased specialist visits to Stanthorpe, provision of a Medicare service (face-to-face); increased access to social worker services and expansion of access to professional support services (e.g. speech therapy, guidance, disability support, etc.); and provision of a community bus service to assist elderly residents to attend medical appointments, shopping, etc.</p> <p>More always needed. Encourage bulk billing doctors for Stanthorpe.</p>	This Strategy has not been altered and will be retained as Strategy 1.5.
4.3 (Strategy 8.43)	Consider the provision of suitable land for aged care facilities within the Strategic Plan and provision of affordable and suitable public housing options for aged persons and people with disabilities.	There is a substantial body of work that has been completed towards investigating housing needs for the region. Supported continuance of this work has been reiterated with the retention of Strategy 4.3

	Investigate: the location of some public housing in larger villages (e.g. Wallangarra), provision of suitable emergency housing options, encourage landlords to allow short term leases (e.g. Newcastle) and need to provide support and accommodation options for homeless people in Stanthorpe.	and is now Strategy 5.28. The Strategy has been altered to include the consideration of transport needs that may accompany differing housing types.
4.3 (Strategy 8.44)	Consider: provision of an 'Aged Care for 4 Year Olds' program in the region, the need to keep elderly residents within their own community and close to family, promotion of access to physical and mental activities for aged persons in order to improve their lifestyle and provision of a community space for use by community members. Connecting the elderly with youth is vital. The elderly could be involved with the nature play area / gardening / food garden and connect with and teach children. This is being done around Australia so the model already exists!	Strategy has been merged with Strategy 8.45 and will ensure that aged care is able to be promoted alongside programs with youth. This may include promoting close location of retirement facilities and childcare.
4.3 (Strategy 8.45)	There is a significant need for purpose built aged care accommodation, particularly single women – a high priority, and the ideal site is a portion of Gregory Park. Consider: development of additional aged care residential developments including independent living units through to high care facilities on the same site, provision of employment opportunities for young professionals and support provision of training for young persons in aged care. Need to maintain and increase in-home support services to enable the elderly to remain in their homes for longer; and need to keep elderly residents within their own community and close to family.	Strategy 8.45 will include an additional point to allow inclusion to Strategy 8.44 and is now identified as Strategy 1.6.
4.3 (Strategy 8.46)	Need regular wellness groups. Consider the impact of natural disasters including drought, fire, etc. on individuals and the community; and provide support for individuals with mental health issues.	Unaltered and is now referred to as Strategy 1.7.
Emergency Services		
4.3 (Strategy 9.47)	Will benefit all and save lives. Investigate the design and provision of infrastructure to flood proof Stanthorpe township. Determine areas impacted by flooding within Stanthorpe township; investigate the staged construction of levee banks along Quart Pot Creek and tributaries through Stanthorpe township; and investigate potential source of material for construction of levee banks (e.g. de-siltation of Storm King Dam). The strategies are so important in our changing landscape. We need to all work together and plan better for coming fire seasons. Consider: <ul style="list-style-type: none"> - Designation of community facilities for evacuation centres (e.g. schools, sport centres); - Designation of a water reserve for fire fighting purposes (e.g. Emu Swamp Dam, etc.); - Investigate secure water storage facilities for fire fighting purposes at appropriate locations; - Encouragement of young people to join emergency services; - Regular training and exercises by SES and RFS volunteers; - Public awareness of 'at risk' areas from bush fires and flooding events; - Investigate the protection of power grid from fire damage; and - SDRC consider disaster risk (in particular fire, flood) when undertaking Strategic Plan development. 	Moved to Strategy 2.12 and has been amalgamated with Strategy 9.48 for the reasons listed below.

4.3 (Strategy 9.48)	<p>The strategies are so important in our changing landscape. We need to all work together and plan better for coming fire seasons. This will save lives and property.</p> <p>Construct catchment dam/waterhole at Aerodrome to better service Aerial fire fighting/bombers.</p>	<p>Strategy has been amalgamated into Strategy 2.12. This will allow for a coordinated planning approach to bushfire management for the area.</p>
Additional Strategies Proposed by Community		
<p>Infrastructure Improvements and Upgrades</p> <p>Replacement and relocation of Stanthorpe sewerage treatment plant. (Short term, funded SDRC and State Government). Consider:</p> <ul style="list-style-type: none"> - Relocation to a site above flood level; - Urgent need to install an environmentally acceptable, efficient and cost effective water treatment plant; - Upgrade of standard of treatment of waste water; - Potential use of final product (e.g. SDRC parks, sporting clubs, agricultural use, etc.); - Ensure that there are no spillage/leakage of partially or untreated sewage into Quart Pot Creek. 		
<p>Infrastructure Improvements and Upgrades</p> <p>Development of an improved waste and recycling policy. (Short term, funded SDRC and private business). Consider:</p> <ul style="list-style-type: none"> - Reduction of total waste material to be transported out of the Granite Belt; - Greater recycling; - Better waste sorting; - Improved facilities at transfer stations; - Investigate the development of a waste material conversion plant at Stanthorpe; - Use of recycled material locally; - Converting waste into roads, etc.; - Converting plastics into water pipes; and - Increased usage of waste/grey water where safe to do so. 		
<p>Infrastructure Improvements and Upgrades</p> <p>Development of a high speed rail service from Toowoomba to Brisbane. (Medium to long term, funded State and Federal). Consider:</p> <ul style="list-style-type: none"> - Investigate benefits to employment opportunities in the Toowoomba, Warwick and Stanthorpe area; - Potential for industrial development in the Toowoomba, Warwick and Stanthorpe area; and - Employment opportunities for residents in Ipswich and Brisbane. 		
<p>Environment and Sustainability</p> <p>Development of an improved waste and recycling policy to reduce waste materials. (Short term and on-going, SDRC, GBSAN, Community). Consider:</p> <ul style="list-style-type: none"> - Reduction of total waste material to be transported out of the Granite Belt; - Increased recycling of waste materials; - Investigate the development of a waste material conversion plant at Stanthorpe; - Use of recycled material locally into roads, pipes, fence posts, etc.; - Reduction of usage of plastic in agriculture (e.g. plastic antiweed film, etc.); - Establish recycling incentives including compost bins, worm farms, etc.; and - Maximise usage of waste water from sewage treatment plant on sporting fields, public open space, etc. 		
<p>Town Beautification and Parks</p> <p>Upgrade of local parks to a more user friendly status. (Short term and on-going, SDRC, Community groups). Consider:</p> <ul style="list-style-type: none"> - Establishment of nature play spaces for child to teenage groups; - Upgrade of Quart Pot Creek parkland to include additional walking tracks as a link through the town; - Installation of park furniture including seating, tables, shade, structures, etc.; - Provide linkages/access between parks (e.g. Mt Marley to Heritage Park); - Additional walking tracks on Mt Marley; and - Upgrade access to Sentimental Rocks. 		
Town Beautification and Parks		

<p>Upgrade visual landscape along the New England Highway. (Short term and on-going, SDRC, State, Industry/business). Consider:</p> <ul style="list-style-type: none"> - Establishment of a visual barrier adjacent to the New England Highway to eliminate the industrial estate (Quart Pot Creek to at least McKenzie Street); and - Inclusion of a landscape barrier adjacent to the New England Highway for any future development of land adjacent to the Highway in the planning scheme. 	
<p>Town Beautification and Parks</p> <p>Ensure protection of biodiversity on private and public land. (Short term, SDRC, State, Community groups). Consider:</p> <ul style="list-style-type: none"> - Identification and protection of environmentally sensitive (flora and fauna) land within the Strategic Plan; - Identification, awareness and protection of threatened species (85); - Establishment of an Environmental Education Centre with Botanical Gardens; - Education and awareness of noxious weeds to ensure eradication; and - Promote the Granite Belt as plastic free through reduction, recycle, and reuse. 	
<p>Business and Tourism</p> <p>Promotion of food and wine tourism including associated festivals to be an annual event. (Short term, SDRC, GBWT, State). Consider:</p> <ul style="list-style-type: none"> - Development of a tourism strategy; - Promotion of Granite Belt as a tourism destination (wine, ecotourism, etc.); - Apple and Grape Festival is volunteer organised and run event would need to be re-allocated to a funded body; - Snowflakes in Stanthorpe event – impact on the event; - Promotion and coordination of 'Paddock to Plate' events; - Consider operation of Vincenzo's as one-stop shop for wineries; - Potential for establishment of 'pick your own fruit' tourism venture; and - Need for increased support by SDRC – e.g. longer term funding. 	
<p>Business and Tourism</p> <p>Establishment of Regional Education, Innovation and Business Hub in Stanthorpe. (Short term, SDRC, State). Consider:</p> <ul style="list-style-type: none"> - Granite Belt Innovation Officer; - Source funding for this project; - Provide education and business innovation opportunities for the region; - Retain local employment and diversify opportunities; - Opportunity for high school students to participate; - Facilitate establishment of new businesses; - Provide first contact for potential businesses, investors, etc.; - Encouragement of methods of operation to be innovative, environmentally sound, unique; - Highly successful hubs operate overseas, etc.; and - Mentoring of existing and new businesses. 	
<p>Business and Tourism</p> <p>Development of Strategic Plan to encourage new business and industry to the Granite Belt. (Short term, SDRC, Chamber of Commerce, GBWT, State, Federal). Consider:</p> <ul style="list-style-type: none"> - Development of a strategic plan for the expansion of business and industry on the Granite Belt; - Source of funding to undertake the plan; - Potential for processing of damaged fruit, produce from the area to reduce waste and increase employment; - Waste collection items be locally reprocessed into useable product (e.g. roads, agricultural support items such as: stakes, fence posts, mulching, etc.); - Reduce cost to ratepayers of disposal of waste collected; - Promotion as an environmentally friendly area; and - Inclusion of backpacker numbers in census records. 	
<p>Business and Tourism</p> <p>Upgrade Business Centre – Stanthorpe CBD. (Short term, Chamber of Commerce, property owners & business owners, SDRC). Consider:</p> <ul style="list-style-type: none"> - Visitors expect trading hours to be longer for businesses, food outlets; 	

<ul style="list-style-type: none"> - Cafes need to operate extended hours including weekends when tourists are there; - Consideration of café roster system; - Farmers Markets operate on a Saturday; - Affordable shop rental costs to create a diverse shopping precinct; - Completion of CBD landscaping and beautification; - Movie theatre upgrade and expansion of operation; and - Voluntary/community groups to occupy empty shops. 	
<p>Arts and Culture</p> <p>Develop a plan to increase the use of community halls. (Medium term, Community organisations, School P&C). Consider:</p> <ul style="list-style-type: none"> - Investigating possible additional uses of community halls in partnership with the managing organisation; - Linking with other local community groups (e.g. arts, craft, to develop rotating exhibitions, workshops, etc.); - Investigating possible school holiday programs; and - Investigate community workshops, artist-in-resident events, etc. 	
<p>Arts and Culture</p> <p>Development of a strategy to highlight and promote historical sites on the Granite Belt. (Medium term, SDRC & GBWT, Stanthorpe Chamber of Commerce, RSL, etc.). Consider:</p> <ul style="list-style-type: none"> - Support for the Stanthorpe Museum and its conservation of historical and significant items; - Seek funding to support the museum; - Recognise and support other community organisations that are seeking to preserve and display the history of their town; - Investigate the establishment of walking and riding trails that portray the local history of that area (e.g. Amiens, etc.); - Establish a record of the mining history of the Stanthorpe area through the production of maps, walking or bike trails, etc.; and - Develop a tourist promotion of the history of Stanthorpe. 	
<p>Arts and Culture</p> <p>Investigate sites that may be suitable for use as a cinema. (Medium term, Community groups). Consider:</p> <ul style="list-style-type: none"> - Investigate possible sites that are capable of providing indoor cinema programs; - Investigate possible sites that could be used as an outdoor cinema (e.g. showgrounds, sporting fields, etc.); and - Investigate the entertainment needs of all sectors of the community (e.g. children, youth, aged, etc.). 	
<p>Arts and Culture</p> <p>Development of an Arts and Culture coordinating organisation for the Granite Belt. (Medium term, SDRC, SRAG, Art & craft groups). Consider:</p> <ul style="list-style-type: none"> - Develop a cooperative strategy with art and culture groups to coordinate and promote Art and Culture in the region; - Establish a local arts and culture meeting place (e.g. cold store building); - Support the passing on of art and craft skills; - Establishment of a 'community space' for use by community groups (e.g. skills can be passed on from older to younger generations, etc.); and - Promotion of the Granite Belt as an arts and culture destination. 	
<p>Arts and Culture</p> <p>Recognition and support for the local Indigenous heritage and culture. (Short term, Indigenous community, SDRC, State & Federal). Consider:</p> <ul style="list-style-type: none"> - Development of a strategy to recognise and promote the Indigenous heritage and culture; - Development of an art and culture trail that demonstrates the Indigenous heritage and culture; and - Investigate the creation of an Indigenous festival as stand-alone or incorporated as part of another festival (e.g. Apple and Grape). 	
<p>Agricultural Industry</p> <p>Security and sustainability of agriculture and adaption to suit climate change. (Short term, SDRC, Granite Belt Growers Group). Consider:</p>	

<ul style="list-style-type: none"> - Forming a consortium of relevant and active organisations to explore Federal government programs; - Develop a partnership with Federal, State Government's and Council; - Include livestock, horticulture and other growers; - Investigation of new plant, vegetable, fruit crops that are adaptable to climate change; - Conservation of water resources; - Regeneration of soils; and - Stability of the local workforce and potential to increase labour force from outside the region. 	
<p>Agricultural Industry Support the establishment of a manufacturing facility for produce. (Medium term, GB Growers, QCWT, State). Consider:</p> <ul style="list-style-type: none"> - Need to reduce waste of fresh produce due to damage; - Food processing of a number of products into saleable products (e.g. strawberry vinegar, etc.); - Potential to generate employment opportunities; and - Potential to operate as a multi-crop option and year round. 	
<p>Agricultural Industry Impact of corporate agriculture on the local community. (Short term, SDRC, State, Chamber of Commerce). Consider:</p> <ul style="list-style-type: none"> - Spending should be undertaken in the local area. 	
<p>Agricultural Industry Establishment of an agricultural museum to catalogue the history of the Granite Belt. (Medium term, SDRC, GB Growers, State). Consider:</p> <ul style="list-style-type: none"> - Documenting the history and development of the apple, stone fruit and other crops in the area. 	
<p>Sport and Recreation Promotion of walking and bike trails with linkage to tourism. (Short to medium term, SDRC, State). Consider:</p> <ul style="list-style-type: none"> - Extension and expansion of the existing walking and bike trail networks throughout the region including north and south and linking villages; - Linkage of trails to National Parks, tourist sites, wineries, etc.; - Improve the safety of existing bike trails; and - Investigate the feasibility and development of adventure trails. 	
<p>Sport and Recreation Promotion of the region as a centre for sports tourism. (Short term, SDRC, State). Consider:</p> <ul style="list-style-type: none"> - Encourage State and National championships and events to be held in the region; - Development of sporting events and carnivals to promote tourism; and - Promotion and information re: sporting clubs and facilities made available at the Visitor Information Centre. 	
<p>Community Health and Wellbeing Provision and on-going support for people with disabilities. (Short term to on-going, SDRC, Community groups, State). Consider:</p> <ul style="list-style-type: none"> - Increased provision of funding to community support groups in order to continue their work (Granite Belt Support Services, etc.); and - Provision of options for people with disabilities including exercise, sport, education, training, support, etc. 	
<p>Community Health and Wellbeing Increase services and facilities for the young people of the region. (Short to Medium term, SDRC, Youth Council, Community groups). Consider:</p> <ul style="list-style-type: none"> - Development of a youth taskforce to work with SDRC to develop a proposal; - Development of a strategy to provide increased recognition of the needs and provision of services to young people in the region; and - Provision of services for non-academic careers for young people including employment opportunities. 	
<p>Emergency Services Develop bush fire prevention program. (Short term, SDRC, State). Consider:</p> <ul style="list-style-type: none"> - Support for clearing undergrowth; - Undertaking cool burns in safe weather; 	

<ul style="list-style-type: none"> - Provision of training and education within the community re: landscaping, fire retardant plantings, etc.; and - Promote neighbourhood planning and cooperation. 	
<p>Emergency Services Provision of support for emergency service personnel, including volunteers. (Short term, State). Consider:</p> <ul style="list-style-type: none"> - Provision of appropriate vehicles and equipment; - Provision of on-going training programs for required skills including cross regional cooperation; and - Provision of appropriate support following a major disaster event. 	
<p>Emergency Services Provision of information to the community concerning potential fire or flood risk. (Short term, SDRC, State). Consider:</p> <ul style="list-style-type: none"> - Improvement of communications between QFES staff and local RFS personnel during a fire emergency; - Re-development of the online QFES website to better reflect a fire situation (e.g. NSW Fire Service site); and - Designation and promotion of community facilities for use as evacuation centres (e.g. schools, sporting complexes, etc.). 	
Existing Council Strategies and Projects	
4.4	Check 'designs to raise SKD wall by 2m approved'. I thought it was that a feasibility study was being undertaken, but I could be wrong.
4.4	Don't include this whole section.
4.4	<p>Infrastructure improvements and upgrades</p> <ul style="list-style-type: none"> - Funding application to raise Storm King Dam wall by 2m have been submitted. - Existing Waste reduction and recycling plan (2018) – comment is '?' - Clubs can apply to access wastewater – renewal of leases in March 2020 – comment is '?' - Multiple studies have been done on the Sewerage Treatment Plant to explore future options – on-going – comment is: funding for a study is being sought. <p>Environment and sustainability Remove the second dot point regarding an Environmental Officer.</p> <p>Business and tourism</p> <ul style="list-style-type: none"> - Council officers are already working on a signage strategy. - Application for RV Friendly status has been prepared – comment is '?' <p>Arts and culture</p> <ul style="list-style-type: none"> - Council is running some festivals and planned new concepts next year "This is Me festival" – comment is '?' <p>Agricultural industry Remove this dot point regarding an Environmental Officer.</p> <p>Sport and recreation Remove the first dot point regarding a Sport and Recreation Officer.</p> <p>Community wellbeing Remove the third and fourth dot point and e from Aid in the first dot point.</p> <p>Emergency Services Disaster Management Plan in place.</p>
Positive feedback	
Proposals are exciting and comprehensive and offer wonderful ways forward to support community, especially youth and less integrated members of the community, while enhancing sustainability and beginning the process of 'future-proofing' our area.	

As you can see, I am very happy with the work SDRC has done through its consultations and in distilling much of the sentiment, as well as the ideas and actions proposed to it. I am in agreement with substantially all the actions proposed here. I also think that the SDRC has facilitated an excellent process in the aftermath of the fires, and during the drought; and look forward to seeing the same humanity, integrity and future-oriented thinking applied to the future of the Granite Belt.
Well done to all involved in this important piece of work for the Granite Belt.
The points listed will make a great foundation to helping make our region more resilient and less dependent while looking after our environment.
The strategies all seem like good initiatives, I can't see any that stand out as not good.
I can see positives in all the strategies.
Great initiative!
Great to see Council working with community organisations.
Great ideas for Stanthorpe – I am very excited about the future!
Thank you for the opportunity to contribute.
Constructive criticism
A little note: Page 3, it may be unwise to describe the de-amalgamation process as “unsupported”. While I understand that you mean that it was not supported at policy or implementation level, it may be incendiary to note it as unsupported when this can be read as “not supported at a local level”. The ‘unsupported’ is unnecessary in the context.
The Granite Belt – Urban Design Framework was posted on Facebook 9.30am 14 January 2020 and residents were expected to respond by 15 January 2020. The UDF should be advertised after the election to allow people time to review, reply and to adjust to potential new policy direction resulting from the Local Government elections.
Peter felt that he could not submit a comprehensive submission as the commentary would not be taken on-board. The spending of drought relief funding on shade sails for parks was the example used for why the feedback would not be heard. Peter did not consider the current policy decisions to be appropriate and this discouraged his feedback against the UDF. (Note: earmark as an area to look at with future consultation. Be careful with consultation as it may discourage useful feedback).
I do hope council does implement these and doesn't just ignore them like the previous streetscape plan was ignored (mostly).
I have to say that I am extremely disappointed and appalled that Emu Swamp Dam did not even get a mention considering that it received 105 comments from the community, making it the highest and most commented on issue for this region.
Can you please let us know why it was dropped when we - the Granite Belt Planning Group agreed that it should be on the list. Is there really any point to us being involved further on this project when our feedback and the community's is ignored?
I have to say that I am quite angry that we put in an enormous amount of time to provide feedback and comments and they are then just dismissed.
Must say that if what Amanda (omission of Emu Swamp Dam from first edition of Draft UDF) says is correct then I too am gobsmacked. I thought the process went well and was far reaching and reasonably transparent. Would even say it was professionally run.
No doubt time and tide will elicit why the biggest future issue for Stanthorpe was (apparently) omitted from its future plan.
I do recall the issue of trust and distrust being one topic discussed at our first few meetings.
If what has been said is correct, then it is obvious that the SDRC wants to be able to say 'We consulted the community' to deflect any future criticism that they ignored Stanthorpe community's wishes regarding the Emu Swamp dam. Very, very transparent and shabby politicking, SDRC. I would say I am deeply disappointed, but to be honest it's probably about what I should have expected from this Council. You have lost any shred of credibility that remained. The Stanthorpe community could have no clearer indication that we shall have to move on without the SDRC by whatever means we can muster.
Thank you for the opportunity to provide feedback.
I have attached what the key elements of an Urban Design Framework should be. I do not necessarily believe that what has been produced meets the format or broad objectives of what an UDF should be. My advice would be to call it a community plan, so it does not become a primary document under the Planning Scheme.
I think the plan needs to have some schematics, at a minimum an overview map outlining the proposed location of each of the projects or initiatives.
I am not clear what the vision for the community is after reading the document again, and it does not really inform me what the community is aspiring to be in 10 years.
Some of the proposed projects are very, very operational and in my opinion should not be retained in the document.
There perhaps to be more of a precis of each of the strategies that inform the plan, highlighting current or at least existing goals and objectives for the region. For example a listing of the actions in the South from the Shaping Southern Downs Strategy.
Perhaps the “Character Statement for the South” in the Shaping Southern Downs Strategy (p21) should be considered as a guide to the Vision in the Plan. Perhaps each of the Plans or Strategies quoted in the consultants plan should detail their vision for the region.

As you are aware I am part of the Planning Group that oversaw the development of this planning initiative in partnership with the community of the Granite Belt and the Consultant.

During the period of community consultation I spent considerable time speaking to residents (and some visitors) of our extensive region both at the community hub and out in the community. I also had the privilege of attending all of the community group sessions and was impressed with the standard of input and the passion with which the community members were prepared to contribute to this process. I also submitted a document outlining my own vision.

As the feedback was being provided to us I became aware that many of the concerns and ideas that I had seen and heard did not seem to be expressed as I had heard them or read them at the Hub. I also became concerned that the "conclusions" of the Planning group did not, in my opinion, truly reflect the diversity and common themes that I had heard during the consultation process.

As a result I requested access to all the written feedback that had been received as surveys, written submissions, stick-it notes, etc so that I could be comfortable with the final proposed strategies and that they truly reflected the community feedback. To date I have not been provided with copies of the community comments and feedback despite making several requests. I believe that as a member of the Planning Group I should have been automatically provided with access to this information as a matter of course, and courtesy. This would have enabled me make a judgement and to have possibly provided more support for the Draft report.

As I read the much abbreviated and restricted Strategy lists that have been included in the Draft report I was deeply concerned that if the draft report was read by anyone who took the time to document and submit their ideas on the future of the Granite Belt would, without a doubt, check to see what happened to their proposals. I believe that most people, including myself, would find little if anything from their submission and would be justified in stating that it would appear that the members of the Planning Group - and Council - had dismissed their views and that their input had not been valued. And I would not blame them for reaching that conclusion. I therefore felt that I had no choice but to present as many of the proposals as possible as a courtesy to the people who took the time to care about the future of their community and submit their views.

Too often I was told by community members that they were not going to bother as their ideas would not be taken seriously. I assured them that I would do so and, if I knew of their concerns, would ensure that they were considered.

As a result I have been left with no choice but to:

- Compile my own documents that relate to the main Strategic subjects and document almost all points raised by members of the community based on my consultation as well as information provided at one point by the consultant;
- Provide a priority list of Strategies that I believe would best reflect the wishes of the residents and would benefit the community as a whole.

These documents are noted on the Attachment list and the detailed documents are also provided.

It should be noted that some sub-strategies may appear in more than one (1) Strategy sheet as they cross over between both Strategies. I also removed several Strategies from a Focus Area and relocated them into what I considered to be a more appropriate Focus area (e.g. water security from Environment and Sustainability to Infrastructure and Upgrades).

It should also be noted that the order in which the Strategies and Sub-Strategies are documented on the nine (9) Focus Area lists do not indicate an order of priority. I have provided a separate table within which I have provided a ranking for the Sub-Strategies within each Focus Area.

I would like to express my appreciation for the work undertaken by the consultant and the time and effort that she contributed to the process. I am not aware of the terms of reference within which the consultant was required to operate.

I would also like to express my sincere thanks to Council for the opportunity to participate in this process. This also extends to the Council staff who "manned" the Hub and the manner in which they managed the community members.

N.B We were told at the meeting (Education and Care) that we would be contacted by email when draft was ready. This did not happen ☹

GRANITE BELT STRATEGIC PLAN

Granite Belt Urban Design Framework - Project Report June 2020

Meeting Date: 24 June 2020

Attachment No: 2

Southern Downs Regional Council

Granite Belt Urban Design Framework

Project Report

June 2020

engagement⁺
+plus⁺



Acknowledgements

Version History

Title	Version	Status	Date
GB – UDF – Project Report	1	Draft	3 June 2020



Contents

1	Introduction	4
2	Methodology	5
3	Detailed Findings	12
3.1	Overview	12
3.2	Infrastructure improvements	13
3.3	Environment and Sustainability	20
3.4	Park development and Town Beautification	22
3.5	Business and Tourism	24
3.6	Arts and Culture	28
3.7	Agricultural Industry	31
3.8	Sport and Recreation	33
3.9	Community Wellbeing	35
3.10	Emergency Services	38
3.11	Governance	39
4	Drafting the UDF	41
5	Appendices	42
5.1	Communication Collateral	42
5.2	Emailed submissions received	42



1 Introduction

Southern Downs Regional Council (Council) has commissioned Engagement Plus to undertake a community building and strengthening exercise including comprehensive community engagement for the preparation of the Granite Belt – Urban Design Framework (UDF). The engagement and planning work included a collaboration between Council, a group of self-nominated community individuals and representatives from the Granite Belt Growers Association, the Granite Belt Chamber of Commerce and Granite Belt Wine and Tourism, known as the Granite Belt Planning Group.

The UDF is aimed at:

- Developing a shared vision and plan that will capture enthusiasm about the future direction of the Granite Belt and its role in the region
- Identifying key projects, initiatives and essential services that are important for the future 5 – 10 years
- Aligning the projects and initiatives with the Shaping Southern Downs document that was recently developed
- Addressing some of the core challenges that have been identified through the unsupported de-amalgamation process
- Creating a platform for ongoing community and economic development initiatives.

The geographic parameters for the project included the Granite Belt area extending from Dalveen in the north, Eukey in the east, west to Pikes Creek and Glenlyon Wallangarra in the south, touching the border of New South Wales.

The UDF under the theme of “*Your Vision, Our Future*” has been developed from a foundation of extensive community consultation and proposes short, medium- and long-term strategies to enhance community and economic strength. It will be an integral tool for capital expenditure, funding applications and partnerships between community, Council and other key stakeholders.

This document is the Project Report that provides an overview of the detailed methodology for the project, and the key findings from the consultation phase that led to the development of the draft UDF.

The community consultation program was aimed at reaching a broad range of people, groups and organisations throughout the Granite Belt. The program was delivered over several months after commencing on 7 August 2019 and concluding on 4 November 2019. The full description of the consultation activities is outlined in the Methodology section (refer Section 2) and the outcomes for the consultation are also included in the Key Findings section (refer Section 3)

Finally, the Project Report outlines the steps that were taken to use the consultation outcomes to develop the draft UDF, the release of the draft UDF to the public and its refinement in preparation for presenting to Council for consideration and endorsement at the June 2020 Ordinary Council Meeting.



2 Methodology

The approach to the consultation was to engage the wider public as early as possible through detailed advertising to build awareness and a strong interest on this project. It was considered important to build a momentum, strong interest and therefore higher levels of participation, particularly with new audiences, people who wouldn't normally respond to consultation opportunities.

It was also important to engage internally, particularly with those staff members who are based in Stanthorpe so that we can build their interest, seek their ideas for the project and to assist in 'championing' the project at a local level. An internal working group was formed and participated in targeted workshops at key points in the project.

The consultation phase began on 7 August 2019 and had the following objectives:

- Ensuring the community were informed about the UDF project and were aware of the opportunities to contribute to the future plans for the Granite Belt
- Establishing the Project Planning Group that would assist in guiding the consultation activities, giving input to the project and assisting in giving guidance on what project ideas emerge from the consultation process
- Encouraging strong participation by the community and enabling a number of different opportunities for the community to be involved in the project
- Establishing a vision for the future of the Granite Belt that also aligned with the Shaping Southern Downs Plan
- Identifying a number of key projects for the Granite Belt region that would form part of the UDF
- Keeping the community informed about the progress of the project and to advise on the final outcomes.

A number of different engagement methods and communication tools were used throughout the consultation phase and are described below.

Granite Belt Planning Group

The Council had called for expressions of interest earlier in the year for people to become involved in the project and form a 'Steering Committee'. The group of individuals then joined representatives from key organisations in the community such as the Stanthorpe Chamber of Commerce, Granite Belt Growers Association and Granite Belt Wine and Tourism Association, as well as a representative from the Shaping Southern Downs Advisory Group to form the Granite Belt Planning Group (GBPG).

Terms of reference were developed for the GBPG who were charged with four (4) main tasks:

1. Contribute to ideas about the engagement processes
2. Encourage and assist with partnering the engagement methods
3. Provide feedback on the key outcomes of the engagement activities



4. Provide feedback on the draft UDF when prepared.

The GBPG met on several occasions in contributing to the project with some members contributing significantly to the consultation activities and in particular volunteering at the Community Hub space (see below).

Postcard campaign

A postcard was developed to promote the project and to seek input on a vision for the Granite Belt and what projects would be important for the future. The postcard was distributed by Australia Post to all householders in the Granite belt region and extra copies were available at various distribution points in the community, market stalls and the Community Hub space.

Figure 1: Postcard campaign - Front





Methodology

Figure 2: Postcard campaign - back

granite belt
YOUR VISION. OUR FUTURE

➤ **SHARE YOUR THOUGHTS ABOUT:**

I live in _____ and what I love about my place is _____

What 3 key projects should be pursued in the Granite Belt?

1 _____

2 _____

3 _____

Please return to the slot boxes at the Councils' Customer Service areas at the Library, the Gallery or at the Granite Belt Community Hub, 40 Maryland Street, Stanthorpe.

To find out more about how you can be part of this exciting plan for our future by visiting Have Your Say page at www.sdrcl.qld.gov.au or email team@engagementplus.com.au or call 07 3217 6849.

granite belt | **Southern Downs**
YOUR VISION. OUR FUTURE REGIONAL COUNCIL

Communication and Feedback Collateral

A number of communication and feedback tools were used to promote and to gather input for the project. They include:

- Posters for display
- Paid advertisements (and free) in local publications
- Project newsletter to provide details of the project, why it was happening and how to contribute
- Feedback Form – hard copy and digital using Survey Monkey
- Council's Have Your say site
- Digital mapping tool using Social Pinpoint

Themed workshops

A series of six workshops were promoted under the following themes:

- Childcare and education
- Sport and recreation
- Agriculture
- Business and tourism
- Arts and Cultural
- Community Services

The community and identified stakeholders were invited to attend any or all of the six workshops that were held during week of 14 to 18 October 2019. Invitations were sent through a contact database of over eighty (80) different groups in the Granite Belt region.



Workshop with Youth and Youth Council

With the assistance of the Community Development Officer, a session with young people and Youth Council members was held at a Stanthorpe school to discuss a vision for the future of the Granite Belt and possible project ideas for the next 5 – 10 years.

Other Meetings:

Requests were made to have individual meetings with some groups where they were not able to or did not feel comfortable attending a workshop. On this basis additional meetings were held with:

- Stanthorpe Sports Association
- The Happy Chat group – people experiencing disability or mental illness

Static displays and market stall

A series of static displays were set up to help promote the project. With the idea of a having a visual reminder at key locations it would trigger awareness and encourage participation by the community. Static displays using posters, Project Newsletter, postcards and Survey Forms were located at:

- Council's Customer Service Centre at Stanthorpe Administration building
- Foyer area of the Stanthorpe Regional Art Gallery and Stanthorpe Library
- Queensland College of Wine and Tourism

Through the efforts of the GBPG some materials were also left at the village shops and post offices (e.g. Dalveen).

A stall was held at the Markets in the Mountains on Sunday 13 October 2019.

Individual submissions

Some members of the public chose to share their ideas and thoughts through more detailed individual submissions or through maps and other graphics. These submissions have been included in the Appendices for reference.

Community Hub space

Just as the consultation activities were being readied for launch, Stanthorpe experienced significant bushfires at Amiens and surrounds. The disaster recovery activities that followed were set up in a vacant shop space that also became a central point where the community could find out about the UDF project and contribute in a number of ways.

Vinyl maps of the region were laid out on tables and people could place post-its onto the map with suggestions for projects that were needed for the future. Sections of the walls



Methodology

were dedicated to the six themes for consultation and people could place post-it notes for their ideas under each theme.

The Community Hub space was open on weekdays throughout the month of October 2019 and had members of staff available to answer questions or provide information about the project including postcards, Fact Sheet and Survey Forms. The Library held their children's Story Time Sessions at the rear of the shop in order to encourage more families to come into the Community Hub space.

Figure 3: Community Hub space



Figure 4: Vinyl maps of the Stanthorpe township and Granite Belt region





Resident Artist

An initial idea of holding an arts competition was put aside as the arts community was heavily engaged with other large scale projects. Instead a local artist Trevor Horsnell was approached to engage with the community using the medium of the arts. Trevor shows to take two approaches:

- The first was to ask the community what was important to them about the Granite Belt. The words or descriptions that people used were then put together into a poem
- The second was to ask people to contribute to or influence a painting that depicted the essence of the Granite Belt. The painting work took place over a series of sessions held at the market stall and the Community Hub space. The final piece has been given to Council to display in a public area as it is a product of the Granite Belt community's views.

Figure 5: Artist Trevor Horsnell at Community Hub space



Figure 6: Final art pieces by Trevor Horsnell





Targeted interviews and meeting with councillors

In the early stages of the project, members of the GBPG raised a series of questions about the parameters of UDF project, the role of the GBPG and some other matters that were being put to the Council at the time (including role of Council in the Emu Swamp Dam project). In the interest of trying to resolve the questions raised and concerns by the group members, a series of targeted interviews were held, in preparation for a meeting involving GBPG and the councillors.

A series of targeted interviews was held with members of the GBPG and councillors to ascertain their ideas about the role of the group, seek feedback on the proposed engagement activities, obtain input on the draft Terms of Reference and the aspirations for the project and also what matters they would like addressed in the joint meeting.

The outcomes of the interviews helped shape the agenda for the meeting with councillors that was then held on Monday 2 September 2019. Most matters of conflict were explored and dealt with in the meeting, some matters led to further information and conversations that were addressed immediately after the meeting and some further matters could not be resolved as they were the subject of separate legal processes.

The consultation period closed on 4 November 2019.



3 Detailed Findings

3.1 Overview

Throughout the consultant period, community members were asked which initiatives and projects they envisioned as being most important over the next 5-10 years.

Relevant questioning was presented, and data sourced from a variety of methods, including postcards, surveys (hard copies and online options), social pinpoint, and vinyl maps. Community workshops involved whiteboard snapshots of current topics of conversation within the sector, strengths and assets of the region, the Zing system for initiatives and whiteboards for assessment criteria.

In terms of the levels of participation during the consultation period, the project exceeded all expectations with overall 465 people being involved in the project. Below is an outline of the level of participation achieved in the project:

- 87 people attended the themed workshops
- 85 surveys were completed – 27 hard copy and 58 online
- 69 comments were made on the digital map
- 3 emailed submissions were received
- 127 postcards were received (after 4170 were distributed)
- 94 post-its were collated from Community Hub and market stall activities

This level of participation has generated 1386 pieces of qualitative data, ranging from one-worded responses to submissions comprising of 8798 words. These qualitative responses were derived from all engagement activities including open-ended questioning during workshops, submissions, Have your Say site, postcards, survey forms, meetings and post-its placed in Community Hub space against the themes or on the regional map.

To analyse the data most effectively the qualitative responses were individually recorded in spreadsheets and were initially tagged with one of 85 options. These were then themed under 10 topics with 50 subthemes. The data was utilised in the production of graphs and further analysed and collated to create the 10 themes presented in this report. The individual responses were again considered within the new 10 themes and a dialogue of data was formatted to present the facts in an expository format.

For the purpose of this report, the ten themes utilised are:

1. Infrastructure improvements
2. Environment and sustainability
3. Park development and town beautification
4. Business and tourism
5. Arts and culture
6. Agricultural industry
7. Sport and recreation



- 8. Community Wellbeing
- 9. Emergency services
- 10. Governance

3.2 Infrastructure improvements

Active transport

There were 22 comments that related to active transport infrastructure, with 80% of these referring to bike tracks. Making Stanthorpe a bicycle friendly town was suggested, with requests for improvements to current trails and the desire for new ones.

Specific ideas for active transport include extensions of the bike trails on the north side and in central Stanthorpe for safety reasons, linking walking trails with bike trails to include wineries for tourism and a bike track linking the Wallangarra Road/Highway intersection to the creek near Mackenzie Street on the side of the highway. Continuing the bike path beyond Britannia Street and under the highway to the Industrial Area would provide a safer alternative to cyclists and pedestrians currently utilising Texas Road to access Broadwater Forest and Happy Valley. End of journey facilities were requested for cyclists to store bicycles when commuting to school or sporting events.

The space to the sides of the railway corridor is an excellent opportunity to create a safe bikeway from both sides of town into town. The train only runs once a month at most, and there could be signs up at intersections alerting riders to the train dates. The sides of the corridor are regularly cleared by QR now and would only require a small amount of work to make them navigable the entire track.

A local resident submitted a map suggesting cycling paths for tourists. The suggested cycling paths begin at Dalveen, meander down and west of Cottonvale to create a loop around and through to Thulimbah, before continuing on to The Summit, Applethorpe and Stanthorpe. From Stanthorpe the path veers west to Broadwater, south to Thomdale and Glen Aplin before heading north towards Stanthorpe. Joining this loop is a smaller loop leading out and around Storm King Dam and back to Stanthorpe via Dalcouth.

It was suggested that an on-road bicycle trail that goes north from Stanthorpe, similar to the southern one would be a lovely ride. In time the bicycle trail would then link up with one from Warwick. This would give people the chance to do overnight trips that would create tourism dollars in both towns.

For recreational purposes, ideas included adventure trails and adaptation of the forest paths to suit mountain biking, horse riding, walking and running. It was suggested that an extreme bike trail would be beneficial as there are many roads on and off the beaten track in the Wallangarra area including parks, timbered and cleared areas with dirt and sealed access roads. There is also accommodation available in this area such as local hotels or bread and breakfast accommodation, local stores and cafes, thus bike way could include other villages in the area to promote tourism, and help local families and businesses in the granite belt.



More walking tracks were requested around Quart Pot Creek and the Mount Marlay Lookout: a trail could cross to Greenup St and link to Heritage Park. A direct corridor could be developed between the Broadwater State Forest and Stanthorpe for walkers and cyclists via Old Caves Road. It could become our "town commons" if we could access it without driving. The bike track around Emu Swamp Dam requires re-design or preservation.

Public Transport

Calls for upgrades and better public transport options were mentioned 37 times in discussions and comments relayed during questioning. For easier interpretation, the data has been broken down into subthemes of Rail and Bus as follows:

Rail:

The Toowoomba/Brisbane fast train link would provide access for Toowoomba and Darling Downs residents to access employment in Ipswich and Brisbane, and residents of Brisbane and Ipswich to access employment in Toowoomba and Darling Downs. Provide efficient access for residents of Toowoomba and Darling Downs area to attend medical and other appointments in Brisbane. It would also allow for small freight transport.

There is also the potential for the establishment of a freight transfer hub for the Inland Fast Rail, providing easy access for Granite Belt freight locations north (Toowoomba) and east (Brisbane).

Bus:

A community-based transport bus system that works on a door-to-door basis was one request, namely for isolated residents to have access to facilities. Improved transport options would also improve tourism in the region. Lower fares were suggested to entice more people to utilise public transport.

Electric scooters were recommended in town.

Suggestions were made to provide a daily public transport service between Warwick & Wallangarra (i.e. bus service or rail motor service). Regular transport between Wallangarra and Stanthorpe was also requested.

Roads and Maintenance:

Maintenance and upgrades to roads were mentioned 30 times. General comments such as 'better roads' and 'road improvements' were common, but some more specific requests and suggestions included:

- Development and maintenance Of motorbike facilities
- Finish sealing the old Stanthorpe - Warwick Rd (opposite railway line to highway)
- Maintenance of off road emergency services access - Passmore Rd
- The veto of long rigid vehicles or semi-trailers in Main St (to minimise damage to road infrastructure)



- Pedestrian Crossing required at High St and Connor St going west on the T intersection
- B-double truck routes require improvement
- Upgrade to the Cunningham Highway between Aratula and Willowbank
- Install a new pedestrian path across Carnarvon Bridge ASAP
- New road joining Tyrel Street & Folkstone/Anzac Street
- Reduce the speed limit at school hours to 60kph on the highway
- Install Kyoomba signposts of the Eukey Road.
- Kerb & channels in Railway Street
- Rise of the Curb @ Holly's café exceeds national standards for safe access
- Seal roads in the outer districts
- Dirt road maintenance needs to be on schedule to minimize seasonal interference
- The intersection of High St and Connor St should no longer be signposted as the road to Texas. The route to Texas should be signposted on the start of the by-pass southbound, with further signage for a left turn at Pancor Rd, followed by a right turn onto Texas Rd

Car parks

9 responses referred to car parking in the region. For safety reasons, a new car park has been requested within the new dog park in Stanthorpe Street, so that people will stop driving over the new walking path and parking on the grass.

The car park at Sentimental Rocks requires cleaning up so that cars could park off road again. Calls for general parking to be improved, and parking and traffic flow around schools were prioritized. It was believed that shade cover over vehicles at Doug Smith Car Park would be beneficial, and that the Woolworths car park was considered unsafe and requires renovation or demolition. A request for larger parking spaces for caravans was also put forward. The new Roger Street car park need shade shelters including the access laneway from the Main Street.

Bridges

Community members requested upgrades to Folkstone Bridge and the addition of guardrails to Pikes Creek Bridge.

4 comments requested upgrades to Carnarvon Bridges, and asked for council to reconsider the delay to the upgrade/replacement, stating reasons as follows:

- Safety issues have increased concerning the vehicular use of this narrow two-way bridge – cars, motor homes, vehicles towing caravans, trucks, etc;
- There's been a forced closure of the attached pedestrian bridge for safety reasons;
- The bridge is to be re-aligned to the east of the existing structure and the delay is restricting certainty for businesses between Folkstone Street and Quart Pot Creek;
- The delay is also creating difficulties and delays for a proposal by SDRG to upgrade street scaping, landscaping and traffic improvements on the southern end of Maryland Street.

Fencing



Building an exclusion fence along the shire boundary between Stanthorpe and Goondiwindi was suggested.

Footpaths

Stanthorpe enhancements requested were footpath reconstruction to match those in Warwick and footpaths to a wider area of community. There were general comments regarding footpaths needing cleaning and in disrepair; however a number of footpaths were specifically mentioned in maintenance requests or new requirements. These include:

- A new footpath on Britannia Street to join College Road
- Finish all footpaths that don't do the whole length of the block
- Build a footpath from the general store to the school
- Footpath improvement required on the bridge
- Stanthorpe CBD footpaths require repair
- Wider footpaths along Quart Pot Creek
- All footpaths should be friendly for people who are mobility impaired

Telecommunications

Mobile phone blackspots and lagging internet services were mentioned ten times with requests made for improvements to telecommunications infrastructure. The NBN infrastructure is said to have improved but needs to be quicker.

Renewable Energy

Renewable energy infrastructure was discussed or mentioned approximately 40 times by residents.

A sustainable energy hub was one suggestion; a large scale solar plant to help power the town and save residents money. The suggestion of a microgrid for sustainable/renewable energy across the region in the form of solar, wind and battery was mentioned 7 times. The benefit foreseen was an environmentally sustainable, and cost effective energy solution.

It was recommended that SDRC install solar on every building.

Community solar energy projects were recommended, where the community takes control and ownership of the power grid to reduce costs and increase reliability (similar model to Repower Shoalhaven).

Electric car infrastructure was explored, with the suggestion of a charging station in the centre of Stanthorpe to encourage people to stop, enjoy arts and cultural activities here while car is charging. The addition of other electric vehicle charging stations at strategic places in the region by encouraging local businesses to install - the people charging will spend money in their business while they charge. The design of an 'electric highway' along which people can charge their electric cars would bring people into town.

One recommendation was to investigate the possibility of deep hot rock electricity production within the region.



Waste Management

Twenty pieces of data collected related to Waste Management Infrastructure.

There were three comments requesting an upgrade or replacement of the sewerage treatment plant, with a request for a full-time waste facility supervisor as promised.

According to residents, transfer stations need bigger bins. It was suggested that money going towards the art gallery be utilised to fix the sewage system instead. Landowners need a disposal point for empty CSSP (pig poison) tins and baiting plastic bags

According to one community member, the waste water treatment plant requires update and relocation: The existing waste water treatment plant at Stanthorpe is located within the flood plain of Quart Pot Creek, and adjacent to the New England Highway on the western edge of the town; it is reportedly in poor repair due to age and lack of upgrade in past years and has been the subject of complaints, investigations and reported fines by the Qld Department of Environment due to unauthorised discharges into Quart Pot Creek (mainly during due to adverse weather conditions). When unexpected and unapproved discharge has occurred local farmers that are located downstream of the plant and irrigate from Quart Pot Creek have been impacted; this leakage may also pose a health risk through accidental discharge into Quart Pot Creek and ultimately the Severn River (upstream of the proposed Emu Swamp Dam); Current discharge of treated water is distributed to a number of farmers for use as irrigation water.

Urgent construction of a new wastewater treatment plant in a new location is required. Environmentally friendly treatment, storage facilities and disposal methods have such as recycling can be incorporated into the development of the new plant; inclusion of reed bed filtration system or the like to provide a buffer between the plant and Quart Pot Creek in case of plant failure, accidental spill, etc.

Water

The subject of water infrastructure and security was a high priority for many community members with 240 pieces of data collected from open-ended questioning. Of these 240 pieces of data, 28 related to water tanks, 105 related to Water security and 107 related to dams: Emu Swamp Dam was mentioned 36 times, and Storm Water Dam was referred to 41 times. Water sustainability was considered important, with domestic rainwater tanks and low flow shower heads recommended.

Water transformation is required in SDRC, with support for transition to water-efficient modes of agriculture, tanks for residences, stormwater harvesting, permaculture methods for harvesting in urban areas

Water Security

Although not directly related to infrastructure requirements, for the purposes of this report it was deemed relevant to include this information with other data relating to water.

It was mentioned that agricultural and urban water requirements and sources should be kept separate, and graded water rationing should continue regardless of outlook, to help future



proof Stanthorpe's water supply. Long term water security was mentioned eight times, with sustainable water supply also mentioned eight times.

Farmers just across the board in NSW are requesting that services of available water deliveries continue, even though their land falls in NSW, as they see themselves as part of the community, with all services, phone, emergency services etc coming from QLD. Water carting was mentioned as a requirement, whilst the Granite Belt Irrigation Project is expected to boost the Granite Belt if supported by SDRG. Water is currently seen as lacking for urban, rural and native requirements.

Grey water systems for all households should be encouraged.

Water Infrastructure

Improving water infrastructure was mentioned six times, while increasing water storage capacity was mentioned five times.

Bores

It was suggested that bores should be drilled wherever possible.

Dams (general)

A suggestion was made to link all dams to improve the ease for transferring water as required. Evaporation reduction measures on dams were suggested, along with the proposal of new dams above Storm King, and out at Numbadere Falls Way.

Opportunities for new dams include Clarence River Headwaters (NSW) and Mole River (NSW). Consideration should be given to a joint project between the Federal, NSW and QLD governments, Tenterfield Shire and SDRG for the development of a dam within the headwaters of the Clarence River system to add to the water supplies for Tenterfield, Stanthorpe and possibly Warwick and Toowoomba. The possible development of a pumped hydroelectric scheme associated with the project and a wind power site to provide power to the pumping station was suggested.

Emu Swamp Dam

A pipeline from Emu Swamp Dam to Mt Marley was suggested. A bigger new dam than the one proposed was recommended with the suggestion of building many more dams, rather than just one. The pending completion of Emu Swamp Dam is seen to have the added benefit of providing the region with independence due to better water security. It was mentioned that Emu Swamp Dam may be too shallow and some residents are against Emu Swamp Dam, believing an extension of Storm King Dam would be a better investment.

Concerns were raised about the placement of the dam below a sewage plant. However, most comments pointed toward Emu Swamp Dam being seen as the way forward for employment, growth and financial stability. Concerns regarding the viability of Emu Swamp



Dam were raised, such as the long-term replenishment of water storage, the evaporation versus precipitation ratio, and the stability of the foundation of the walls.

Storm King Dam

Purchase of the private land adjacent to the dam could be considered to further increase storage capacity. Consideration could be given to the transfer/sale of the Storm King Dam facility to a publicly owned water supply operator such as SunWater.

One idea put forward was that a park could be created along Quart Pot Creek all the way from town to Storm King Dam – this would also create further water storage in an attempt to future proof urban water supply. De-silting of the dam and a tri-annual release of sludge was suggested, in order to enlarge the potential storage capacity. Sale of the de-silted material would recoup a considerable percentage of the cost of digging out the material.

Suggestions of raising the dam wall were made, to stop it from leaking; alternatively building a secondary dam behind Storm King Dam would catch overflow when full. One suggestion was to build a weir between Storm King Dam and the town.

Pipes and Connectivity

Residents requested the installation of another water standpipe, updates to the current facilities, and the replacement of water pipes underground. The suggestion of harvesting water during floods was made.

A water grid was considered, connecting us with surrounding towns and cities

Cleaning out the storm water drains was deemed beneficial.

Tanks:

Community members recommended that all future residential dwellings have mandatory water tanks. More tanks should be built on current dwellings and subsidies should be offered to both rural and urban residents. It was also suggested that tanks be supplied to all residents that pay rates.

It was requested that support be provided to plumb water tanks into all accommodation, commercial and industrial businesses. Support could also be provided for schools to have water tanks plumbed into the toilets.

Support could be given to the Fitness Centre and Swimming Pool to have water tanks plumbed into their buildings. Walls could also get support to have water tanks plumbed into the business for sustainable use. The Civic Centre and other SDRC have large roof areas and space for water storage.



3.3 Environment and Sustainability

Environment and wildlife

A number of comments were made regarding environment and sustainability, with more focussing on sustainability.

Regarding environment, suggestions were made to keep Quatpot Creek clean and reduce wood fire pollution to improve air quality in winter.

It was suggested that a concerted plan for protecting the environment and biodiversity of species is required. Encouraging landholders to declare land for wildlife to retain wildlife corridors was considered important. According to one resident, the electorate of Maranoa ranked worst for environmental destruction recording a 43% decline in habitat for 85 threatened species since 2000. No more clearing of native bushland - awareness of 85 threatened species must be raised.

Maintaining biodiversity on both private & public land was recommended.

Promote connectivity of wilderness areas, new and existing for protection of wildlife.

Ensuring the protection of pristine wilderness areas was also of importance to one resident. Council should plan for wildlife corridors and reward ratepayers who maintain these corridors with lower rates. Residents believe there is a diverse and unique wildlife that is increasingly isolated in small pockets of vegetation. It was requested that council should work with local groups and businesses to identify flora species that are ideal for the region and can be planted to make such corridors if landholders are interested in contributing. Work with the State Government to declare the region that links Sundown to Girraween a national park.

Sustainability:

Forty pieces of data collected related directly to sustainability. Statements were made that the SDRC should have a strategic plan for sustainable growth moving forward. Suggestions were made that a plan for climate change must happen urgently. There was recognition of the need to introduce requirements within the planning and building codes to develop greater energy efficiency, reduced bushfire susceptibility and water independence within the community, business and agricultural sectors.

Environmentally friendly town planning for sustainable development was requested, with suggestions of sustainable village developments such as Currumbin's Eco-village, with low and medium density residential planned estates, including public spaces and linkage access ways to minimise pedestrian use of roadways. Sporting facilities should be located where use does not negatively impact with respect to noise, emissions, traffic etc.

Future housing construction should have sustainable planning, with expectation of minimal water usage (such as low flush toilets), minimal heating requirements due to design, water tanks, solar panels and renewable energy sources and environmentally sustainable insulation, flooring, skylights etc. Landscaping should also be sustainable, with appropriate species to provide shade, reduce fire risk and encourage birds and bees.



A community greenhouse run by volunteers was suggested, with the intention of reducing water requirements during drought.

Another recommendation made was the implementation of Carbon Sequestration Projects.

Recycling

Recycling was a popular topic, with 24 comments relating to it. An expectation that SDRC should have a clear and strategic plan for future recycling and waste reduction was stated. Most comments were in favour of reusing and reducing usage of plastics in the region with suggestions offering programs and practices for local schools and community. Education and workshops regarding recycling (and correct bin usage) were suggested, with a huge push to increase awareness and the importance of recycling.

There was a request to increase the volume and range of recyclables that the Broadwater waste facility can accept, to help reduce landfill.

The suggestion of a 10cent collection centre was made for used bottle drop-offs.

Offering free recycling incentives to the community was recommended e.g. worm farms and compost bins.

A micro recycling plant to turn Stanthorpe waste into useful products instead of landfill was one innovative idea put forward; create a circular economy for wastepaper, glass and plastic. Some ideas for reusing plastic included building water pipes and converting rubbish into roads/infrastructure.

A suggestion was made to redirect household and farm food waste so it can be processed into fuel and compost.

A plan to make the Granite Belt plastic free was requested - no fresh food to be served in plastic. Encourage fresh food outlet in Main Street every day.

Rather than transport recycled material to Toowoomba, it was recommended that

Local Government should encourage the establishment of processing industries in cooperation with corporate entities on industrial land west of the New England Highway and fronting Texas Road, to provide an environmentally friendly industry with associated employment opportunities. It would also provide promotional opportunities for Council to promote the region as environmentally active, reducing road miles associated with waste collection and disposal,

The development of suitable biodegradable products (e.g. weed matting for strawberry, tomato, capsicum cropping) for use in the agricultural industries would significantly reduce and eliminate the amount of plastic products disposed at waste facilities or burnt or buried on farms.

The separation of individual waste types would be vital to fast track the introduction of specialist industries that would use these materials to produce recycled products:



Green Materials: The collection and processing of green waste could be included in the satellite industries that would be encouraged around the regional waste transfer facility. This may include the production of compost, potting mixes, etc and could service the horticultural industry and council-maintained parks and gardens.

Building Materials: These materials are now commonly crushed and reused in road construction, fill, etc and would reduce Council costs in these areas.

Re-Useable Material / Objects: The continuation of the facilities run by Endeavour Foundation is strongly supported. This outlet would be based in Stanthorpe at the current site.

All wastewater and storm water should be recycled and made available to sporting clubs.

3.4 Park development and Town Beautification

Park Development and Town Beautification was referred to in 75 pieces of data throughout the community engagement process. This data has been collated and then separated into Botanic Gardens (11), Park and Crown Land Development (24) and Town Beautification (40)

Town Beautification

Town Beautification was deemed important by many residents, with general suggestions to upgrade streetscapes prevalent. More specific suggestions included:

- Re-instate an appropriate "Welcome to the Granite Belt" sign, with information regarding tourist attractions on the northern side of Dalveen near the locality sign beside the New England Highway. Street signage is also dilapidated in High Street and Maryland
- Strong support by the Stanthorpe community for CBD streetscape after consultation with SDRC representative John Mongard
 - It is expected to have a strong visual impact on tourists and provide employment opportunities and improve the financial viability of the CBD
 - Community members would like to be consulted and involved in the design of the streetscape
 - An extension to Farley Street Piazza and around London Place tree would allow for an extension of the Friday Markets site
 - The dying camellia hedge could be removed and replaced with paving
 - The London Place tree becomes a central tourist attraction
 - Use wine barrels as planters
 - Flower boxes/BIG hanging baskets in main street
- Fix infrastructure under the streets so aboveground can be beautified
- Plant street trees, native and seasonal to create a sense of peace in town and for shade in summer
- Flower gardens in town
- Festive decorations (such as Christmas) for the main street to boost spirits for locals & make town more attractive for tourists



- Council should consult with communities and discuss their ideas and expectations for the regions of Dalveen, Thulimbah, Applethorpe, Severnlea, Glen Aplin, Ballandean, Wallangarra, Amiens, Pozieres, Greenlands, Broadwater
- To help offset a bit of the cost, offer commemorative plaques (RSL & families) to remember special ones
- Plant trees in Maryland St (like Tenterfield) and flower beds – beautify it more for outside dining
- The Civic Centre requires more beautification and greenery externally
- Improve maintenance practices for edges and curbs
- Modernisation of the showgrounds was requested
- Paint some of the footpaths – stencilled Autumn leaves or games like Snakes and Ladders
- The Piazza needs roofing to create an all-weather use.

Parks and Crown land:

Most comments referred to general cleaning up and modernizing of parks, with a focus on natural themes and no-cost activities for all age groups, and addition of extra seating and picnic areas. More specific suggestions were as follows:

- Beautification of Quart Pot Creek and Cf White Memorial Oval.
- Tall shade trees between the pool and the pool shade would provide extra shade for the part in afternoons (beneficial during festivals such as the Apple and Grape festival).
- Clean up council land - Appropriately landscape the New England highway to provide a visual buffer from the industrial estate and sewage treatment plant, further enticing tourists to stop and stay – plant seasonal species for year round presentation from Panco Road to West Road. Install sound barriers adjacent to industrial state, with appropriate murals painted on them
- The eastern side of the highway backs onto residential land and should be developed into public open space and parkland, with tables, seats, shade structures etc.
- It was suggested that SDRRC work with main roads to slash roadsides more often and remove dead kangaroos from Texas and Inglewood roads. Kangaroos and wildlife become a road hazard due to becoming trapped on roads bounded by exclusion fencing.
- Weeroona Park
 - Project to build capacity in this park
 - Plant some tall shade trees or vines on a trellis between the park and the pool - shade for the pool in the mornings and shade for the park in the afternoons (and during things like the Apple & Grape festival
 - Upgrade Weeroona Park Bandstand to encourage more music and shows to be held in this fantastic open area.
- The Soldier's Memorial requires beautification
- Playgrounds more family and child friendly - think of all ages including teenagers and introduce natural themes and no-cost activities (see Indigiscapes in Redland Bay)
- Sentimental rocks as a nature playground for kids in local parks
- Play areas to be shaded with different equipment in each area – plastic playgrounds are outdated with no shade or bark chip
- Turn Sentimental Rocks into a nature playground
- Create a recreational beach and park area with toilets, concrete paths, picnic and recreational areas and bike tracks at Storm King Dam



- Slash African Long Grass before it seeds
- Better management of roadside vegetation is requested as it is currently smashed down and left in culverts and drains
- A request to implement Cemetery Policies was put forth, to ensure loved ones are laid to rest and will not be moved during construction of extra sections.

Botanic Gardens:

The proposed Botanic Gardens generated interest, with 11 pieces of informative data collected. A new botanic garden was suggested numerous times, showcasing indigenous trees and unique plants and wildflowers. Connecting the botanic gardens to the gallery and creating a sculpture/artwork walking trail was recommended.

A botanic reserve at Quart Pot Creek offering students' courses connected to the university was also suggested. This area resembles a "mini Giraween" landscape. Pathways could extend the experience upstream towards the Storm King Dam wall and link with the existing pathways beside Quart Pot Creek downstream of Granite Street. Access could be extended via footpaths along Anzac Street, Folkestone Street and Davadi Street to the Whistlestop Community Garden.

The arches of the Red bridge would provide an outstanding canvas for murals of native flora and fauna (QR permission required). Botanic Gardens would create a new tourism focus as a centre for environmental experience and education, and provide an opportunity for propagation of native flora, nursery facilities and associated training facilities. The suggestion of a cultural centre connected to the Botanic Gardens was mentioned several times and is reported in greater detail under Arts and Culture.

3.5 Business and Tourism

Topics falling under this theme resulted in 115 pieces of data being collected. Of this, 98 were in reference to tourism and festivals.

Support for small businesses

Residents feel that the Stanthorpe region desperately needs intervention support to break the cycle of overdependence on traditional agricultural income and as has been demonstrated with the twin disasters of drought and fire, the suggested losses in direct income for the region being in excess of \$100million (Chamber of Commerce statement) there is currently no significant off-setting in off-farm regional income.

Suggestions were made to offer incentives for the new industrial estate to attract diversification in business, such as carbon neutral and water wise businesses. Lessening the regulations for small businesses and seeking awareness of the impact the drought is having on different was also suggested as a way to decide best methods of support and guidance.



Detailed Findings

Recommendations was made to promote a Granite Belt Innovation Officer, to identify new businesses that could set up here, facilitate marketing local business opportunities, provide a first contact for potential new businesses and for local businesses seeking to expand or innovate. Such a person would encourage methods of operation, which were innovative, environmentally sound and unique.

Further suggestion was to embrace the aged care sector as an opportunity to attract younger professionals and other service industries; this will in turn create business opportunities in hospitality and a range of other sectors.

Grow indigenous business, like the new nursery in Tenterfield.

Expedite development applications because business and industry drives population growth and services.

There was seen to be a need for a thorough investigation into Airbnb to ensure all accommodation providers are playing on a level playing field. Fully licensed operators cannot compete with part time hobby accommodation providers through Airbnb.

Community members propose a 'Buy Local' campaign to encourage and support local businesses, coordinating it with festivals and themed weekends such as 'Paddock to Plate' and promoting the 'Food Trail'. Promoting the 'Granite Belt' brand across several themes, including tourism, food, wine, nature and agri-tourism would increase local profits.

The proper use the social media pages for marketing, and provision of fact sheets on upcoming events was suggested to make it easier for operators to work out if participation is a viable option for them.

Regional Education and Innovation Hub

Residents consider the Stanthorpe and the Granite Belt an ideal location to establish an education and innovation hub that would demonstrate, develop and focus on a region's strengths. The development of this centre would also assist the retention of young members of the community and provide employment for them and provide opportunities to increase the population through incoming students and apprentices.

Established educational and research facilities such as USQ, QCWR, Applethorpe research station could provided the basis for innovation and education in the region moving forward. Environmental education and management skills could be delivered and would service the eco-tourism and general tourism sectors. The Stanthorpe facility could become the Centre of Excellence for cool climate farming practice, horticulture and tourism in Queensland.

Tourism

Community members proposed the creation of a local tourism association to take back control of direct marketing and strategy. Tourism needs to be strengthened but it needs to be



Granite Belt tourism. There is seen to be little recognition that Southern Downs includes the Granite Belt.

More local media should be utilised to promote local events. The creation of a tourism website that allows not only searching but links to booking capabilities provides a one-stop shop for visitors. It also makes it easier for SDRC to see who has accommodation availability during large events and allows for quick updates to tourists during natural disasters.

Better signage was suggested numerous times, welcoming and advertising tourists to the region, as in other wine regions in Australia. Promotional signs and plaques at the airport were also recommended. It was also thought that SDRC should encourage owners to remove expired, old signs & boards.

A restaurant on Mt Marley, similar to that at O'Reilly's was an idea put forth that was believed would increase tourism.

Agri-tourism

Maintaining a strong agriculture and tourism industry is important for community members. The suggestion of focusing on farm tours and promoting these to improve agricultural economy was made. The involvement of the Granite Belt Growers Group and the Tourism Group would be recommended to help promote the agricultural industry further during the Paddock to Plate festival. Promotion of the 'Buy Local' campaign was recommended, to encourage direct purchase of produce from local farms and businesses.

Eco-tourism

Suggestions made for an eco-tourism strategy in the Southern Downs region included a new suite of adventure activities such as mountain biking, climbing and bouldering. A Centre for Ecological Learning and the promotion of bird watching and wildflower tours were also recommended. Residents suggest that eco-tourism has the potential to be expanded to become a major player in the tourism experience on the Granite Belt due to Girraween, Sundown, Bald Rock national parks and the proposed Botanic Gardens. To compliment the GBWT strategy, the Granite Belt could be promoted as one of the top 10 eco-tourism destinations in Australia by offering walking/cycling tours etc. Accredited eco-tourism accommodation could be offered to tourists.

Visitor Information Centre

Suggestions were made regarding the improvement of new build of a visitor information centre, with funding for a fully manned information centre. Considerations were discussed regarding the move of the information centre to a more accessible location for lots of visitors (Vincenzo's was recommended).

It was suggested that Killarney could materially benefit from the development of a similar model to the Wondai Visitor Information Centre and Timber museum - the cedar industry in past times was a significant part of Killarney's history and such a facility would create a great entry to the Southern Downs region.



Residents believed that visitor information facilities at Killamey and Allora promoting shire values would attract shire attention on a daily basis, particularly residential interest and would be more valuable than aerodrome sealing.

Marketing tools such as touch screens, more detailed maps and brochures were deemed important for tourism. It was recommended that paid advertising in the visitor guide makes it more interesting for the visitor and covers printing costs.

Interactive boards for tourism were recommended in strategic places such as Piazza, Weeroona Park and the Visitors Centre. Electronic billboard were also recommended before McDonalds on the New England Highway and another south of Stanthorpe before the bypass.

GBWT

Expansion of the Granite Belt Wine Tourism was suggested, with funding requested for an administrative support person. One idea was that a collaboration of wineries could buy Vincenzo's as a one stop shop for all wineries. It was also suggested that wineries could benefit from 'wine trail' and promote cycling between wineries to visitors.

A wine shop based in the CBD that sells only local wines to the public was also thought to promote the wineries. Promotion of Stanthorpe as Queensland's Wine Capital was also requested in collaboration with the ongoing food and wine festivals mentioned below.

Festivals and Entertainment

Community members consider the Apple and Grape Festival the most successful inbound tourism event in the region, with 60,000 people attending. Secondary to this is the Snowflake Festival. These are proven events with proven desirability for visitors. Suggestions have been made to hold them annually rather than every two years. A key barrier to doing this is that the event committee is unpaid - pay the committee a nominal fee to work on these festivals every year and tourism will grow. Alternatively, promote an annual food and wine event in Stanthorpe.

It was suggested that the Paddock to Plate event would be more successful if it coincided with the Apple and Grape Festival.

Alternative festival suggestions were an Arts and Crafts Festival that could promote and celebrate the multi faceted and variety of arts and crafts that are found within the Granite Belt community, including woodwork, yarn spinning and weaving crafts, embroidery, quilting, patch-working, glass crafts, sculpture, painting, etc.

A strong focus and emphasis on our Indigenous cultural heritage was requested - connection with local indigenous people to promote this heritage through annual events should be promoted. An Italian festival was also suggested, to promote the Italian heritage of the Granite Belt community.

Other suggestions included a multicultural festival, a marathon run between wineries (drink and run), an astronomy even and an increase in music festivals in the park. It was also



recommended to expand the current Rail Tourism experience between Warwick and Wallangarra to include Stanthorpe and coincide with festivals.

Camping

Local citizens propose promoting the region as being RV friendly. Free campsites for 48 hour period were recommended, so that visitors will spend their money on many local businesses rather than one camping ground.

Craft Beer Initiative

Community members proposed the development of a Craft Beer Tourism Strategy, stating that there are already 2 breweries, the first commercial hops yard in QLD and a great home brew community. By building on these strengths it will encourage new visitors to the area from the Brisbane and SEQ market.

The region already has a home brew community, with a very popular brewing competition run every year that culminates in an awards afternoon and tasting at the Show. It is a catalyst for attracting a new market segment and associated value adds – restaurants and entertainment – to locations. The sector is fast moving and dynamic, suited to a more diverse tourism experience.

The Queensland Government has recognised the potential and has initiated a craft beer strategy;

<https://www.statedevelopment.qld.gov.au/industry/priority-industries/advanced-manufacturing/queensland-craft-brewing-strategy.html>

<https://www.statedevelopment.qld.gov.au/resources/strategy/craft-beer-strategy.pdf>

SDRC could assist in regard to planning changes to make it more attractive to establish a few more breweries and specialty bars. If it was part of an economic development/diversification strategy, the SDRC could also assist with liaisons regarding liquor licencing etc. It would also be great for locals, providing local citizens with interesting pubs and places to socialise outside of wineries. A craft beer strategy should be seen as an opportunity to revitalise the high street. Examples of regions successfully implementing a craft beer strategy included Brisbane, Gold Coast, Sunshine Coast and USA.

3.6 Arts and Culture

Cultural and Community Hub

Residents are searching for a cultural and community space, with 35 comments relating to the desire for a community hub. Requests for a cultural centre, with involvement of local



Indigenous leaders, combined with a community area would create a new tourism focus as a centre of environmental experience and education.

The opportunity to develop a significant architectural purpose built cultural centre is believed to become available when the botanic gardens are. Community members suggested Tweed Shire Gallery and associated cultural visitation data to support this: include international standard Art Gallery, cultural resource facility covering indigenous, pioneers and ethnic influences associated with Granite Belt region.

Suggestions included the provision of a facility that is a safe and inclusive environment where older residents can pass on their skills to younger folks, such as knitting, wood turning and carpentry. The community hub could provide a variety of community groups/activities for people to become involved in, with the idea of an overarching arts and cultural organization overseeing local events, coordination and promotion – a hall for plays, theatres, art and other community events.

Several sectors could share the facility, with separate storage facilities. The facilities could be hired out for meetings, community gatherings, art and music lessons etc. Funding for monthly community functions would be beneficial. It was suggested that a clone of the original Art on Davadi could act as a community hub for the whole community.

Possible sites for a cultural/community centre include:

- Old cold stores, which could also supplement the Art Gallery
- SDRC could collaborate with QLD Rail to expand the old packing sheds in Stanthorpe Railway precinct into a community/cultural precinct
- The old Ambulance Centre at 19 Marsh Street near Weeroona Park

The Cultural and Community Hub and Art Gallery could be connected to the Botanic Gardens (see Park Development and Town Beautification), providing a connection between environment, cultural experiences and local art.

Art Gallery

Comments regarding the art gallery resulted in 24 pieces of informative data. An extension of the existing art gallery were mentioned, however more comments in this area point towards constructing a new bespoke art gallery. Increasing the number of sculptures and works of art in a new bespoke art gallery would promote tourism. It was suggested that the development of a new and expanded gallery would allow the facility to become the premier regional gallery – thus attracting additional art tourism. The idea of providing high-end tours, such as helicopter trips including gallery visit was also mentioned. It's thought that a new gallery could provide studio spaces for an artist in residence, opportunities for employment, a self-contained living space for the director of arts. Community halls could be used to show gallery collection and to run workshops or support an artist-in-residence. The new or refurbished art gallery could be linked to art trails to create a significant regional art experience. Artworks by the likes of Margaret Olley, William Robinson, Charles Blackman are in Stanthorpe stewardship but have no place for permanent display - this is the building base to create a stand alone facility.



However, comments were also made that SDRC should forget about a \$7 million art gallery and focus funding elsewhere.

Suggested sites for a new art gallery included:

- The condemning of the Woolworths building and a new art gallery built there.
- Eastern site on Leslie Parade
- Central site fronting onto Creek Street

It was also mentioned that Warwick could benefit from a Rose Gallery and expo in Leslie Park.

Art Festivals and Experiences

It was suggested that Art Festivals are tourism magnets and would be linked to the new Art Gallery, GBART and other festivals. An art festival could involve both local and visiting artists.

A mural art project was recommended, similar to that in Sheffield, Tasmania's 'Town of Murals'. An annual competition could be held where artists paint murals on blank building walls, railway bridge structures, sound barriers, public water towers, silos, toilet blocks, etc. This has the potential to become a tourist attraction and be of considerable financial benefit to the community as a whole. It could also be combined with the Arts and Crafts festival.

It was suggested that Allora would benefit from a community project similar to the Westbury Community Quilt, which was stitched by 17 community members to depict the local area and its features. This would connect community members and attract tourists.

GBART

Twenty favourable responses relating to the Granite Belt Art Trail were recorded and reported back. It was suggested that the establishment of a permanent arts and sculpture trail along the Quart Pot Creek walkways would be beneficial. An arts and sculpture trail would expand arts related tourism to Stanthorpe. It would also encourage artists and sculptors – local and visiting – to contribute to the Stanthorpe art space. The Art trail could link well with the new gallery and new art festivals. Ongoing funding was requested to provide more sculptures and murals for a permanent art trail. It was also suggested that working and co-ordinating with Tenterfield to promote a more integrated art trail and environmental places of interest, including indigenous focus, would increase tourism.

Indigenous paintings on traffic islands in town could form part of the GBART.

GBART could link to historical walks and drives that should be promoted to celebrate the unique Granite Belt History.

Museum

There was community support and promotion of museums, with the suggestion of a museum dedicated to the region's agricultural history. A heritage museum offering different varieties



of fruit and vegetables was suggested. The current museum needs support and investment before some of the exhibits deteriorate beyond saving.

Library

A new or improved library was requested, with the current option being described as having limited space. It was suggested that if a new art gallery was created, then the Stanthorpe Library could expand on its existing site into the space currently occupied by the Stanthorpe Art Gallery.

Civic Centre

It was stated that the Civic centre is not being utilised as it should be, as its too expensive for community members to hire. An upgrade to the Civic Centre would enable the complex to be used for more travelling shows.

Other recommendations

A new cinema or an upgrade to the current one was suggested. The idea of an outdoor theatre for movies and performances during Summer and Spring was put forth. A suggestion was made for a program of monthly performance at Weeroona Park. Support and promote the Granite Belt Eisteddfod - bucking the trend by expanding and including dance competition that attracts dance schools from across the state. Greater diversity of music events in the area would be appreciated.

Local Historical Experiences

It was suggested that a mining and prospecting trail could be created, dependent on government and landowners permissions. A Mineral trail map could provide historical data on Stanthorpe's mining past, and prospecting licenses could be provided to tourists seeking the region's precious metals.

Mt Perry has secured an Abrams Tank to create a feature to encourage visitation. Wallangara has a major military depot and wartime significance. Wallangara is the gateway to the region in particular, QLD in general, and should be considered as the first point of contact with real information regarding both.

3.7 Agricultural Industry

Agriculture was a popular topic with almost 40 direct mentions, with varying suggestions and concerns. It was recommended that the region should be supported as a premium primary food production region with the suggestion of livestock auctions to promote agricultural economy.

Equal benefits were thought to be required for both NSW and QLD farmers, with requests for free water during difficult times.

Three comments related to farmers rights to conduct business as required without complaints of disturbance as pest control, noise etc is mitigated as much as possible.



The question was raised as to whether more areas of forested land can be opened to grazing animals as an adjunct to other natural land management practices?

The comments with the highest number of tags have been broken into subthemes relating to Agricultural Innovation and Education (7), Sustainable Agriculture (9), Pest Control (11), and Agri-tourism (5).

Agricultural Innovation and Education

Various discussions about the idea of an agricultural hub sparked a number of suggestions with 5 comments tagged and reviewed. An agricultural research and development innovation hub was recommended, connecting the likes of USQ, QCWT and Stanthorpe High School, to re-engage your people in agriculture. More

training should be provided for agricultural workers, with offerings of TAFE courses in areas that skills are lacking within the district. An agricultural hub would encourage greater involvement from youth and employment opportunities. It was thought that Granite Belt should strive to become a leader in innovation for Agriculture and sustainable living.

Sustainable Agriculture

Comments were made regarding the idea of focussing on sustainable land management practices with federally funded sustainable agriculture initiatives.

Backing this was the idea of forming a consortium of organisations to access Federal programmes to fund local sustainable agriculture projects in partnership with producers to better manage climate risk. The implementation of a Green Agricultural Policy for the region was one suggestion.

A suggestion was made to offer free seminars focussed on drought proofing properties and the need for sustainable agriculture actions to better manage climate risks. Research into plant/vegetable/fruit crops that are adaptable to climate change is required to enable farmers to manage climate trends for each individual crop and locality. One comment stated a need to sod culture and trickle irrigation to save water.

Development of a manufacturing facility to make use of unsaleable fresh produce was suggested. There are already some local businesses such as Jamworks and Suttons undertaking this, however if it was promoted more widely, there would be greater income for farmers as their non-saleable produce could be processed, and employment opportunities would arise.

Pest Control

Requests for an Agricultural Nuisance Shield were made, as was an increase in council involvement regarding the reduction of noxious weeds from roadsides to assist landholders. Eradication and control of Madagascan fireweed and an awareness initiative to explain its toxicity would also be beneficial. Also mentioned was the cleaning of road equipment to prevent weed spread.



A continuation of work with rabbits was considered, with subsidised rabbit bait to help with pest control. The removal of invasive pest regulations was suggested and more collaborative work with agricultural businesses to reduce the need for pesticides

3.8 Sport and Recreation

The maintenance and refurbishment of community sporting facilities was a recurring topic, with 21 comments relating to modernized and safer facilities and a better facilities management plan.

Suggestions to complete the projects from the 2016 plan were made, including the Sullivan Clubhouse, updates and lighting. It was the feeling of some community members that arts and culture were more supported than sports but sport has more participants; strong feeling that sports and arts go hand in hand and the community needs both and not one more important than the other.

Sports and Recreation facilities

It was suggested that council should support other facilities in the area that are important to the community, such as soccer at Ballandean and the International Club – they are social as well as sporting hubs.

Facilities would be better managed if there was communication and strategic links between clubs, SSA and council. A sport and recreation officer funded under the SSA banner, not council, would ensure they are driven by community need and SSA strategic direction.

Any upgrades or builds that occur must address the broader community need and be maintained, unlike the cricket pitch at Glen Aplin - multi-use and multi-purpose.

Four comments related to netball and/or basketball courts and the requirement for upgrades or reconfiguration.

More specific requests for facilities included:

- Maintenance of sporting fields surfaces that have been eroded due to drought and insufficient watering and fertilizing, so that high level competitions can once again be hosted e.g. McGlew Street Sporting Complex
- A new sports hub, where all sporting facilities were held together would benefit whole community:
 - More practical to manage, easier for families who would only need to come to one place for all of their activities so more practical and more family cohesion, community cohesion. T
 - The facilities and clubhouses could all be together - creates a critical mass to attract events and service them.
 - It could also be used as an evacuation facility
 - Preferably community owned (see YMCA model)
- Four comments relating to upgrade of netball/basketball courts, with a desire to support women in sports



- Seven responses referred to swimming facilities, namely an indoor or heated pool, with disability access
- A zipline adventure park was recommended
- A bowling alley
- Drone racing arena
- A new trampoline park
- Upgrades to the skate park
- Motor sports facility
 - There is a need for a suitable location to be secured for the development of a motor sports precinct similar to that at Morgan Park, Warwick (cars, motor bikes, trail bikes, etc) in the Granite Belt area. Such a location would need to be selected so as to not impact negatively upon existing residents, land uses, etc. as well as to not detrimentally impact on environmentally sensitive areas
 - There is an urgent need for a new suitable site for the relocation of the Carnell Raceway as it is currently located adjacent to (and downstream of) the Stanthorpe Waste facility and is reported to be on or near to contaminated land that is the result of waste products that have been disposed of at that site
 - There is the potential to combine recreational land use of similar sports such as car and trail bike riding and racing at an existing large acreage site west of Stanthorpe in the Nundubbamere area
- A water sports hub and water sports on the dam were a popular topic, with suggestions such as rowing, coaching, kayaking and boat racing, e.g. dragon boat racing
 - Future cultural use could include skiing, fishing, camping, etc
 - A small water park for little kids at no cost could be added to the dam
 - A fenced off swimming area with a sandy beach and nice shade trees.

Sporting events and tourism

It was suggested that sporting events could coincide with big local events, to better enhance economy through tourism and cross promotion. To increase the number of tourists and locals participating and utilising facilities, it was suggested that Information Centres or libraries could hire out equipment.

Make a strategic connection between sports and recreation – big events and local opportunities – for mutual benefit. Visitors also join Parkrun, go mountain biking and bushwalking. Community fun days such as a Colour Run would be suitable for all levels of fitness. It was suggested the rugged landscape was perfect for promoting adventure tourism.

Community/council driven Facebook group based around sports that are on would increase participation in sports.

Hosting sports carnivals and national championships was also thought to contribute to the local economy. Sports days for the elderly at low or no cost would encourage involvement and exercise opportunities. Community coaching opportunities were also suggested, as was a sports expo to demonstrate minor sports. Collaborating with schools would encourage kids to play sports at facilities and provide the coaching they need to develop their skills further.



3.9 Community Wellbeing

Active Lifestyle

Active lifestyle was a frequented topic, with over thirty comments relating to active transport and lifestyle. Suggestions for providing more opportunities to encourage an active lifestyle included more exercise classes (preferably free) for the older generations, but also free or low cost options for all community members.

The option for more cycling and mountain bike paths in the region such as rail trails was suggested (see Infrastructure), as was an outdoor obstacle course similar to Tough Mudder. Other ideas included a 'Park Run' event or 'Great Walk' connecting Sundown, Roberts Range, Girraween and Bald Rock. Rope courses and more adventure activities were recommended for youth.

Affordable Housing

A number of community members requested access to more public housing and emergency housing (especially during picking season when accommodation is kept for backpackers), while others suggested diversity in housing was optimal. Utilising AirBnB, and encouraging landlords in town to allow short-term rents would encourage more individuals to use empty spaces; example given was New Castle, where it reinvigorated their CBD – 'The Few Who Do' podcast was recommended for further investigation.

Higher density development opportunities like smaller block sizes and unit or town house development would allow the population to have access to services without the transport costs of spreading the town over a large area.

Cheaper land and more house subdivisions were requested. Real estate development suggestions included more 5-25 acre blocks on the outskirts of town where agriculture will not be affected and smaller rural holdings. Effective planning to suit the community's needs was recommended, to ensure affordable rentals and family friendly community spaces.

Aged Care

Aged care was a priority for many community members with some suggesting SDRC should be a retirement destination and businesses should be encouraged to build and operate medium and high care facilities in the area. It was thought that a complete range of aged care facilities from low to high care, were required in the area so that the elderly could remain close to their family members. Another aged care facility in one of the smaller villages such as Wallangarra was recommended, with a request for an increase in the amount of support and aged care services provided to the elderly, particularly those who were still living at home.

Stanthorpe and the Granite Belt has a large sector of the population that spend their entire lives there, and residents request appropriate allowances be made within town planning schemes to encourage developers to propose and complete appropriate facilities.

Community Services



Community services were a priority for many residents with health and community services being mentioned over 50 times. Of this, community support and funding for disadvantaged related to 18 pieces of data, and health services were the topic of 36 comments.

Community support

It was suggested a community project be focused on offering assistance to disadvantaged families. Continued and expanded support of Granite Belt Support Services and disability assistance were important to residents. More opportunities for assistance should be offered to those for are struggling and don't fit the boxes.

Continued support was requested for the Italian Welfare Association for the Italian community in Stanthorpe. It was suggested that Christmas presents should be donated for children affected by droughts, and volunteers should continue to be provided with support.

It was suggested that rural residents should have better access to essential services, and more community services should be provided for families and young people.

Urban planning needs to consider the number of facilities and services required for a growing population.

The concept of UBT (universal basic income) was mentioned and a trial suggested.

Improvements to homeless shelters were recommended, along with more help for the homeless.

Health Services

Maintaining health services or better and provision of a better network of services was requested. Better access to services was required by numerous residents, with a focus on preventative health topics such as:

- Banning smoking in CBD
- Prevention programs for drug awareness
- Regular talks on preventative health services
- Water testing for households due to low quality dam water
- Services to assist people with clean burning and health issues due to current air quality

Better medical facilities were requested, to minimize requirement for travel to Toowoomba, along with a face-to-face Medicare service in Stanthorpe. More functional medical doctors were requested.

Mental health was a large concern, with mental wellbeing programs being recommended and 6 comments requesting more support for social worker services.

It was thought that mental wellbeing programs could save lives, normalise seeking help, address drought and bushfire impacts and provide 24/7 support to those in need. Community services and education on the signs of depression and suicide prevention were



requested. More specifically, the question was asked: How can our council help growers with mental health problems due to drought and lack of money and water?

Support was also requested for the Rotary's dementia friendly community initiative.

Schools and education

A suggestion was made for local schools to share their facilities, fix and upgrade tracks etc. School sports grown into popular community sports, so knowing what's on the curriculum is a good clue to what needs to be catered to down the line.

There was interest in making tertiary education - TAFE or university - accessible remotely in Stanthorpe in order to keep younger generations living locally.

Education at tertiary level for courses with practical components requires connections to established colleges elsewhere by technology so that young people can remain in town. A suggestion was made to extend Cuskelly College of Music workshops to Stanthorpe to provide alternative education opportunities.

A new building for OSHC was requested.

It was thought that the level of IT available to local students in relation to other areas required investigation, to ensure local students are receiving the tools required to promote success.

A question was asked regarding Montessori Schooling and whether council had advocated for it.

The project of 'Aged Care for 4 year Olds' was recommended by a local resident to promote interaction between the eldest and youngest community members. A recent ABC services followed a similar social experiment and found that there were immense benefits to health and wellbeing of the elderly, and noteworthy development in children.

Employment

Suggestions to provide more opportunities for diversity in employment were made - with job security was important but so was the ability to work flexible hours around lifestyle choices.

Youth

A youth centre was considered beneficial not only for promoting the interested and activities of the local youths, but also to encourage new families to relocate.

Working alongside the community's young people would best determine what they required. The creation of a Youth Taskforce with representatives from each community could work with SDRC and other relevant groups to investigate the needs such as education, training, employment and entertainment.

Safety

Safety was mentioned, with suggestions of camera installation on streets, emergency street phones to control trouble, and legally appointed street patrollers (not in uniform) to monitor behaviour. Better street cameras were also suggested.



Shops and restaurants

Some suggestions within this theme also fall under Business and Tourism, but they've been recorded here due the majority of comments.

Residents have requested an upgrade to the shopping districts, with access to more shops and restaurants. Longer opening hours have been requested, including cafes that open in town on the weekends and public holidays. Community members have asked that Vincenzo's reopens and encourage the popup usage of vacant retail shops for community of business use (because vacant shop fronts are not attractive).

Suggestions for improvements include:

- A list of services and restaurants open on public holidays
- Limitations enforced of footpath space used by shops
- Affordable shop rentals to create a diverse shopping precinct
- Move the farmers market to Sunday morning instead of Friday in the piazza so that when guests are leaving to go home, they can stop and buy fresh produce. Friday mornings are no good for guests who are generally just arriving in and mainly in the afternoon or evening. This will encourage people to stop in town on a Sunday morning and have breakfast and visit the shops before they leave
- A lolly shop
- Greater activation on Main Street on weekends
- Post Office open on Saturday morning

3.10 Emergency Services

Disaster Management and Prevention

Future proofing the region against fire and drought was prioritized for many community members, with 29 comments tagged as disaster management. Ideas such as the following were suggested to minimize the threat of future natural disasters:

- A designated water reserve for firefighting such as the dead storage volume at Emu Swamp Dam, which is around 250ML, or large tanks at waste transfer stations which can be opened in an emergency.
- Better and more up to date communications from emergency services media departments
- Promote neighbourhood/sub-district planning and cooperation to minimize pressure on SES RFS crews
- Appoint a leader in emergencies who lives in the Granite Belt
- Help farmers to drought proof their businesses
- Authorities to enforce controlled burn of at-risk properties, parks and state owned land
- Proactive strategies to manage bush fire risks such as replacing grid poles with stand alone solar i.e. WA as an example
- Bushfire landscaping training/workshop to help plan for bushfire preparedness
- More regular SES exercises and simulations with cross regional cooperation and rationing equipment across crews
- More localized on the ground studies for bush fires and flooding
- Building code compliance for fire zone properties



- Emergency overnight accommodation prepared
- Emergency services access - Emu Swamp Rd. Access through needs to remain after dam built
- Young people should be encouraged to be part of the volunteer services
- Create a volunteer database for ease of access in emergencies
- Cert II in Active Volunteering would benefit high school students by leading them towards Fire fighting or emergency services.

3.11 Governance

Community Engagement

Community members would like more transparency from the council when it comes to making decisions; a public forum to listen to public needs, an acceptance of local knowledge from upper level bureaucrats and a request for councillors who are rural people that understand farming life.

Concerns were raised that Stanthorpe was not seen as a town in its own right, and requests were made for a council representative exclusive to the Granite Belt.

It was thought that residents would benefit from having professional councillors elected from a zonal system and a CEO that takes direction from these elected representatives.

It was suggested that existing groups working under council need to be identified and consolidated; they need to meet regularly and make recommendations to council on behalf of the local community. The aim is to provide a reference point for residents wanting to bring issues to council.

De-amalgamation

There were 31 comments regarding de-amalgamation of council, with suggestions that the Granite Belt would benefit from having its own governing body. One resident recommended that separate councils manage Stanthorpe and Warwick, and if not a de-amalgamation as such, then the recognition of separate entities within the region was requested; the appointment of a Stanthorpe based, Granite Belt focused economic development officer would be appreciated.

Considerations were made regarding the division of the region into 'lowland' area (including western, central northern and eastern areas) and the 'highland' area (Granite Belt or southern area). These two regions are distinctly different due to geology, geomorphology, climate, agricultural crops and products, community make-up, tourism, environment etc. The differences need to be considered in a strategic town planning scheme for the entire SDRC area.

Rates

The lowering of rates was requested approximately 20 times during open-ended questioning. Residents' considerations included discounted rates for self-funded retirees and reduced



Detailed Findings

water rates. General reduction of rates was requested for all, with suggestions that the rates are too high for rural area with limited services and that the higher rates dissuade families from moving to the region.



4 Drafting the UDF

The results of the consultation phase as collated in the ten themes were then shared with GBPG members and internal stakeholders to review and identify key actions that could emerge from these suggestions. Council staff were also asked to identify those project suggestions that were already subject to existing strategies and plans so as to avoid too many duplications.

The GBPG had previously established a set of decision making criteria to support the deliberations on the proposals put forward. The criteria included:

- Proposals need to support industry, economic opportunities and jobs.
- Be affordable
- There are obvious benefits for the cost outlay
- Have widespread benefits across the region
- Where there is high level of interest and/or support
- There is opportunity to secure funding from other levels of government
- Is easily implementable
- It will enhance the town experience and draw people in
- Big ideas are okay

During November 2019 a draft set of proposals under the ten themes was then deliberated on by the GBPG members considering the decision-making criteria and using a three card voting system:

- Green vote meant that members supported the proposal
- Yellow vote meant that members partially supported the proposal but had some reservations
- Red vote meant that members did not support the proposal.

The GBPG met again to then review the outcomes of the voting system and deliberated on the results, focusing on those that were a no vote to ensure that they were being set aside for clear reasons against the criteria.

The first draft UDF was then developed by the consultant team and shared with the GBPG, internal stakeholders and Councillors for review.

A revised draft UDF was then distributed and placed on display at the Civic Centre for public comment from early December 2019 and closed at the end of March 2020. Council officers managed the collation of the consultation feedback on the draft UDF and have in a separate report shared the results of the feedback with the GBPG with suggestions for final adjustments to the UDF.

On 2nd June 2020 the GBPG members supported the final changes to the draft UDF to go to Council for endorsement.



5 Appendices

5.1 Communication Collateral

5.2 Emailed submissions received



Residents working with Southern Downs Regional Council to identify key projects, essential services and initiatives that will help build a brighter future for the Granite Belt.

The project is about the Granite Belt community sharing their big ideas that will help shape the next 5 to 10 years of development and build a brighter future for the community. Under the themes of the Shaping Southern Downs plan, these ideas, suggested projects, essential services and initiatives will be undertaken by Council and others.

HOW CAN YOU GET INVOLVED?

During the month of October there will be a range of opportunities for residents to share their vision and generate ideas for the betterment of the Granite Belt. Everyone is encouraged to participate in the **Granite Belt - Your vision, Our future** and join us in shaping the future by:

-  **Have Your Say online:** Visit www.sdrc.qld.gov.au to complete our survey.
-  **Postcards:** Tell us what you love about where you live and what key projects, essential services and initiatives are important for the Granite Belt. Postcards are going to every household and available at Council's Customer Service Areas, the Stanthorpe Library, and the Stanthorpe Regional Art Gallery and the Granite Belt Community Hub, 50 Maryland Street, Stanthorpe.
-  **Digital mapping:** Share your thoughts by dropping comments on our interactive maps – go to <https://engagementplus.mysocialpinpoint.com.au/yourvisionourfuture>
-  **Granite Belt Community Hub:** share your ideas and ask questions about the project by visiting the Granite Belt Community Hub at 40 Maryland Street, Stanthorpe during the Month of October.
-  **Attend a Market Stall:** Come and have a chat at the Markets in the Mountain on Sunday 13 October.
-  **Themed workshops:** Join us for the engaging presentations and opportunities to share your vision.
-  **RSVP now** by emailing team@engagementplus.com.au or by calling **07 3217 6849**.





THEMED WORKSHOPS

- Workshop 1 – Community Services & Wellbeing • 12:00pm – 2:00pm • Monday 14 October
- Workshop 2 – Education & Childcare • 4:30pm – 6:30pm • Monday 14 October
- Workshop 3 – Sport & Recreation • 4:30pm – 6:30pm • Tuesday 15 October
- Workshop 4 – Business and Tourism • 6:30pm – 8:30pm • Wednesday 16 October
- Workshop 5 – Arts and Culture • 12:00pm – 2:00pm • Thursday 17 October
- Workshop 6 – Agriculture • 7:00pm – 9:00pm • Thursday 17 October

Workshops to be held at Civic Centre Stanthorpe.

The consultation period closes on Monday 4 November 2019.

HOW DO I FIND OUT MORE INFORMATION?

To find out more about this planning project you can:

- Email team@engagementplus.com.au or
- Phone the project team on 07 3217 6849
- Visit the Have Your Say page at www.sdrc.qld.gov.au



granite belt
YOUR VISION, OUR FUTURE



Southern Downs
REGIONAL COUNCIL



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granite belt
YOUR VISION, OUR FUTURE
Southern Downs Regional Council







GRANITE BELT – OUR FUTURE
PROJECTS

LOCATION	PROJECT	PRIORITY
STANTHORPE	<p>CARNARVON BRIDGE</p> <p>The Carnarvon Bridge is located at the southern end of Maryland Street Stanthorpe and joins with Wallangarra Road. It is part of the main street and is the connector between the CBD and several motels, the Visitor Information Centre, Big Thermometer, a large residential area and the southern exit onto the New England Highway.</p> <ul style="list-style-type: none"> • The bridge was built in approx 1922; • Was reported as having a ten (10) year time frame for upgrade/replacement by the Department of Main Roads in 2009; • That a proposed allocation of \$600,000 for an upgrade project in the 2013/14 to 2016/17 program; • It was reported and confirmed in 2018 that planning to upgrade/replace the Carnarvon Bridge had been undertaken but that this had been re-allocated to other “higher” priority projects; • Safety issues have increased concerning the vehicular use of this narrow two-way bridge – cars, motor homes, vehicles towing caravans, trucks, etc; • Forced closure of the attached pedestrian bridge for safety reasons; • The bridge is to be re-aligned to the east of the existing structure and the delay is restricting certainty for businesses between Folkestone Street and Quart Pot Creek; • The delay is also creating difficulties and delays for a proposal by SDRC to upgrade street scaping, landscaping and traffic improvements on the southern end of Maryland Street. 	<p>HIGH</p> <p>Qld Gov</p>
	<p>WASTE WATER TREATMENT PLANT – UPGRADE & RELOCATION</p> <p>The existing waste water treatment plant at Stanthorpe is</p> <ul style="list-style-type: none"> • Currently located in Lot 1 SP168058 (Western section), Freehold, Community Facilities (within floodable land Quart Pot Creek); • located within the flood plain of Quart Pot Creek, and adjacent to the New England Highway on the western edge of the town; • is in poor repair due to age, lack of upgrade, etc in past years; • has been the subject of complaints, investigations and reported fines by the Qld Department of Environment due to unauthorised discharges into Quart Pot Creek mainly during due to adverse weather conditions; • when unexpected and unapproved discharge has occurred local farmers that are located downstream of the plant and irrigate from Quart Pot Creek have been impacted; • may pose a health risk through accidental discharge into Quart Pot Creek and ultimately the Severn River (upstream of the proposed Emu Swamp Dam); • Current discharge of treated water is distributed to a number of farmers for use as irrigation water. <p>Urgent construction of a new waste water treatment plant should be located in</p> <ul style="list-style-type: none"> • Lot 374 SP276965, Freehold, Environmental conservation and management, Industry which is located on the northern bank of Quart Pot Creek, above flood level, west of the New England Highway and accessible via Texas Road; 	<p>HIGH</p> <p>SDRC Qld Gov?</p>

	<ul style="list-style-type: none"> • above flood levels of Quart Pot Creek,; • in an appropriate location downstream of the current site; • have associated environmentally friendly treatment, storage facilities and disposal methods such as recycling incorporated into the development of the new plant; • inclusion of reed bed filtration system or the like to provide a buffer between the plant and Quart Pot Creek in case of plant failure, accidental spill, etc. 	
	<p>STANTHORPE TOWN LANDSCAPE (STREETSCAPE)</p> <p>This proposal extends from the northern entrance to Stanthorpe from the New England Highway through to the southern re-entry onto the New England Highway.</p> <p>The extensive community consultation that was undertaken by SDRC and their consultant John Mongard was very strongly supported by the Stanthorpe community and was endorsed by the community and Council for implementation. The implementation of the master plan in stages for the main street will</p> <ul style="list-style-type: none"> • have a positive visual impact on the area; • provide additional community and tourist attractions for visitors; • would also have a benefit to the local community that is struggling with the economic impact of the drought and associated side effects; • provide employment opportunities for local residents; • has the potential to provide training opportunities in landscaping, construction, etc; • increase tourism and improve the financial viability of the CBD; • potential to extend the Farley Street Piazza to the east of the existing wall (up Farley Street) around the majestic London Plane tree and uphill to the driveway into the Westpac car park. This would allow for a small extension of the Friday markets site. The archway should be retained and the raised circular "stage" be retained around the London Plane tree. The camellia hedge against the back wall has died (due to the drought) and could be removed and replaced with paving. The London Plane tree then becomes an outstanding central focus point for the Piazza and is a drawcard for locals and tourists alike; • will result in all overhead powerlines being relocated into underground conduits that are already in place; • The design of the streetscape for the High Street, Maryland Street and associated adjacent roads has been completed by John Mongard and has already been approved and adopted by SDRC in 2015 or 2016 thus reducing delays before commencement of the proposed work; • The completion of this project as designed by John Mongard will generate tourism and the potential for State and Australia-wide recognition of the project as has taken place where John Mongard's work has been carried out (e.g. Scenic Rim, Gold Coast hinterland, etc) 	<p>HIGH</p> <p>SDRC Qld Gov Skilling Qlders for Work Federal Gov?</p>
	<p>ENVIRONMENTAL EDUCATION CENTRE + NATIVE BOTANICAL GARDENS</p> <p>The Granite Belt landscape is unique and an important part of the tourism experience. This could be promoted and created in partnership between the SDRC, Qld Government and the community.</p> <ul style="list-style-type: none"> • ENVIRONMENTAL EDUCATION CENTRE. (Lot 11 RP31842, Freehold, Community Facilities, 1.9Ha) 	<p>HIGH</p> <p>SDRC Qld Gov Skilling Qlders for Work</p>

	<ul style="list-style-type: none"> • Located off the Rose Street/Anzac Street intersection. • Construction of an appropriate environmentally friendly facility including display areas, educational rooms, associated native flora propagation and nursery facilities (see below). • Linkage via pathway to the Whistlestop Community Garden at the Stanthorpe Railway grounds, Davadi Street via Granite Street and Anzac Street. • Existing car parking available in Rose Street. • Would create a new tourism focus as a centre of environmental experience and education. • Could provide employment and skills training during construction and also in ongoing environmental education; • Involvement of local indigenous leaders and groups; • BOTANICAL GARDEN (NATIVE SPECIES – HIGH COUNTRY) <ul style="list-style-type: none"> • (Lot 11 RP31842, Freehold, Community Facilities, 1.9Ha; Lot 4 SP23032, Reserve, Rural, 1.1Ha; Heritage Park); • Located adjacent to the proposed Environmental Education Centre, Heritage Park and adjacent to Quart Pot Creek; • This area resembles a “mini Giraween” landscape. Pathways could extend the experience upstream towards the Storm King Dam wall and link with the existing pathways beside Quart Pot Creek downstream of Granite Street; • Could provide linkages via footpaths along Anzac Street, Folkestone Street and Davadi Street to the Whistlestop Community Garden; • The arches of the Red bridge would provide an outstanding canvas for murals of native flora and fauna (QR permission required); • Would create a new tourism focus as a centre for environmental experience and education; • Could provide an opportunity for propagation of native flora, nursery facilities and associated training facilities; • SDRC has allocated \$50,000 in the 2019/20 budget for investigation of a botanical garden in Stanthorpe. 	<p>Corporate</p> <p>SDRC Qld Gov Corporate Queens Canopy</p>
	<p>NEW ART GALLERY + ART TRAIL</p> <ul style="list-style-type: none"> • NEW ART GALLERY. There is a need to construct a new, purpose designed art gallery in Stanthorpe. This would allow the Stanthorpe Library to expand on its existing site into the space currently occupied by the Stanthorpe Art Gallery and thus better serve the needs of the community as a whole. <ul style="list-style-type: none"> • The Art Gallery already holds a highly commended reputation within regional galleries within Queensland and the development of a new and expanded gallery would allow the facility to become the premier regional gallery – thus attracting additional art tourism. • Two possible sites are suggested for the construction of the new Art Gallery <ul style="list-style-type: none"> • <u>Eastern site</u> Lots 67 and 68 RP12361, Freehold, Low Density Residential, owned by SDRC, total area 0.2Ha+) – front onto Leslie Parade, and Lot 174 RP861280, Freehold, Community Facilities, floodable) were included in the 2019/20 Budget documents as the proposed new site. 	<p>MEDIUM</p> <p>SDRC Qld Gov Federal Gov</p>

	<ul style="list-style-type: none"> • Central siteLots 1 to 3 RP841770, Freehold, Low and Medium Density Residential, private ownership, total approx 0.6Ha) – front onto Creek Street. Rear third to half of blocks floodable. Building could be two storey adjacent to Creek Street, with lower level adjacent to Quart Pot Creek raised above flood level and used for car parking and accessed from Railway Street. This site could be expanded by the inclusion of Lot224 S16830, (Freehold, Low and Medium Density Residential, 0.1Ha). This site (fronting Creek Street) would be the preferred site as it is centrally located, close to the library, etc. • ART TRAIL. The establishment of an arts and sculpture trail along the Quart Pot Creek walkways from approximately Connor Street easterly to Granite Street at locations that are above flood level, either individually or in clusters. <ul style="list-style-type: none"> • An arts and sculpture trail would expand arts related tourism to Stanthorpe. • Would encourage artists and sculptors – local and visiting – to contribute to the Stanthorpe art space. • Would link well with the new Art Gallery (at either location). • Would link with festivals – in particular an arts festival. • ART FESTIVALS. See separate and complimentary proposal page 13. Art Festivals are tourism magnets and would be linked to the new Art Gallery, Art Trail and other festivals. <ul style="list-style-type: none"> • Would involve local artisans as well as visiting artisans. • Multiple faceted arts festival. • Sculpture creation. • Mural art such as at Sheffield, Tasmania (annual competition). Including blank building walls, railway bridge structures, wooden sound barriers beside the New England Highway, public water towers, silos, toilet blocks, etc. 	SDRC Qld Gov Corporate
	<p>INDUSTRIAL DEVELOPMENT - RECYCLING INDUSTRY</p> <p>Recycled material (glass, plastics, etc) are currently transported to Toowoomba and Brisbane from the Southern Downs area. State Government in cooperation with Local Government should encourage the establishment of processing industries in cooperation with corporate entities.</p> <ul style="list-style-type: none"> • on industrial land west of the New England Highway and fronting Texas Road; • to minimise transport costs for Local governments and residents/ratepayers; • to provide an environmentally friendly industry; • provide associated employment opportunities; • possibility to include recycled material from adjacent Local Government areas such as Tenterfield, Goondiwindi, Western Downs, etc and to generate income and employment. • provide promotional opportunities for Council to promote the region as environmentally active, reducing road miles associated with waste collection and disposal, • be seen as a leader in the waste management and recycling sector; • use of by-products (glass, plastics, tyres, etc) by SDRC and TMR in local road construction and surfacing projects; 	MEDIUM SDRC Qld Gov Corporate

	<ul style="list-style-type: none"> development of suitable biodegradable products (e.g. weed matting for strawberry, tomato, capsicum cropping) for use in the agricultural industries in order to significantly reduce and eliminate the amount of plastic products disposed at waste facilities or burnt or buried on farms; the introduction of recycling processing, including of agricultural waste, would greatly reduce the amount of material being required to be accepted into SDRC waste/landfill facilities as well as the amount of waste material being buried or burnt on agricultural land; <p>The separation of individual waste types would be vital to fast track the introduction of specialist industries to our region that would use these materials to produce recycled products</p> <ul style="list-style-type: none"> <u>Green Materials.</u> The collection and processing of green waste could be included in the satellite industries that would be encouraged around the regional waste transfer facility. This may include the production of compost, potting mixes, etc and could service the horticultural industry in the area and adjacent areas. It could also be used by Councils in parks and gardens. <u>Concrete, Building Materials.</u> These materials are now commonly crushed and reused in road construction, fill, etc and would reduce Council costs in these areas. This would also reduce the material being sent to landfills and therefore extend their life. <u>Re-Useable Material / Objects.</u> The continuation of the facilities run by Endeavour Foundation is strongly supported. This outlet would be based in Stanthorpe at the current site. 	
	<p>INDUSTRIAL DEVELOPMENT – PROCESSING OF AGRICULTURAL PRODUCTS</p> <p>Each year there is likely to be significant quantities of damaged stone fruit, strawberries, etc that are not able to be accepted for transport to the markets, retailers, etc. and could be processed into other products at a suitable facility in Stanthorpe. This is currently undertaken by some local businesses (e.g. Suttons, Jamworks, Australian Vinegar) but should be undertaken more widely. This could result in</p> <ul style="list-style-type: none"> greater income for farmers as their non-saleable produce could be processed and utilised; a cooperative of local farmers and other local residents could be established to undertake the processing; increased local employment opportunities; potential for export of increased local product via Wellcamp Airport; tourism opportunities broadened; increase the Paddock to the Plate opportunities; additional development of industrial land west of the New England Highway and accessed by Texas Road; 	<p>MEDIUM</p> <p>Qld Gov Federal Gov Community Corporates?</p>
	<p>SDRC LOCAL GOVERNMENT AREA – DIVISIONS</p> <p>In 2008 the Queensland Government commenced the process of amalgamation of Local Government areas including the amalgamation of Warwick Shire Council and Stanthorpe Shire Council to form Southern Downs Regional Council. This forced welding together of two very different areas and communities has been the source of much angst over the intervening years. It is worthy of note that following the change of government in 2012 the Campbell Newman government did not grant the request for de-amalgamation to take place in 2014.</p>	<p>MEDIUM</p> <p>SDRC Qld Gov</p>

	<p>The Shaping Southern Downs document (2018) recognised a total of five (5) regions within the Southern Downs Regional Council area as follows:-</p> <ul style="list-style-type: none"> • Central area – based around Warwick, including Yangan; • Eastern area – including Killarney, Tannymorel, Emu Vale, Maryvale; • Northern area – based around Allora; • Western area – including Pratten, Karara, Leyburn; • Southern area – including Stanthorpe, Severnlea, Glen Aplin, Ballandean, Wallangarra, Applethorpe, Amiens, The Summit, Cottonvale. It is considered that this area should include Dalveen. <p>The SDRC area is clearly divisible into two distinctive regions by their respective geography, geology, geomorphology, climatic, environment, social background and agriculture..... but are complimentary to each other. The Central, Western, Northern and Eastern areas represent the Southern Downs or “Lowland” area and the Southern Area or Granite Belt represents the “Highland” area.... and this division would make an ideal recognition of the two distinct areas and communities within the Southern Downs Regional Council.</p> <ul style="list-style-type: none"> • Recognition of the five (5) areas or divisions within the Southern Downs local government area and their individual and defining characteristics; • Recognise that the Central, Northern, Eastern and Western areas or divisions (excluding the Dalveen area) have a number of themes in common including grain and livestock forms of agriculture as well as being typical Darling Downs geology and geomorphology in character; • Recognise that the Southern area or division (including Dalveen and surrounding area) is distinctly different due to its elevation, geology, geomorphology, climate, agricultural crops and products, community make-up, tourism, vegetation, environmental parks, etc. • Recognise the different lifestyles, aims and expectations of the residents and communities of the two distinct areas or divisions; • Develop a town planning scheme and strategic planning scheme for the entire SDRC area but which also reflects the expectations and wishes of the communities and residents of each of the two areas; • Undertake an investigation into the viability of creating two (2) electoral divisions within SDRC that correspond to the “lowland” and “highland” areas taking into consideration the voter numbers, etc. • The proposed divisions be represented by multi councillors for example three (3) Divisional Councillors (Southern division) and four (4) Divisional Councillors for the remaining division (Central, West, North, East); • Tourism promotion would reflect the divisions and promote the two separate areas but also highlight the opportunities and differences; • Expand the Cross Border cooperation between SDRC and Tenterfield Shire in the best interests of both SDRC and Tenterfield Shire. 	
	<p>REGIONAL EDUCATION & INNOVATION HUB/CENTRE</p> <p>Stanthorpe and the Granite Belt area is considered to be an ideal location to establish an education and innovation hub and would demonstrate, develop and focus on a region’s strengths. The development of this centre would also assist the retention of young members of the community and provide employment for them, provide opportunities to increase the population through incoming students, trainees, apprentices, etc.</p> <ul style="list-style-type: none"> • The Granite Belt area is renowned for its agricultural and horticultural research, production and processing. 	<p>HIGH</p> <p>SDRC Qld Gov Corporates</p>

	<ul style="list-style-type: none"> • Agricultural products include fruit, vegetables, grapes, strawberries, blueberries, raspberries, organic products, etc as well as world recognised wines, beers, cider. • Sheep and beef cattle farming are also well established in the region and include organic producers, and cheese making. • There is an established campus of the University of Southern Queensland (Qld College of Wine Tourism, QCWT) which is a specialised provider of training including grape growing, harvesting, wine making and hospitality as well as research into the impact of climate change on the wine industry. • Queensland Department of Agriculture operates a research station at Applethorpe and is recognised as the sole temperate fruit and vegetable research facility in Queensland. It supports horticulture production from Stanthorpe to Charters Towers (value exceeded \$180million in 2017). This facility holds and maintains the genetic material for wine and table grapes, the national breeding program for the apple industry including the commercial variety release and developed the highly sort after Garnet Queen plum variety. • The Applethorpe facility provides the opportunity for research and development to be undertaken in many aspects of temperate horticulture and field crops. Its research focus is on apple physiology, strawberry agronomy, stone fruit breeding and table grapes. • The area is well serviced by road transport to Brisbane, Sydney and Toowoomba where Wellcamp Airport provides interstate and international freight and passenger services. • The proposed inland rail line is intended to service Toowoomba as the link to Brisbane. There is an opportunity to access this rail freight infrastructure. • A well established industrial area is operating in Stanthorpe and was recently expanded. • There is a current focus on training students in skills relative to the hospitality industry, and wine making at QCWT. • The re-establishment of a TAFE college in Stanthorpe would provide an opportunity for training and education with respect to horticulture as well as farm machinery, and other related areas. The TAFE could be a stand-alone facility or co-located with the QCWT. • Apprenticeships in respective industries would be expected to be delivered and would provide a needed opportunity for members of the region (all ages) to up-skill and increase employability. • Environmental education and management skills could also be delivered and would service the eco-tourism and general tourism sectors. • The Stanthorpe facility could become the Centre of Excellence for cool climate farming practice, horticulture and tourism in Queensland and include the northern New England Tableland of NSW. 	
	<p>SUSTAINABLE COMMUNITY & AGRICULTURE</p> <p>The first conference held in Qld to address climate change and sustainable agriculture was held in Stanthorpe in April 2019..... a partnership between several Granite Belt residents and Farmers for ClimateAction. As a result a Granite Belt Sustainable Action Network (GBSAN) group was established in Stanthorpe and is now exploring and developing actions on community engagement, biodiversity and land use, environment, community energy, water security, waste and recycling, sustainable housing and sustainable transport.</p>	<p>HIGH</p> <p>SDRC Qld Government Federal Gov Corporates</p>

	<ul style="list-style-type: none"> • Support a pilot project in Stanthorpe in partnership with SDRC and the Granite Belt community to explore and develop the processes to respond to the impact of climate change on local agriculture and the community as a whole. • Establishment of research and training courses in order to deliver practical solutions to emerging impacts of climate change. • Recognition of the need to introduce requirements within the planning and building codes to develop a greater energy efficiency, reduced bushfire susceptibility and water independence within the community, business and agricultural sectors. • Recognition of the community expectation to live, work and age within the one community by the provision of appropriate residential design, facilities, and services to allow that to take place – for example with the provision of low, medium and high care stages of aged care facilities co-located on one site, etc. (Linkage with Whole of Life Residency – page 14). • Community based solar and wind energy projects and associated battery storage (e.g. Yackandandah in Victoria). • Need to research and develop crops that are suited to the changing environment and climate, reduction of available water resources and these be introduced in order to better withstand the expected conditions in the future. • Link with the Regional Educational and Innovation hub/centre proposal (see page 8). • Link with the Whole-of-Life Residency proposal (page 14) 	
	<p>WATER STORAGE – RETICULATED TOWN WATER</p> <p>A efficient stable water storage facility with an appropriate storage capacity and a sustainable water supply for the needs of the Stanthorpe population and surrounding communities are considered to be vital in order to ensure its sustainability. The population of Stanthorpe needs to be able to increase and for that and the associated industrial development it is mandatory that a reliable high quality source of water is available. As climate change takes hold of the Granite Belt it is considered that it is appropriate that more than one source of potable water be identified and connected to Stanthorpe as a precaution. This is separate from and in addition to a reliable source of water for use in irrigation of agricultural developments.</p> <ul style="list-style-type: none"> • STORM KING DAM. This is currently the only source of ponded water for use as a potable supply to Stanthorpe and surrounds. <ul style="list-style-type: none"> • De silting should take place in the areas within the current Storm King storage that are currently dry and not holding water in order to enlarge the potential storage capacity in the future. • Consideration be given to the purchase of private land adjacent to the normal ponded storage area in order to increase the future ponded water area and excavation of the additional storage area be undertaken to further increase the storage capacity. • Consideration be given to the transfer/sale of the Storm King Dam facility to a publically owned water supply operator such as SunWater. • Sale of the de-silted material would recoup a considerable percentage of the cost of digging out the material. • While the alternate supply of water (trucked in supply to the two (2) storage tanks) is available the section of Storm King Dam that still contains ponded water should be excavated and de-silted. 	<p>HIGH</p> <p>Qld Gov SDRC</p> <p>Federal Gov Qld State Gov NSW State Gov Tenterfield SC SDRC TRC?</p>

	<p>This will ensure that the water being processed through the treatment plant at Mt Marley will be suitable for treatment and the silt that is suspended in the remaining ponded water as a result of excavation will have time to settle.</p> <ul style="list-style-type: none"> • CLARENCE RIVER HEADWATERS (NSW). A potential source of potable water could be developed in the river systems to the east of the main range in particular in the headwaters of the Clarence River system. <ul style="list-style-type: none"> • Consideration should be given to a joint investigation/project between the Federal, NSW and Queensland Governments, Tenterfield Shire and SDRC (and possibly also Toowoomba Regional Council) for the development of a dam within the headwaters of the Clarence River system to add to the water supplies for Tenterfield, Stanthorpe and possibly Warwick and Toowoomba. • Construction of a water distribution pipeline to service Tenterfield and associated communities, Stanthorpe area, and possibly Warwick and Toowoomba as required. • Possible development of a pumped hydro electric scheme associated with the project. • Possible development of a wind power site to provide power to the pumping station. • This proposal may have a negative impact on water users and the established environment downstream from the dam wall of this project. • MOLE RIVER (NSW). The Federal Government has recently announced that a feasibility study is to be undertaken on the possibility of a dam being constructed on the Mole River west of Tenterfield and the possible piping of water from that dam to the Tenterfield area and the Stanthorpe area. It is not known if it was intended that this water be provided to the Emu Swamp Dam (irrigation) or to the Strom King Dam (potable water). <ul style="list-style-type: none"> • Concern is expressed as to the location of the dam wall with respect to the abandoned arsenic mine (with pollution trail) located near Mole River Station. • It is understood that the Federal Government is currently undertaking a case study of possible sites for the dam wall and the potential quantity of water that could be stored. • It is considered likely that farmers in the Mole River valley, Tenterfield and surrounding areas within NSW would have priority for use of this ponded water thus reducing the amount that would be available for Qld users to purchase. • This proposal may have a negative impact on water users and the established environment downstream from the dam wall of this project. 	<p>Federal Gov NSW Gov? Tenterfield SC? SDRC?</p>
	<p>WATER STORAGE – AGRICULTURAL/IRRIGATION</p> <p>The debate will continue as to whether additional dams to provide water for agricultural use only should be constructed or whether the community and the farmers instead adapt their crops and farm management practices to a “less water” future and operate on existing storage capacity, new crops, better management of their water supplies, etc. There are three (3) possible options – apart from individual on-farm storage - that can be explored for the provision of a supply of agricultural/irrigation water for the greater Stanthorpe area</p>	<p>HIGH</p>

	<ul style="list-style-type: none"> • RECYCLED WATER – WASTE WATER TREATMENT PLANT. The discharge from the Stanthorpe Waste Water treatment plant that is located adjacent to Quart Pot Creek and the New England Highway is currently sold to a number of farms for irrigation in the Stanthorpe and the Applethorpe area. <ul style="list-style-type: none"> • It is understood that this water source is currently subject to legal action as a result of action taken by SDRC approx 12 to 18months ago; • The replacement of the current waste water treatment plant may alter the amount of discharge available for use by contracted farmers; • SDRC may be required to consider highly treated, filtered discharge from this plant to be recycled into town water supply. • EMU SWAMP DAM. The construction of a dam for irrigation water supply on the Severn River at Glen Aplin has been recently the subject of additional investigations and has received financial support or funding from the Federal Government and a number of farmers/users in the region. The Queensland Government has also committed funding to this project subject to the receipt of appropriate responses by the proponents/partners of the project to a number of conditions. <ul style="list-style-type: none"> • The future viability of this proposal is dependant on a number of factors including the initial filling, the long term replenishment of the water storage and the evaporation versus precipitation ratio; • The stability of the foundation of the wall (as shown in reports), grouting required to prevent leakage in fractured granite/adamellite. • MOLE RIVER DAM (NSW). The Federal Government has recently announced that a feasibility study is to be undertaken on the possibility of a dam being constructed on the Mole River west of Tenterfield and the possible piping of water from that dam to the Tenterfield area and the Stanthorpe area. It is not known if it was intended that this water be provided to the Emu Swamp Dam (irrigation) or to the Strom King Dam (potable water). <ul style="list-style-type: none"> • Concern is expressed as to the location of the dam wall with respect to the abandoned arsenic mine (with pollution trail) located near Mole River Station. • It is understood that the Federal Government is currently undertaking a case study of possible sites for the dam wall and the potential quantity of water that could be stored. • It is considered likely that farmers in the Mole River valley, Tenterfield and surrounding areas within NSW would have priority for use of this ponded water thus reducing the amount that would be available for Qld users to purchase. • This proposal may have a negative impact on water users and the established environment downstream from the dam wall of this project. 	
	<p>“WELCOME TO GRANITE BELT” SIGNAGE & OTHER</p> <p>There was a “Welcome to the Granite Belt” sign beside the New England Highway on the northern side of Dalveen township until it was removed approx two years ago at the request and/or with the approval of the Department of Transport and Main Roads and/or SDRC. The excuse for the removal of the “Welcome” sign</p>	<p>HIGH SDRC Qld Gov (TMR)</p>

	<p>north of Dalveen as well as the highest point at The Summit was that the signs had deteriorated.</p> <ul style="list-style-type: none"> • Re-instate an appropriate “Welcome to the Granite Belt” sign on the northern side of Dalveen near the locality sign beside the New England Highway. • The sign to include relevant information re the Granite Belt – e.g. tourism, environmental, fruit, wine, etc symbols and an appropriate photograph such as Girraween National Park, vineyard, etc. • The erection of a “Welcome to the Granite Belt” sign as outlined above for the Dalveen area at Wallangarra just north of the Qld/NSW border. • Re-erection of the sign at The Summit that advised that the site was the highest point on the New England Highway and included the elevation Above Sea Level. 	
	<p>FESTIVALS</p> <p>There is a need for additional support and development of existing and relevant new festivals or celebrations of aspects of the Stanthorpe and Granite Belt community. This would increase tourism and provide another economic benefit to the sustainability of the region.</p> <ul style="list-style-type: none"> • <u>APPLE AND GRAPE FESTIVAL</u> – this festival is well established and currently takes place every two (2) years and alternates with the Snowflakes in Stanthorpe festival. <ul style="list-style-type: none"> • This festival celebrates the lifestyle, agriculture and the Granite Belt community as a whole. • It brings in very large numbers of tourists and makes a considerable positive impact on the financial structure of the region. • Provides a stage for promotion of local products including wines, cider, fruit, vegetables, environmental tourism, lifestyle, arts, crafts. • <u>SNOWFLAKES IN STANTHORPE</u> – this festival currently takes place every two (2) years and alternates with the Apple and Grape Festival. <ul style="list-style-type: none"> • This festival celebrates the climate of the district and promotes the lifestyle. • This festival has only been running for several years but has resulted in the expansion of tourism visits and recognition of the region. • It enables the region to promote its climate, four seasons, lifestyle and separates the Granite Belt as a distinct region. • Provides additional income to the community as a whole. • <u>ARTS AND CRAFTS FESTIVAL</u> – a new festival that focuses on the arts and craft of the Granite Belt community would expand the image of our region. <ul style="list-style-type: none"> • It would promote and celebrate the multi faceted and variety of arts and crafts that are found within the Granite Belt community including woodwork, yarn spinning and weaving crafts, embroidery, quilting, patchworking, glass crafts, sculpture, painting, etc. • The Granite Belt Art and Craft Trail recently took place over two (2) weekends (sponsored by SDRC) and was well received. • There is a successful Quilts, Stitches and Textiles Trail in Toowoomba (late September) as part of the Carnival of Flowers. 	<p>MEDIUM</p> <p>SDRC Qld Gov Federal Gov Community Corporate</p>

	<ul style="list-style-type: none"> This festival could operate throughout the region (studios, village halls, etc) including the Art Gallery as well as the trail recently identified. Has the potential to generate another tourism highlight and bring in increased financial benefits to the region. <ul style="list-style-type: none"> <u>MURALS</u> – a new festival to highlight current residential mural artists as well as entice talented mural artists to visit the Granite Belt region and to demonstrate their art on local buildings and other structures (in cooperation with property owners). <ul style="list-style-type: none"> A number of murals have been recently been supported on a variety of locations within the Granite Belt including Fromes Lane, Civic Centre, Post Office, Farley Piazza, toilet blocks and have been the source of enthusiasm, pride and appreciation. Future subjects for murals could celebrate local high country flora, fauna, identities, history, ecology, etc. This would provide an increased tourism focus as has been demonstrated successfully at other locations including Sheffield in Tasmania. An annual opportunity to increase murals with a prize for the most outstanding (e.g. at Sheffield, Tasmania). Potential to become a tourist attraction and be of considerable financial benefit to the community as a whole. Could be combined with the Arts and Craft festival. <u>SUSTAINABLE STANTHORPE</u> – a new festival to promote an environmentally sustainable Granite Belt region with respect to liveability, produce, tourism. <ul style="list-style-type: none"> An “eco expo” in partnership with GBSAN and the community that would focus on options for a sustainable community. The first one is currently being developed for 2020. This would increase tourism and visitors to the region. Has the potential to introduce increased spending and income within the area. <u>ITALIAN FESTIVAL</u> – a new festival to celebrate the Italian heritage of the Granite Belt community. <ul style="list-style-type: none"> It could include Paddock to Plate, wine, crafts, vehicles, lifestyle sectors.... everything Italian. A cultural heritage festival has the potential to draw in crowds from Qld and NSW due to the location. This would increase tourism and visitor expenditure to the region. Potential to establish a Heritage centre that reflects the immigrant history of the region. Sponsorship would be required. <p>New festivals such as outlined above and have the potential to attract increased tourism/visitors from NSW as well as Qld.</p> <p>Festivals could run in tandem until established and self supporting - such as</p> <ul style="list-style-type: none"> Arts and Craft + Murals, Italian + Apple and Grape 	
	<p>MEDICARE SERVICE</p> <p>There is a need for the provision of Medicare face-to-face services in Stanthorpe due to the distance that is required to be travelled (Warwick – approx 60kms) in</p>	<p>MEDIUM</p> <p>Federal Gov</p>

	<p>order to attend the nearest Medicare office and to resolve concerns. Many people in the Stanthorpe area such as the elderly are unable to access or use a home computer and are also unable to use the computers available at Stanthorpe Centrelink. Many are also not able to travel to Medicare at Warwick. Workers (agricultural, etc) are not able to travel to Warwick but could attend a Stanthorpe site.</p> <ul style="list-style-type: none"> • A Medicare service could be provided within the existing Centrelink building in Stanthorpe; • A Medicare officer could be allocated for a period of approx one (1) day a week or a fortnight to Stanthorpe as required. 	
	<p>NEW ENGLAND HIGHWAY – BYPASS LANDSCAPING/BEAUTIFICATION</p> <p>The first impressions that motorists travelling the New England High on the Stanthorpe bypass are vital in order to attract them to enter Stanthorpe and explore the town and the surrounding attractions. It is considered important that the sides of the highway be appropriately landscaped as well as to provide a visual buffer between the highway and the industrial estate, sewerage treatment plant, etc. This will require negotiation with the Qld Department of Transport and Main Roads.</p> <ul style="list-style-type: none"> • Area for this project from approximately Aerodrome Road (north) to approximately Whiskey Gully Road (south); • Particular area of development should be from Pancor Road (north) to West Road (south); • Planting of suitable trees that exhibit autumnal leaf displays as well as and spring flowering species, thus depicting the seasons; • Planting a hedging or understory where the industrial estate is adjacent to the highway in order to screen this from passing traffic; • Installation of sound barriers (timber or concrete) adjacent to the industrial state as visual barriers and these barriers then be painted with appropriate murals (e.g. similar barriers in the Sandgate area, Brackenridge, Maryborough Mural Trail, various Brisbane railway stations, etc. • Lot 1 SP168058 (Freehold, Community Facilities; split by New England Highway; 12.4Ha; ?State owned). The eastern side of the highway backs onto existing residential development. This part of Lot1 SP168058 should be developed into public open space/parkland accessed from Mackenzie Street and landscaped adjacent to the highway. Provision of tables, seats, shade structures, etc – made through Skilling Queenslanders for Work program. 	<p>MEDIUM</p> <p>SDRC Qld Gov</p>
	<p>TOWNPLANNING – SUSTAINABLE DEVELOPMENT</p> <p>There is a need to include environmentally friendly residential developments within Stanthorpe and the surrounding villages in order to ensure that the community created becomes resident friendly, environmentally sustainable and the developments provide a “community environment” for the residents.</p> <ul style="list-style-type: none"> • Leading environmentally sustainable village development as a showcase for the SDRC area and Southern Queensland. Examples include the multi-award winning Currumbin ecovillage (Qld) and Witchcliffe ecovillage (WA). • Community structure <ul style="list-style-type: none"> • Low density residential, medium density residential planned estates to include public open space areas and linkage access ways to minimise pedestrian use of road ways. 	<p>HIGH</p> <p>SDRC Qld Gov Corporate Community</p>

	<ul style="list-style-type: none"> Well located rural residential developments as edge-of-town precincts. Sporting facilities to be located in appropriate locations where the use of those facilities do not negatively impact with respect to noise, emissions, hours of operation, traffic, etc on existing and future residents in residential or rural residential precincts. The congregation of major sporting facilities in a defined area such as Morgan Park, Warwick. Aged care residential villages to include independent living, low care and high care facilities co-located in order to provide a sense of belonging for the residents. Student accommodation facilities linked to or in close proximity to an education hub, (QCWT, possible future TAFE, etc). Construction of multi-unit sites by SDRC as a provision for independent senior ratepayers. Arts and culture facilities including a community centre. Appropriate location of commercial and industrial precincts to minimise their impact on existing residential development (noise, odour, traffic, drainage, etc). Landscaping within the streetscape with appropriate trees in order to provide shade in summer, aesthetics and amenity, bird refuges, etc. Community linkages including pathways, local parks and public open spaces to minimise pedestrian use of road reserves. New residential developments to not be permitted to contain residential blocks that are affected by flood levels (i.e. above the Q1 in 100year level). House and building construction <ul style="list-style-type: none"> Design and layout of house, efficiency of design, orientation to the sun. Solar panels, batteries, other relevant power sources and storage. Environmentally sustainable insulation, flooring, skylights, other building materials. Heating needs minimised due to construction, design, materials used. Minimisation of water usage – low flush toilets, other water saving installations. Water tanks installed with all new houses, commercial, industrial and farm buildings. Landscaping – use of appropriate species to provide shade, reduce fire risk, drought tolerant, encourage birds, bees and other pollinators. 	
	<p>WHOLE-OF-LIFE RESIDENCY</p> <ul style="list-style-type: none"> The Stanthorpe and Granite Belt area has a large sector of the population that has been born and aged here as well as retirees moving into the area for social, community and climatic reasons. It is understood that older residents wish to remain in Stanthorpe and the Granite Belt when they need to move into low, medium and high care residential facilities as this will mean that they remain close to their families and friends. 	<p>HIGH / MEDIUM</p> <p>SDRC Federal Gov Corporate</p>

	<ul style="list-style-type: none"> In order to address this need SDRC needs to make appropriate allowances within the strategic and town planning schemes and to encourage developers to propose and complete appropriate facilities. AGED CARE FOR 4 YEAR OLDS. Recently the ABC screened a series that followed a social experiment undertaken in Sydney where a number of 4year old children visited and bonded with a group of aged residents in a retirement facility. The interaction demonstrated a close bonding of participants, and immense benefits to the health, wellbeing and participation of the elderly as well as noteworthy development within the children. <ul style="list-style-type: none"> Propose a cooperation between an aged care facility and a pre-school facility to undertake a program of Aged Care for Four Year Olds; Would bring professionals in a number of associated fields (child care, aged care, etc) to Stanthorpe and expand the opportunity for skills training of staff in both areas; Such a program would markedly improve the life style and welfare of participating aged care residents; Such a program would provide opportunities for young children to bond with an older person and to develop emotionally and mentally with respect to patience, understanding, etc; Would provide a more caring and involved community. 	Qld Gov Corporate
	<p>MOTOR SPORTING FACILITY/PRECINCT</p> <p>There is a need for a suitable location to be secured for the development of a motor sports precinct similar to that at Morgan Park, Warwick (cars, motor bikes, trail bikes, etc) in the Granite Belt area. Such a location would need to be selected so as to not impact negatively upon existing residents, land uses, etc. as well as to not detrimentally impact on environmentally sensitive areas.</p> <ul style="list-style-type: none"> There is an urgent need for a new suitable site for the relocation of the Carnell Raceway at Stanthorpe in order that it can operate in an appropriate manner; The raceway is currently located adjacent to (and downstream of) the Stanthorpe Waste facility and is reported to be on or near to contaminated land that is the result of waste products that have been disposed of at that site; Previous Councils have permitted extensive subdivision of land around the waste facility and raceway site which has resulted in noise conflicts between the operators of the raceway and legally approved residential developments that surround it; Strong objections have been lodged by affected residents to proposed changes in the usage of the raceway in the past including Land Court appeals and restrictions being placed by the Court on usage of the raceway; SDRC proposed changes to the extent of use of the raceway (change from Impact Assessable to Code Assessable thus eliminating any rights of the nearby landowners and residents that are impacted upon by the operation of the raceway) and this resulted in strong objections being lodged by affected residents and the SDRC decision to not change the planning status of the usage; A condition imposed by the presiding Judge at the last Land Court hearing was the requirement that a length of Rifle Range Road was to be 	MEDIUM SDRC Qld Gov Federal Gov? Corporate

	<p>constructed and sealed but this condition has not been complied with either by the operators of the Carnell Raceway nor the SDRC;</p> <ul style="list-style-type: none"> • There is a potential progression of Residential and Rural Residential development in the area to the east and south of the affected area and this would lead to an increase in lodgement of noise complaints by affected property owners. • Potential to combine recreational land use of similar sports such as car and trail bike riding and racing at an existing large acreage site west of Stanthorpe in the Nundubbamere area. It is understood that this property was developed with bike tracks in order to provide a facility for residents of the Greenlands area. 	
	<p>YOUTH – FACILITIES & SERVICES</p> <ul style="list-style-type: none"> • There is a need to work with the community to develop youth friendly facilities; • Undertake consultation with young people in the Granite Belt community (e.g. High school students, youth workers, etc) to determine what they see as needed by the young people; • Provision of additional sporting facilities such as netball courts, indoor sports facilities, movie theatre events; • Development of a youth space with the ability for relevant service providers to meet with young people; • Formation of a Youth taskforce with representatives from each community to work with SDRC and other relevant groups to investigate the needs of the young people in the community including education, training, employment, entertainment, and to work together for the benefit of our young people and of the community as a whole; 	<p>HIGH</p> <p>SDRC Qld Gov Federal Gov Community</p>
	<p>COMMUNITY CENTRE</p> <p>There is a need for a centrally located facility in Stanthorpe to service the needs of a number of sectors within the community.</p> <ul style="list-style-type: none"> • Several sectors could share the facility with separate storage facilities. • Facility could be hired out by community organisations for meetings, etc. • Possible sites include <ul style="list-style-type: none"> • <u>Old Ambulance centre (?)</u> – 19 Marsh Street at northern end of Weeroona Park. This site is centrally located and could provide facilities for community groups such as <ul style="list-style-type: none"> • Craft groups (quilting, patchwork, etc), • Cards, • Womens' groups • <u>Sheds at Stanthorpe Railway precinct.</u> Would need to check with QR if this building was included within the current lease that covers the Station building, conditions of use, etc. Would require considerable renovation. Possible use by community groups that link with the current use of the railway land such as Art on Davadi, Whistlestop Community Garden <ul style="list-style-type: none"> • Artisans centre • Garden club 	<p>MEDIUM</p> <p>SDRC Qld Gov Community</p>
	<p>TRANSPORT – COMMUNITY BUS</p> <p>There is a need for the provision of a community bus service on the Granite Belt in order to provide a service to people who are isolated due to their location and lack</p>	<p>MEDIUM</p> <p>SDRC</p>

	<p>of available transport options. Community bus services operate successfully in many locations in Australia and overseas. Areas to be serviced include</p> <ul style="list-style-type: none"> • Stanthorpe town area – provision of services for mainly elderly residents in to shops, medical appointments, etc. • Wallangarra/Stanthorpe – including villages between both sites. • Dalveen/Stanthorpe – including villages between both sites. • Feasibility study for each run re potential usage, run times, etc. • Consideration of a small fee. • Proposed timetable, days of the week, etc to be determined. • Service provider – privately owned service (e.g. Crisps Coaches) or community funded (e.g. by Gambling Community Benefit Fund, volunteers, etc), etc. 	<p>Qld Gov Corporate Community</p>
	<p>TRANSPORT – RAIL</p> <ul style="list-style-type: none"> • TOOWOOMBA-BRISBANE FAST TRAIN LINK <ul style="list-style-type: none"> • Business case study being funded by Federal Government. • Would provide access for Toowoomba and Darling Downs residents to access employment in Ipswich and Brisbane, and residents of Brisbane and Ipswich to access employment in Toowoomba and Darling Downs. • Provide efficient access for residents of Toowoomba and Darling Downs area to attend medical and other appointments in Brisbane. • Linkage to Toowoomba and Wellcamp Airport with Warwick and Stanthorpe by railmotor services – passenger service. • Small freight transport. • INLAND FAST RAIL <ul style="list-style-type: none"> • Corridor across Millmerran floodplain to Toowoomba yet to be resolved. • Potential for the establishment of a freight transfer hub that would provide easy access for Granite Belt freight to locations north to Toowoomba and east to Brisbane and also locations south. 	<p>MEDIUM</p> <p>Qld Gov Federal Gov Corporate</p>
	<p>TOURISM</p> <p>There is potential for the expansion of existing tourism ventures or the development of new and innovative proposals in the following areas</p> <ul style="list-style-type: none"> • RAIL TOURISM – there is an existing rail experience. <ul style="list-style-type: none"> • Operates between Warwick and Wallangarra and return on a monthly basis. • It is operated by the Southern Downs Steam Railway Association Inc (SDSRAI) which is a group of volunteers. • Operated by Steam or diesel locomotive in response to fire risk and operational matters. • The service could be expanded to coordinate with festivals, etc taking place in Stanthorpe but would be subject to the availability of the train, SDSRAI personnel. • WINERY TOURISM – this is either an individual car or bus experience. <ul style="list-style-type: none"> • There are areas where a number of cellar doors are relatively closely located and may be suitable for a linkage by bicycle with a bus delivery and pick up from Stanthorpe. • PADDOCK TO PLATE – to promote the local agricultural products including fruit, vegetables, herbs, cheese, meats, ciders, wines. 	<p>HIGH</p> <p>SDRC Qld Gov Community Corporate</p>

	<ul style="list-style-type: none"> • These are regional promotional events for the whole Granite Belt and the many producers. • The involvement of the Granite Belt Growers Group would be recommended as well as the Tourism group. • Some wineries already promote similar dinners (e.g. Twisted Gum) but these events are promotional for that winery only. • Would be of greatest value when run in conjunction with a major Festival such as Apple and Grape. It is understood that such an event is being planned in conjunction with Apple and Grape 2020. • ECOTOURISM – has the potential to be expanded to become a major player in the tourism experience on the Granite Belt. <ul style="list-style-type: none"> • Girraween National Park • Sundown National Park • Bald Rock National Park (NSW) • Proposed botanic gardens, Stanthorpe – native high country flora 	
	<p>MINING AND PROSPECTING TRAIL</p> <p>The Stanthorpe area was a recognised source of tin (1854), as well as arsenic, molybdenite, wolfram and to a lesser extent gold (1852), copper (1888), silver (1895), lead and zinc. Also found in the area are sapphires, topaz, beryl, agate, zircon, quartz.</p> <ul style="list-style-type: none"> • There is a plaque at the corner of Railway Street and Maryland Street that briefly mentions the mining history of the Stanthorpe District. • Development of a Mineral trail map and signing of known locations – subject to Dept of Mines, Mining Warden and property owner's permission and agreement. • Several prospecting areas in the region (Dept of Mines) could be promoted. • Issue of prospecting licences. 	<p>MEDIUM</p> <p>SDRC Qld Gov Community</p>
	<p>MT. MARLEY</p> <p>This area is a focal point for tourists as an outlook over the town of Stanthorpe.</p> <ul style="list-style-type: none"> • Widening of the access road from the Water Treatment plant to the lookout car park in order to improve safety. • Provide additional walking tracks that are wheelchair friendly. 	<p>MEDIUM</p> <p>SDRC Qld Gov?</p>
	<p>STANTHORPE RAILWAY STATION PRECINCT</p> <p>This historic precinct is well located in Stanthorpe and is currently used by</p> <ul style="list-style-type: none"> • The Steam Railway as a stop on route from Warwick to Wallangarra and back. • A community art group has approval (lease) to exhibit paintings in the Station Building. • A coffee shop is operated in the Railway Station building on specified days. • The Stanthorpe Community Garden has been established between the Railway Station building and Davadi Street. • At least one corrugated iron shed is located within the precinct and could be used for community purposes (subject to lease conditions). 	<p>MEDIUM</p> <p>SDRC Qld Gov Community</p>
DALVEEN	<p>TOWN DEFINITION AND BEAUTIFICATION</p> <p>In consultation with the community discuss their ideas and expectations for their community. SDRC is proposing to undertake consultation with the Dalveen</p>	<p>MEDIUM</p> <p>SDRC Qld Gov</p>

	<p>community in order to prepare an town development proposal in the near future.</p> <p>Additional items for Dalveen include</p> <ul style="list-style-type: none"> • Possible definition of the town centre by suitable landscaping including shade and deciduous trees. • Erection of appropriate town/village signage. • Placement of park furniture in appropriate locations. • Possible murals on appropriate walls. 	Federal Gov
THULIMBAH	<p>TOWN DEFINITION AND BEAUTIFICATION</p> <p>In consultation with the community discuss their ideas and expectations for their community.</p> <ul style="list-style-type: none"> • Possible definition of the town centre by suitable landscaping including shade and deciduous trees. • Erection of appropriate town/village signage. • Placement of park furniture in appropriate locations. • Possible murals on appropriate walls. 	<p>MEDIUM</p> <p>SDRC Qld Gov Federal Gov</p>
APPLETHORPE	<p>TOWN DEFINITION AND BEAUTIFICATION</p> <p>In consultation with the community discuss their ideas and expectations for their community.</p> <ul style="list-style-type: none"> • Possible definition of the town centre by suitable landscaping including shade and deciduous trees. • Erection of appropriate town/village signage. • Placement of park furniture in appropriate locations. • Possible murals on appropriate walls. 	<p>MEDIUM</p> <p>SDRC Qld Gov Federal Gov</p>
SEVERNLEA	<p>TOWN DEFINITION AND BEAUTIFICATION</p> <p>In consultation with the community discuss their ideas and expectations for their community.</p> <ul style="list-style-type: none"> • Possible definition of the town centre by suitable landscaping including shade and deciduous trees. • Erection of appropriate town/village signage. • Placement of park furniture in appropriate locations. • Possible murals on appropriate walls. 	<p>MEDIUM</p> <p>SDRC Qld Gov Federal Gov</p>
GLEN APLIN	<p>TOWN DEFINITION AND BEAUTIFICATION</p> <p>In consultation with the community discuss their ideas and expectations for their community.</p> <ul style="list-style-type: none"> • Possible definition of the town centre by suitable landscaping including shade and deciduous trees. • Erection of appropriate town/village signage. • Placement of park furniture in appropriate locations. • Possible murals on appropriate walls. 	<p>MEDIUM</p> <p>SDRC Qld Gov Federal Gov</p>
BALLANDEAN	<p>TOWN DEFINITION AND BEAUTIFICATION</p> <p>In consultation with the community discuss their ideas and expectations for their community.</p> <ul style="list-style-type: none"> • Possible definition of the town centre by suitable landscaping including shade and deciduous trees. • Erection of appropriate town/village signage. • Placement of park furniture in appropriate locations. • Possible murals on appropriate walls. 	<p>MEDIUM</p> <p>SDRC Qld Gov Federal Gov</p>

WALLANGARRA	TOWN DEFINITION AND BEAUTIFICATION In consultation with the community discuss their ideas and expectations for their community. Wallangarra was the subject of community consultation with SDRC and their village plan was developed and carried out 2018/2019. It would be worthwhile to revisit the proposed development of the village and audit the current status as well as seek input if anything additional is now a priority. <ul style="list-style-type: none"> • Possible definition of the town centre by suitable landscaping including shade and deciduous trees. • Erection of appropriate town/village signage. • Placement of park furniture in appropriate locations. • Possible murals on additional appropriate walls. 	MEDIUM SDRC Qld Gov Federal Gov
AMIENS	TOWN DEFINITION AND BEAUTIFICATION In consultation with the community discuss their ideas and expectations for their community. <ul style="list-style-type: none"> • Possible definition of the town centre by suitable landscaping including shade and deciduous trees. • Erection of appropriate town/village signage. • Placement of park furniture in appropriate locations. • Possible murals on appropriate walls. 	MEDIUM SDRC Qld Gov Federal Gov
POZIERES	TOWN DEFINITION AND BEAUTIFICATION In consultation with the community discuss their ideas and expectations for their community. <ul style="list-style-type: none"> • Possible definition of the town centre by suitable landscaping including shade and deciduous trees. • Erection of appropriate town/village signage. • Placement of park furniture in appropriate locations. • Possible murals on appropriate walls. 	MEDIUM SDRC Qld Gov Federal Gov
GREENLANDS	TOWN DEFINITION AND BEAUTIFICATION In consultation with the community discuss their ideas and expectations for their community. <ul style="list-style-type: none"> • Possible definition of the town centre by suitable landscaping including shade and deciduous trees. • Erection of appropriate town/village signage. • Placement of park furniture in appropriate locations. • Possible murals on appropriate walls. 	MEDIUM SDRC Qld Gov Federal Gov
BROADWATER	TOWN DEFINITION AND BEAUTIFICATION In consultation with the community discuss their ideas and expectations for their community. <ul style="list-style-type: none"> • Possible definition of the town centre by suitable landscaping including shade and deciduous trees. • Erection of appropriate town/village signage. • Placement of park furniture in appropriate locations. • Possible murals on appropriate walls. 	MEDIUM SDRC Qld Gov Federal Gov

HIGH 1 to 2 years

MEDIUM 2 to 5 years

3rd November 2019

Workshops topics raised with me over the last week

The Granite Belt is a distinct place with an identity which can be built upon to give residents a sense of place and pride. Such a concept if universally adopted would enrich the council's efforts to represent the Granite Belt, as it will allow the unique features of the area to become marketing stars in campaigns, consolidate local efforts in obtaining patronage and new business and give residents a renewed sense of civic pride alleviating some of the rawness occasioned by removal of their own council in 2007, and the subsequent amalgamation of marketing and identity branding as part of Southern Downs/Darling Downs/South-East Qld.

Town Council for the Granite Belt

- Need to identify & consolidate with existing groups working under council
- Need to set out parameters/ tasks/ demographic composition
- Need to have a councillor/council staff member and council support staff
- Meet regularly to consider local issues and make recommendations to council

Aim is to collaborate with council in providing local input into council matters and provide a reference point for residents wanting to bring issues to council. It recognises that residents have become hostile towards the Warwick based council and have lost faith in the council's ability to represent them.

Questions

What is the council position on new dams on farm properties?

Can more areas of forested land be opened to grazing animals as an adjunct to other natural land management practices?

Is it possible for Council to have a dedicated Grants resources person who can be first point of contact for organisations seeking financial assistance not just from council but from any available source of funding?

Has council advocated for a Montessori School to be set up on the Granite Belt?

Can we have a Granite Belt Innovation Officer – duties to identify new businesses that could set up here, facilitate marketing local business opportunities to the wider world (including overseas), provide a first contact for potential new businesses and for local businesses seeking to expand or innovate? Such a person would encourage methods of operation which were innovative, environmentally sound and unique.

GRANITE BELT STRATEGIC PLAN

Granite Belt - Strategic Plan

Meeting Date: 24 June 2020

Attachment No: 3



Granite Belt – Strategic Plan



1 CONTENTS

2	Project Background.....	3
2.1	Introduction	3
2.2	Process	4
2.3	Existing Strategies, Plans and Projects.....	5
3	Understanding the Granite Belt	6
3.1	Granite Belt Community	6
3.2	What we heard	6
3.3	Sense of place	8
3.4	Assets and opportunities.....	8
4	Granite Belt – Strategic Plan	10
4.1	Vision.....	10
4.2	The Plan.....	10
4.3	Strategies	11
5	Appendices.....	19
5.1	Postcard	19
5.2	Newsletter.....	19
5.3	Poster.....	19
5.4	Advertisement.....	19
5.5	Survey.....	19

2 PROJECT BACKGROUND

2.1 INTRODUCTION

Southern Downs Regional Council (Council) commissioned Engagement Plus to undertake a community building and strengthening exercise including comprehensive community engagement for the preparation of the Granite Belt – Strategic Plan. The engagement and planning work included collaboration between Council, a group of community individuals and representatives from the Granite Belt Growers Association, the Stanthorpe and Granite Belt Chamber of Commerce and Granite Belt Wine and Tourism. This group was known as the Granite Belt Planning Group.

The Strategic Plan is aimed at:

- Developing a shared vision and plan that will capture enthusiasm about the future direction of the Granite Belt and its role in the region;
- Identifying key projects, initiatives and essential services that are important for the next 5 – 10 years;
- Aligning the projects and initiatives with the recently developed *Shaping Southern Downs* plan;
- Addressing some of the core challenges that have been identified through the proposed de-amalgamation process; and
- Creating a platform for ongoing community and economic development initiatives.

The geographic parameters for the project were the Granite Belt area; this extended from Dalveen in the north, Eukey in the east, Glenlyon and Pikes Creek in the west and Wallangarra in the south, touching the border of New South Wales.

This plan has been built on a foundation of extensive community consultation and proposes short, medium and long-term strategies to enhance community and economic strength. It will be an important tool used to inform future capital expenditure, funding applications and partnerships between the community, Council and other key stakeholders.



2.2 PROCESS

The development of the Granite Belt – Strategic Plan has been informed by the collaboration with the Granite Belt Planning Group, community engagement, Council staff engagement and review. The following diagram gives a summary of the key phases, processes, and timelines for the project.

Project process and timelines - Granite Belt – Strategic Plan

July	Aug	Sept	Oct	Nov	Dec	Mar 2020	Jun 2020
Inception	Establish Planning Group	Preparation and promotion of engagement	Key stakeholder and community engagement	Preparation of draft UDF	Community consultation	Local Government Elections and COVID-19	Finalisation of Strategic Plan
<ul style="list-style-type: none"> Meeting with Council to understand project parameters Finalising scope of works Background reading 	<ul style="list-style-type: none"> Establish TOR for Planning Group Introductions with Planning Group members 	<ul style="list-style-type: none"> Prepare communication materials – Postcards, posters, newsletter EDM distribution of invites to themed workshops Postcards distributed to every household 	<ul style="list-style-type: none"> Establishment of Community Hub 6 x themed workshops Digital mapping tool Survey tool Youth group meeting Sports Association meeting Happy chat meeting Local artist engaging public 	<ul style="list-style-type: none"> Review and synthesis of community ideas and feedback Analysis of data and presentation of key themes Development of draft UDF and strategies 	<ul style="list-style-type: none"> Internal review by Council staff Review by Councillors Review by Planning Group Community consultation on draft UDF 	<ul style="list-style-type: none"> Review by Council staff and consultant of feedback received Progression of document paused due to COVID-19 restrictions and Local Government Elections Planning Group review amendments and provide feedback 	<ul style="list-style-type: none"> Finalisation of Strategic Plan based on feedback Adoption of Strategic Plan by Council

2.3 EXISTING STRATEGIES, PLANS AND PROJECTS

Consultation with Council staff identified that a number of the suggested projects and initiatives are related to existing strategies and plans within Council. A listing of the Council's strategies as well as the community based strategies are provided below and should be considered in conjunction with the Granite Belt – Strategic Plan.

Council strategies:

- Shaping Southern Downs (2018) + Shaping Southern Downs Review (2019)
- Economic Development Strategy
- Signage Strategy
- Sport and Recreation Strategy
- Counter Disaster Management Plan
- Waste Reduction & Recycling Plan
- Bicycle way and cycling Strategy
- Stanthorpe Streetscape Plan (2015)
- Environmental Sustainability Strategy
- Local Government Infrastructure Plan – sets out infrastructure projects and priorities that are funded from developer contributions

Community based strategies:

- Emu Swamp Dam/Granite Belt Irrigation project
- GBWT Strategic Plan (2018)
- Stanthorpe Business Blueprint

3 UNDERSTANDING THE GRANITE BELT

3.1 GRANITE BELT COMMUNITY

The Granite Belt area is centred around the township of Stanthorpe with an approximate population of 5,500 and with many other smaller townships extending to the north, south and west. The area is between 800 and 1,000m above sea level, creating a climate of four distinct seasons that is part of its appeal amongst visitors to the region. Being the coldest part of Queensland, tourists flock to the region in winter to take advantage of the opportunity for wood fires and the possibility of snow.

The area gains its name from the granite rocks that distinguish it from other areas across South East Queensland. The Granite Belt is widely known for its production of apples (largest in Queensland) and other fruits such as strawberries, olives, figs, cherries and other stone fruits, spectacular flowers and the largest wine producing area of Queensland. Steeped in history from its tin mining origins, Stanthorpe also boasts century old buildings giving a rich character to the town centre.

The Granite Belt contains a substantial mixture of community, cultural and sporting organisations with a strong volunteer base and social connections. Significant cultural events include the biennial Apple and Grape Festival and Snowflakes in Stanthorpe which attract thousands of visitors each event. Adventure enthusiasts also see great opportunities with a number of national parks throughout the Granite Belt; the best-known being Girraween National Park where visitors can climb The Pyramids, Castle Rock or Mount Norman. An extensive network of cycle trails encourages enthusiasts to climb onto a bicycle and tour the areas with spectacular views.

Community facilities include the Stanthorpe Regional Art Gallery, local history museum, the Queensland College of Wine Tourism and a University of Southern Queensland Campus, two high schools and a small well-equipped hospital, providing a solid base of social infrastructure.

3.2 WHAT WE HEARD

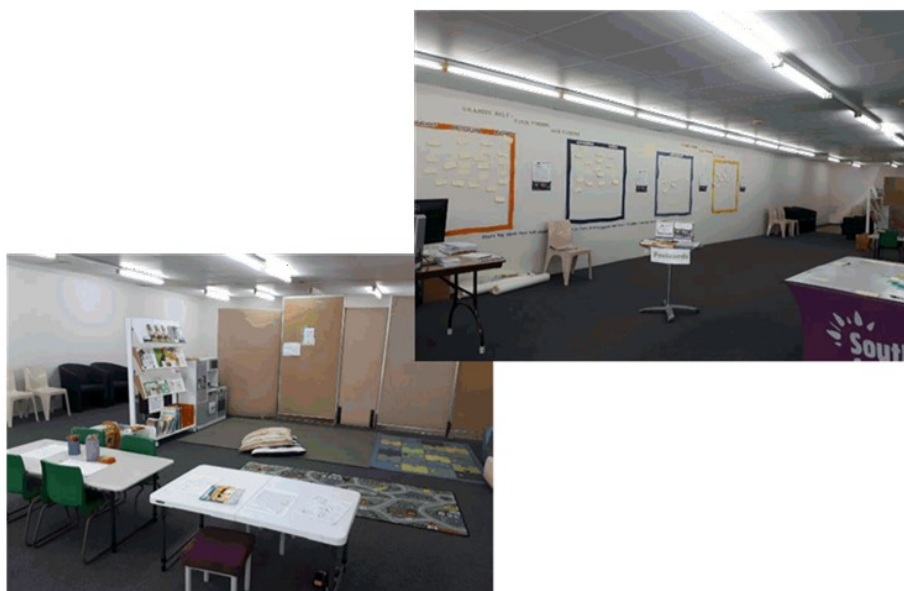
The consultant team in partnership with Council undertook a series of consultation activities from 1 October until 4 November to understand community values, aspirations, priorities and a vision for the future of the Granite Belt:

- The consultation activities were promoted via advertisements in newspapers, posters and newsletters in key locations (Customer Service, library, gallery, wine college, Community Hub and some shops/post offices), email notifications to over 80 community groups and clubs and social media posts.
- Councils *Have Your Say* page was activated with information about the project, links to the community surveys and a digital mapping tool. Media releases were prepared to launch the consultation phase.

- Postcards were delivered to households throughout the Granite Belt region (4170 postcards).
- A Community Hub space was established in a vacant shop in the main street, initially operating with the last stages of the disaster recovery and open five days per week. The Hub held important information for the community about drought relief, a range of grant funding opportunities and provided a forum for the community to provide their ideas during consultation of the Granite Belt – Strategic Plan. Trevor Horsnell visited the Community Hub capturing views from passers-by, which have since been used to create an artist's impression painting (below) and song.
- Six themed workshops were held between 14 and 17 October – Community Services & Wellbeing, Education & Childcare, Sport & Recreation, Business & Tourism, Arts & Culture, and Agriculture.
- Other feedback sessions were held with the Happy Chat group, a youth group (through the schools) and the Stanthorpe Sports Association
- Details of the contributions from the consultations are provided in a separate Consultation Report.



"Hope" © Trevor Horsnell



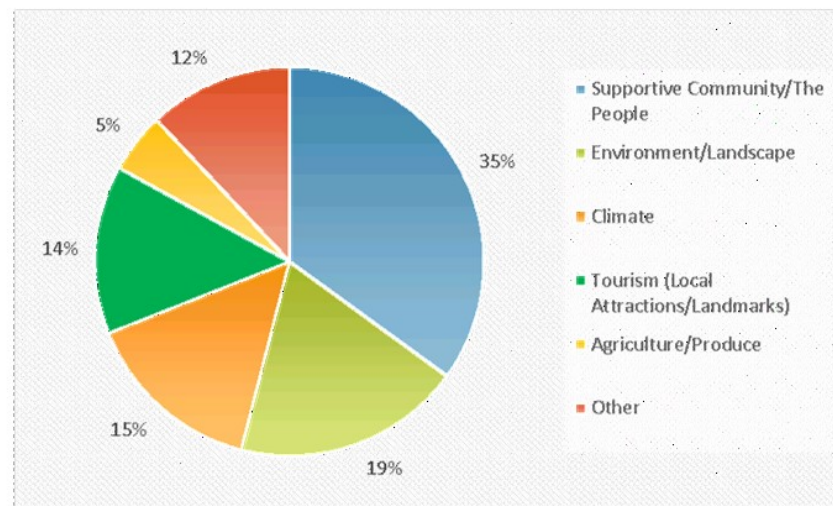
Community Hub

3.3 SENSE OF PLACE

The Granite Belt contains a mixture of breathtaking natural landscapes, world class wineries and close knit communities. The flourishing town of Stanthorpe provides essential services to the wider community and surrounding areas are characterised by orchards, vineyards and rocky outcrops, all supporting a strong agriculture and tourism industry. To further cultivate this rich identity through the Strategic Plan, community members were asked what they liked most about the Granite Belt.

The responses identified that residents have a strong sense of pride about their 'Supportive community', 'Environment and landscape' and local 'Climate'. Community feedback reiterated the following language to describe the area and its community: united, diverse, friendly people, resilient, granite rock, native wildlife, national parks, unique and showcasing four distinct seasons. The following comment was received during consultation and typifies the Granite Belt's sense of place:

"the people make this place the special place it is".

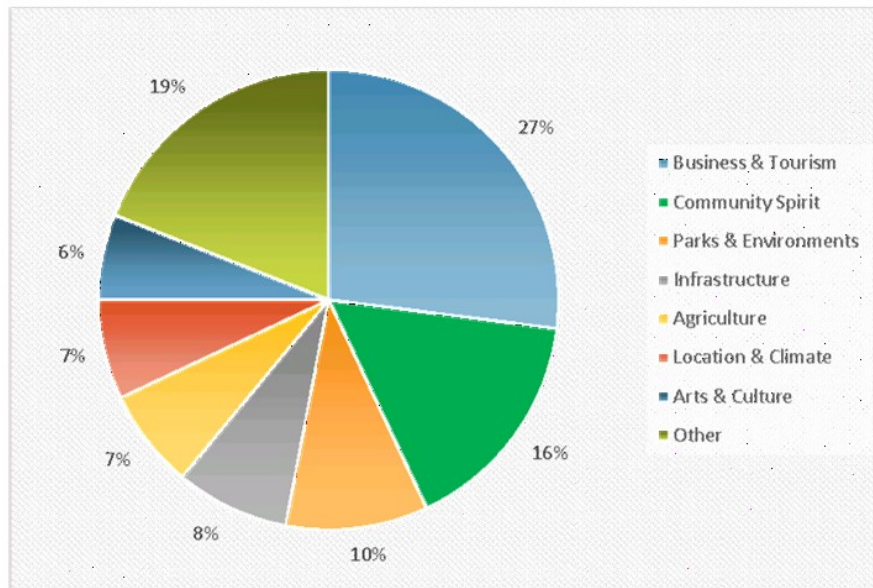


3.4 ASSETS AND OPPORTUNITIES

In conjunction with identifying the Granite Belt's *Sense of Place*, community members were asked to identify key *Assets and Opportunities* for the area. The top three themes used when describing the strengths of the Granite Belt area were: Business & Tourism, Community Spirit and Parks & Environment. A strong theme from the comments highlighted that the Granite Belt area has the ability to provide diverse activities and events that will attract more tourism to the area. A direct response included:

"more co-ordination of public gatherings where people are encouraged to submit ideas and visions for the area. Let's use our natural resources and environment wisely and safely and co-ordinate so that the unique food, wine and beer offerings here are part of an integrated experience for locals and tourists. Let's develop the main street of Stanthorpe as a cafe and culture experience, with affordable rental of shops. There is so much going on in the Granite Belt, but we need to publicise widely to bring people to the towns of the area."

The graph below outlines some other key assets and opportunities of the Granite Belt area:



3% non-response rate

4 GRANITE BELT – STRATEGIC PLAN

4.1 VISION

The Granite Belt has a distinctive environment with beautiful landscapes, the strength of its people and an economy with loads of potential. Some of the key points that the community identified as important for their vision of the Granite Belt included:

- A region where the environment is protected.
- A region where community and Council continue to collaborate on future goals.
- A region that focuses on sustainable innovation.
- A region that has improved infrastructure.
- A region that has increased tourism.
- A region that has strengthening agriculture.
- A region that has a secure water supply.

4.2 THE PLAN

The level of participation by the Granite Belt community in contributing to the plans for the future were 465 people and 1,563 contributions of ideas and proposals. These have been collated and analysed with five themes emerging:

1. Community and Culture
2. Sustainability
3. Tourism and Business
4. Agriculture
5. Advancement

4.3 STRATEGIES

The framework plan and strategies have been developed to guide the actions by the Granite Belt community, Council and other key stakeholders over a 10-year period. The proposed timing for each project or initiative is as follows:

- Short term 0 – 2 years
- Medium term 2 – 5 years
- Long term 5 – 10 years

01 – Community and Culture			
Strategy 1.1	Strategy 1.2	Strategy 1.3	Strategy 1.4
Develop a master plan for extending the use of currently disused train tracks (consider promotion by Youth Council) Considering different possible uses: a) Commuter use. b) Heritage trail. c) Cycling trails. d) Walking trails.	Undertake further enhancement of the Stanthorpe streetscape, including implementation of the Stanthorpe Streetscape Plan, encouraging community involvement in the completion of projects.	Develop Stanthorpe as an Arts and Culture hub by: - Facilitating the development of the new Regional Art Gallery; - Supporting the continuance of the Arts Trail event, with consideration to extension to Tenterfield; - Extending and refurbishing the Stanthorpe library; and - Developing Botanic Gardens for Stanthorpe, with an associated educational centre.	Review Council's Sport and Recreation Strategy to consider new proposals: a) Pool upgrade and expansion, including heating. b) Upgrade netball courts. c) Upgrade sports facilities to enable wider use. d) Facility management plan. e) Relocation of motor sport facility.
SUGGESTED TIMING Long term	SUGGESTED TIMING Short – Medium term	SUGGESTED TIMING Short – Long term	SUGGESTED TIMING Short – Medium term
PROPOSED LEAD Council/Youth Council/QR	PROPOSED LEAD Council	PROPOSED LEAD SRAG ¹ GBART Council	PROPOSED LEAD Council

¹ Stanthorpe Regional Art Gallery

01 – Community and Culture			02 –Sustainability
Strategy 1.5	Strategy 1.6	Strategy 1.7	Strategy 2.8
Advocate for better health and continuance of services in the region: a) Mental health services. b) Social worker services. c) Alcohol & other drug services.	Promote aged care services for the region. Consider: - Land to be dedicated for aged care facility; - Marketing to the sector to attract developers/business – “caring and kind community”; and - Promote the continuance of programs that connect elderly with youth.	Establish a mental wellbeing program for all ages (promoted by Youth Council), with provisions for disaster management.	Advance the Granite Belt as an environmentally sensitive area by facilitating the implementation of the Environmental Sustainability Strategy.
SUGGESTED TIMING Short term	SUGGESTED TIMING Medium term and Ongoing	SUGGESTED TIMING Medium term	SUGGESTED TIMING Short – Medium term and Ongoing
PROPOSED LEAD Advocacy to Qld Health	PROPOSED LEAD Council/Community groups	PROPOSED LEAD Council/Youth Council/Community groups	PROPOSED LEAD Council/Private business/GBSAN ²

² Granite Belt Sustainable Action Network

02 –Sustainability			
Strategy 2.9	Strategy 2.10	Strategy 2.11	Strategy 2.12
Implement Rebate Policy for new water tanks for residents on rural properties (domestic usage).	Develop a Water Security Strategy for the region. Consider sub-projects such as: a) Water harvesting opportunities. b) Water recycling. c) Evaporation reduction measures. Likely key stakeholders include: GBSAN DNRME ² SCoC ³	Develop nature-based play in appropriate park areas.	Develop and promote disaster preparedness for fires and flood. Consider: a) Bush fire ready programs. b) Promote neighbourhood planning and cooperation. c) Establishment of further fire breaks and buffer zones.
SUGGESTED TIMING Short term	SUGGESTED TIMING Short term	SUGGESTED TIMING Medium term	SUGGESTED TIMING Short term
PROPOSED LEAD Council	PROPOSED LEAD Stanthorpe Community Reference Panel	PROPOSED LEAD Council	PROPOSED LEAD Council/QFES ⁴ /SES

² Department of Natural Resources, Mines and Energy

³ Stanthorpe Chamber of Commerce

⁴ Queensland Fire and Emergency Services

03 –Tourism and Business			
Strategy 3.13	Strategy 3.14	Strategy 3.15	Strategy 3.16
Continue the expansion of cycling trails and paths to promote active transport and create linkages to the Stanthorpe CBD and Mt Marley.	Refurbishment of Visitor Information Centre, with improved technology and operations.	Complete Council's signage strategy and incorporate the management of private signage and billboards to improve visual amenity and aesthetics.	Develop a Craft Beer and Spirits Strategy for the region.
SUGGESTED TIMING Medium term	SUGGESTED TIMING Medium term	SUGGESTED TIMING Short term	SUGGESTED TIMING Medium term
PROPOSED LEAD Council	PROPOSED LEAD Council	PROPOSED LEAD Council	PROPOSED LEAD Council/Private Enterprise/ State Government

03 – Tourism and Business			
Strategy 3.17	Strategy 3.18	Strategy 3.19	Strategy 3.20
Facilitate eco-tourism opportunities in the region. Consider: a) Adventure tourism. b) Walking trails. c) Bird watching. d) Mountain biking. e) Rock climbing – bouldering.	Achieve RV Friendly town status with CMCA.	Seek funding to facilitate an Economic Capacity Building project to encourage a business retention and expansion program. (e.g. Peter Kenyon and the Bank of I.D.E.A.S.).	Develop an Events Strategy for the Southern Downs region. That includes: - Supporting the continuance of an annual Arts Trail event; and - A music festival to promote local band and talent. (Developed by Youth Council).
SUGGESTED TIMING Short – Medium term	SUGGESTED TIMING Short term	SUGGESTED TIMING Short term	SUGGESTED TIMING Short term and Ongoing
PROPOSED LEAD GBWT ⁵ /GBSAN	PROPOSED LEAD Council/Private Enterprise/State Government	PROPOSED LEAD SCoC/GBWT	PROPOSED LEAD Council/GBWT GBART Council/Youth Council/GBWT

⁵ Granite Belt Wine and Tourism

04 – Agriculture			
Strategy 4.21	Strategy 4.22	Strategy 4.23	Strategy 4.24
<p>Establish a committee to enable a formal communication channel for the agricultural industry to have improved partnership and communication with Council.</p> <p>Consider other livestock and cropping groups.</p>	<p>Advocate for the expansion of the agricultural and environmental science research, education and development hub in Stanthorpe.</p>	<p>Establish a sustainable land management project.</p> <p>Consider a consortium of organisations to access Federal funding to pursue sustainable agriculture projects in partnership with producers.</p> <p>Consortium is likely to include UNE (University of New England), South QLD Landscape and GBSAN.</p>	<p>Establish greater protections for primary producers from unreasonable complaints – right to farm.</p> <p>Consider appropriate buffers for rural residents as part of the new Planning Scheme and encourage best practice farming to mitigate nuisance complaints wherever possible.</p>
<p>SUGGESTED TIMING Short term</p>	<p>SUGGESTED TIMING Medium term</p>	<p>SUGGESTED TIMING Medium term</p>	<p>SUGGESTED TIMING Short – Medium term</p>
<p>PROPOSED LEAD Council/GB Growers Association</p>	<p>PROPOSED LEAD Council/QCWT⁷/DAF⁶/GB Growers Association/Education QLD</p>	<p>PROPOSED LEAD Council/GBSAN/GB Growers Association</p>	<p>PROPOSED LEAD Council/DAF</p>

⁷ Queensland College of Wine Tourism

⁶ Department of Agriculture and Fisheries

04 – Agriculture		05 – Advancement	
Strategy 4.25	Strategy 5.26	Strategy 5.27	Strategy 5.28
SDRC investigate becoming customers of Emu Swamp Dam and connecting into the network at Applethorpe. This action requires URGENT consideration and should include consultation with DNRME and Granite Belt Water Limited.	Improve accessibility to key facilities and recreational activities, such as: - Sentimental Rocks; and - Stanthorpe Dog Park (Connor Street).	Identify and include upgrades in the LGIP to key transport routes in the Granite Belt area, including: - Pedestrian movements (crossings); - Roads; and - Bridges. Advocate to DTMR ⁷ for: - The reduction of speed limits at school hours to 60kph on highway; and - The upgrade of Carnarvon Bridge.	Investigate housing and transport needs that suit the Granite Belt context, to provide mobility between smaller townships and villages. Incorporate the recent data from the Housing Analysis Study.
SUGGESTED TIMING Short term	SUGGESTED TIMING Medium term	SUGGESTED TIMING Short – Long term	SUGGESTED TIMING Short – Medium term
PROPOSED LEAD Council	PROPOSED LEAD Council	PROPOSED LEAD Council/DTMR	PROPOSED LEAD Council

⁷ Department of Transport and Main Roads

05 – Advancement	
Strategy 5.29	Strategy 5.30
Advocate for more reliable telecommunications in the region, to ensure safety and security of residents.	Develop recreational facilities at Storm King Dam. Consider suggestions such as: a) Beach and swimming area (protected from motorboat activities). b) BBQ's and picnic tables. c) Gazebos.
SUGGESTED TIMING Short term	SUGGESTED TIMING Long term
PROPOSED LEAD Local Federal Member	PROPOSED LEAD Council

5 APPENDICES

The following Communication and Engagement Tools were used during the consultation phase:

5.1 POSTCARD

5.2 NEWSLETTER

5.3 POSTER

5.4 ADVERTISEMENT

5.5 SURVEY



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Residents working with Southern Downs Regional Council to identify key projects, essential services and initiatives that will help build a brighter future for the Granite Belt.

Find out more about how you can be part of this exciting plan for our future by visiting www.sdrc.qld.gov.au or email team@engagementplus.com.au or call 07 3217 6849

Share your thoughts and project ideas for our future as we engage the region by:



Have your say online By visiting www.sdrc.qld.gov.au to complete our Survey.



Drop an idea on our interactive Map Share your project ideas by dropping comments on our interactive map at <https://engagementplus.mysocialpinpoint.com.au/yourvisionourfuture>



Attend a Market Stall come and have a chat at the Markets in the Mountain on the 13 October.



Attend a Workshop Join us for the engaging presentations and opportunities to share your vision.





> SHARE YOUR THOUGHTS ABOUT:

I live in

and what I love about my place is

What 3 key projects should be pursued in the Granite Belt?

1

2

3

Please return to the slot boxes at the Councils' Customer Service areas at the Library, the Gallery or at the Granite Belt Community Hub, 40 Maryland Street, Stanthorpe.

To find out more about how you can be part of this exciting plan for our future by visiting Have Your Say page at www.sdrc.qld.gov.au or email team@engagementplus.com.au or call **07 3217 6849**.

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Southern Downs
REGIONAL COUNCIL





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The project is about the Granite Belt community sharing their big ideas that will help shape the next 5 to 10 years of development and build a brighter future for the community. Under the themes of the Shaping Southern Downs plan, these ideas, suggested projects, essential services and initiatives will be undertaken by Council and others.

HOW CAN YOU GET INVOLVED?

During the month of October there will be a range of opportunities for residents to share their vision and generate ideas for the betterment of the Granite Belt. Everyone is encouraged to participate in the **Granite Belt - Your vision, Our future** and join us in shaping the future by:

-  **Have Your Say online:** Visit www.sdrc.qld.gov.au to complete our survey.
-  **Postcards:** Tell us what you love about where you live and what key projects, essential services and initiatives are important for the Granite Belt. Postcards are going to every household and available at Council's Customer Service Areas, the Stanthorpe Library, and the Stanthorpe Regional Art Gallery and the Granite Belt Community Hub, 50 Maryland Street, Stanthorpe.
-  **Digital mapping:** Share your thoughts by dropping comments on our interactive maps – go to <https://engagementplus.mysocialpinpoint.com.au/yourvisionourfuture>
-  **Granite Belt Community Hub:** share your ideas and ask questions about the project by visiting the Granite Belt Community Hub at 40 Maryland Street, Stanthorpe during the Month of October.
-  **Attend a Market Stall:** Come and have a chat at the Markets in the Mountain on Sunday 13 October.
-  **Themed workshops:** Join us for the engaging presentations and opportunities to share your vision.
-  **RSVP now** by emailing team@engagementplus.com.au or by calling **07 3217 6849**.





THEMED WORKSHOPS

- Workshop 1 – Community Services & Wellbeing • 12:00pm – 2:00pm • Monday 14 October
- Workshop 2 – Education & Childcare • 4:30pm – 6:30pm • Monday 14 October
- Workshop 3 – Sport & Recreation • 4:30pm – 6:30pm • Tuesday 15 October
- Workshop 4 – Business and Tourism • 6:30pm – 8:30pm • Wednesday 16 October
- Workshop 5 – Arts and Culture • 12:00pm – 2:00pm • Thursday 17 October
- Workshop 6 – Agriculture • 7:00pm – 9:00pm • Thursday 17 October

Workshops to be held at Civic Centre Stanthorpe.

The consultation period closes on Monday 4 November 2019.

HOW DO I FIND OUT MORE INFORMATION?

To find out more about this planning project you can:

- Email team@engagementplus.com.au or
- Phone the project team on 07 3217 6849
- Visit the Have Your Say page at www.sdrc.qld.gov.au



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Postcards:

Tell us what you love about where you live and what projects should or could be pursued.



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Southern Downs Regional Council





Community Survey

Residents working with Southern Downs Regional Council to identify key projects, essential services and initiatives that will help build a brighter future for the Granite Belt.

This survey takes approximately 5 – 10 minutes to complete and should be completed by **Monday 4 November 2019**.

➤ ABOUT YOU:

1. Suburb/Township where you reside:

2. Which age group do you belong to:
☐ Under 14 ☐ 15-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ 65-74 ☐ Over 75
3. Which group do you identify with the most?
☐ Culturally diverse background
Please specify
☐ Person with a disability
☐ Aboriginal and/or Torres Strait Islander
☐ Other

➤ OPPORTUNITIES:

Can you name three things you like best about living in the Granite Belt area?



➤ **OPPORTUNITIES CONTINUED:**

What do you think is the most unique attribute about the Granite Belt area?

From a planning perspective; how do you picture the Granite Belt community and environment developing over the next 5-10 years?

What's our greatest strength? What would you like to see more of?

➤ **WHAT PROJECTS:**

What do you consider the top 3 projects for the next 5-10 years in the Granite Belt region? (facilities/services, infrastructure etc)?

- 1
- 2
- 3

Thank you for your time and input to Granite Belt - Your vision, Our future

Please return to the slot boxes at the Councils' Customer Service Centre, the Stanthorpe Library, the Stanthorpe Gallery and the Granite Belt Community Hub, 40 Maryland Street, Stanthorpe.

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RESIDENTIAL ATTRACTION MARKETING STRATEGY REPORT

Southern Downs Residential Attraction Strategic Marketing Plan 2020-2021

Meeting Date: 24 June 2020

Attachment No: 1



JSAcreative

Southern Downs
Residential attraction
strategic marketing plan
2020 – 2021
30 April 2020



Executive Summary	1
1. Introduction	2
1.1 Overview	2
1.2 Context and purpose.....	2
1.3 Methodology.....	2
2. Market overview	3
2.1 Region profile.....	3
2.2 The economy and productivity	4
2.3 Migration trends	4
3. Strategic goal and objectives	5
4. Target audiences	6
4.1 Southern Downs jobs profile	6
4.2 Data analysis	7
4.3 Demographic mapping.....	7
Persona 1 – Young Families	9
Persona 2 – Lifestyle Professionals.....	11
Persona 3 – Trade & FIFO Workers.....	13
Persona 4 – Boomers – White Collar / Post-family / Pre-retirement.....	15
4.4 Audience journey map.....	17
5. Brand positioning	19
5.1 Values.....	19
5.2 Tone of voice	20
5.3 Brand essence	21
5.4 Brand concept.....	21
6. Communication approach	22
6.1 Purchase motivators	23
7. Tools and tactics.....	24
7.1 Content strategy	24
7.2 Website	25
7.3 Search engine marketing (SEM)	25
7.4 Downloadable marketing tools.....	26
7.5 Advertising	26
8. Execution Plan	27



9. Budget	28
10. Measurement and monitoring.....	29
11. Other recommendations.....	30
11.1 Public relations and publicity	30
11.2 Reputation and crisis management	30
11.3 Stakeholder engagement.....	30
APPENDIX 1 – Creative concepts.....	31
APPENDIX 2 – Advertising schedule	32

Executive Summary

The task at hand

A key strategic goal for the Southern Downs Regional Council (SDRC) is to increase population growth by 2.5% per annum from 2021 to 2026. To achieve this goal, a residential attraction strategy will be implemented to attract new migrants to the region.

With not enough current residents to fill existing job vacancies, one of the biggest risks is that the region may not attract enough migrants.

This risk, combined with the fact that the region has experienced slow growth rates and an increasing average population age, has laid the groundwork for the recommendations in this residential attraction strategic marketing plan.

Positioning

This strategic plan recommends an overarching brand position, which aims to anchor all marketing activities with a central premise: that you should make the Southern Downs your home. Over time, the positioning seeks to drive awareness about the Southern Downs as a destination that offers a great lifestyle, is affordable and has excellent facilities, natural beauty, and jobs. It therefore offers a serious alternative to living in increasingly unaffordable areas.

Messaging and communication will highlight the comparative advantages of migrating to the Southern Downs. The recommendations offer the means by which potential migrants can learn about the Southern Downs lifestyle, connect with the region, and also assist to build on existing community pride over the medium to long term.

Recommendations

The strategy recommends a marketing platform that can be leveraged for the long term, with outcomes able to be measured, and target segments and tactics able to be adjusted to suit market conditions. The tools and tactics that make up the platform include:

- development of four specific target audience personas to guide marketing activities for the initial year
- preparation of a content strategy and social media strategy to provide a coordinated approach to the production of all content
- a website to act as a centralised hub for all information about living in the Southern Downs
- social media engagement
- advertising in targeted traditional and online channels
- a refreshed guide for new residents
- marketing templates for optional use by employers and other businesses to leverage their own recruitment and marketing activities
- a hierarchy of qualitative and quantitative metrics to measure and monitor outcomes.

1. Introduction

1.1 Overview

Southern Downs Regional Council (SDRC) commissioned the preparation of this residential attraction strategic marketing plan to assist with the delivery of a strategic plan to attract families to live and work in the Southern Downs Region.

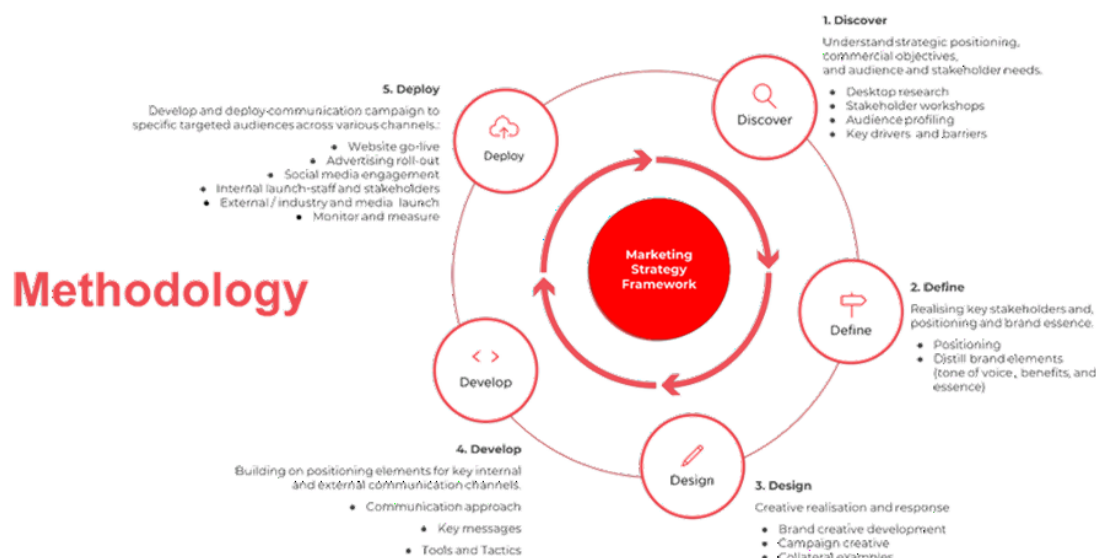
1.2 Context and purpose

By the end of 2020, the Southern Downs aims to fill around 800 new jobs in the region for the twelve months. Additionally, the Southern Downs has experienced slowing growth rates across the last five years, and the average population age is increasing. This strategic plan aims to ensure the resident workforce is available to fill these jobs.

It's a key part of the *Southern Downs Resident Attraction Project* to identify strategies to ensure migration matches the growth rate of jobs and continues to grow. This is the regions' first strategic plan for residential attraction.

1.3 Methodology

JSA's five-step methodology guided the preparation of this strategic plan:

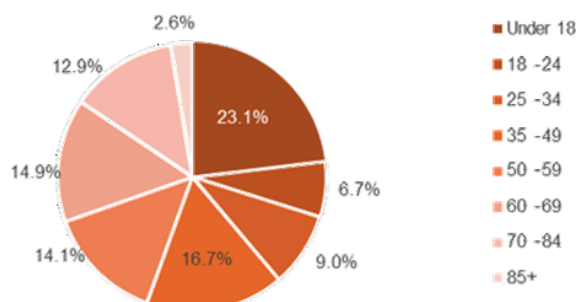


2. Market overview

2.1 Region profile

Southern Downs covers an area of 7,108km² and has a population estimate of 35,116. The gender split in the region is even at 49.2% Male and 50.8% Female.

Age Groups

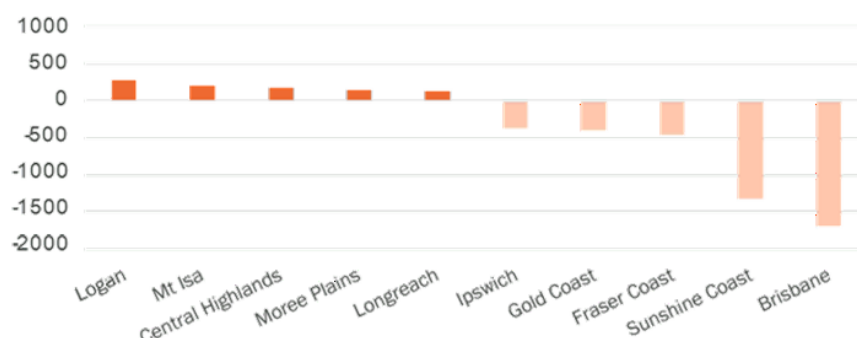


Southern Downs has an ageing population with 30.4% in the sixty-plus age group, up 3.9% from 2011 Census figures. 46.5 % of the population is aged between 18 and 59. Most community members (49.5%) do not have any tertiary education, while 21.9% hold vocational qualifications.

The region is majority Australian born (82.3%), with the United Kingdom being the largest source of overseas-born residents. Between 2011 and 2016 Census New Zealanders was the largest growing group of overseas born residents.

Net migration

While the Southern Downs Region received the largest net migration between 2011 and 2016 from NSW (+1,039), the Local Government Areas with the highest net migration gains include Logan (+283), Mt Isa (+198) Central Highlands QLD (+182) Moree Plains NSW (+157) and Longreach (+137) The region had the highest net migration losses to other regions within QLD including Ipswich (-367), Gold Coast (-399), Fraser Coast (-466), Sunshine Coast (-1,323) and Brisbane (-1,695).*



*Sources: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016; Australian Bureau of Statistics, Labour force survey catalogue number 6202.0, and Department of Employment, Small Area Labour Markets, December 2018.



2.2 The economy and productivity

The median price of a house in the Southern Downs is \$276,717, which is 39.6% lower than the average for QLD. However, capital growth in the region has been slower at a 1.2% increase in value between 2014 and 2018 compared with an average growth of 9.5% over the same period across the state.

The majority of local workers (54.6%) earn between \$500 - \$1,249 weekly gross income.

Southern Downs has an active workforce* in the region of 15,035 concentrated in Stanthorpe and Warwick.

Agriculture, Forestry and Fishing, Retail and Health Care/Social Assistance are the three most popular industry sectors, accounting for 36.2% of all employment in the region.

As of the June 2019 quarter, unemployment in the region sits at 7.09%, which is higher than the average for regional QLD (5.94%) and total QLD unemployment (6.3%).*

*Sources: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016; Hometrack 2014-2018, Housing Valuation System; Australian Bureau of Statistics, Labour force survey catalogue number 6202.0, and Department of Employment, Small Area Labour Markets, December 2018; Active Workforce: Persons 15+ Actively working full-time or Part-time or seeking employment.

2.3 Migration trends

People vote with their feet, and many are showing strong preferences for living in regional areas. More than 400,000 Australians moved from capital cities to regional destinations between 2011 and 2016. With the desirability of capital city lifestyles challenged, improvements in regional city and town infrastructure that further enhance their liveability will increase the flow of people out of congested cities without the need for relocation incentives*

*Source: Regional Australia Institute – National Population Plan for Regional Australia.



3. Strategic goal and objectives

The overall strategic business goal for the SDRC is to increase population growth by 2.5% per annum from 2021 to 2026.

Accordingly, the overarching marketing objectives designed to achieve this goal are to:

Objective 1: Position the Southern Downs as an attractive migration destination for the identified target audiences.

Objective 2: Build awareness about the enviable lifestyle, jobs available, homes for sale, and high-quality facilities in the Southern Downs.

See section 10 for measurement, metrics and reporting mechanisms.

4. Target audiences

The broad primary target audience segments are:

- Young Families
- Lifestyle Professionals
- Trade Workers (incorporating FIFO Miners)
- Pre-Retirees

Secondary target audiences are intermediaries who can influence the strategic outcomes. They are:

- Current residents of, and recent movers to, the Southern Downs
- Industry groups and business owners within the Southern Downs
- Media

The following section outlines the analysis undertaken to identify these targets and associated personas. Personas are a representation of our ideal segments, based on market research and real data*. Personas help us empathise with the needs, goals and challenges of a specific audience segment to ensure we are using the right communication channels and messages.

Sources: AEC Group Southern Downs Residential Attraction-Strategic Research and Analysis; General Social Survey - ABS, Single Source Attitudinal Survey; GeoTribes - RDA Research, Ethnographic Profiling; Mosaic - Experian, Geo-Demographic Profiling; Helix Personas - Sensis, Psychographic segmentation

4.1 Southern Downs jobs profile

An overview of the 800 new jobs available for 2020 is:

Employer	Approx jobs
John Dee	150
Darwalla Farms	20
Churches of Christ Warwick / Stanthorpe	20
Grove Juice	100
Watco	20
Intergria	10
Cleanaway Stanthorpe / Warwick	20
Wickhams Transport	10
Karara Wind Farm	350
Frasers Livestock Transport	20



Qube Logistics	10
New/confidential Projects	50

There is also a new dam proposed for the area. The jobs related to the construction and operation phases of the dam are not included in the above breakdown.

4.2 Data analysis

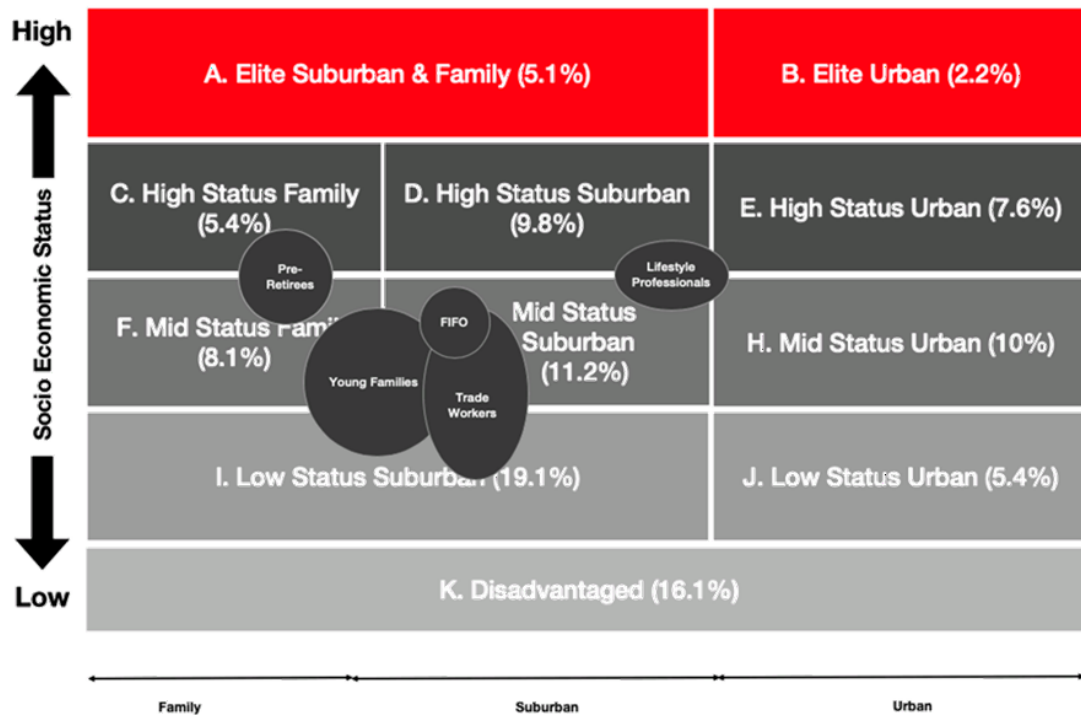
The General Social Survey (GSS) prepared by the Australian Bureau of Statistics (ABS), is a household survey that ranges across many aspects of life to enable analysis of the interrelationships in social circumstances and outcomes.

The GSS contains, as well as socioeconomic and demographic information, attitudinal information across a range of areas including:

- Financial stress
- Assets and liabilities
- Crime and feelings of safety
- Attendance at culture and leisure venues
- Social networks and social participation
- Experiences of discrimination
- Voluntary work.

4.3 Demographic mapping

Review of the data below* results in mapping socio-economic status against family stage of life results in the following groupings, and associated recommended personas:





Persona 1 – Young Families



% Population 18+	8.2%
Average Age	35
Median Household Income	\$107,500
Main Dwelling Type	Houses 96% Units 4%
Key Occupations	Construction, trade and IT workers. Education / Health / Technical professionals

Mindset

- Investing in the future.

Demographic Profile

- Over-index in both the 25-34 (350%) and the 35-44 (200%) age brackets.

Snapshot

- Coming to grips with growing household and family responsibilities, with all the (financial, logistic and social) stresses and joys involved in that.
- This is reflected in their preference for goods and services that are affordable, offer value for money, have recognisable status value and provide an avenue of developing personal interests.
- They tend towards political conservatism with key values of adventure, are status-seeking, value creativity, ambition and enjoyment of life.



- Aspirations of family security, stability, putting down roots (community connection), homeownership.
- Financially vulnerable to a change in circumstances though employment or health.

Key Opinions and Attitudes

- I use my phone for internet access.
- My weekend is filled with chores and housework.
- When I gamble its spur of the moment.
- I just eat to fill up.
- I don't like my work to be too demanding.
- I love the thrill of gambling.
- It's been too long since I've had a holiday.
- I use coupons I find in letterbox and magazines.

Lifestyle	Brands	Media Habits	Holidays	Finance
<ul style="list-style-type: none"> • Motorsports • Redecorate house • Place a bet online or at the TAB • Board or card games • Renovations • Work on the car • Shopping (Electrical or appliance store) 	<ul style="list-style-type: none"> • Fast Food (McDonalds, Red Rooster) • Woolworths online • Target • Ford / Toyota 	<ul style="list-style-type: none"> • Newspapers (Light) • Magazines (Medium) • TV Watching (Medium) • Internet (Phone) (Heavy) • Movies/Cinema (medium) • Radio (Light) • Social Media (Instagram/ Facebook) 	<ul style="list-style-type: none"> • Theme parks • Shopping holiday • Going to a resort 	<ul style="list-style-type: none"> • Credit card • Personal Loan • Mortgage (aspire)



Persona 2 – Lifestyle Professionals



% Population 18+	8.4%
Average Age	40-55
Median Household Income	\$112,000
Main Dwelling Type	Houses 95% Units 5%
Key Occupations	Professional / semi-professional / Often self-employed

Mindset

- Escaping the rat race (achieved in corporate and family life). Looking for open spaces, fresh air and a fresh start.

Demographic Profile

- Over-index in the 45-54 (400+%) age brackets.

Snapshot

- Active and independent workers who have 'earned their freedom' looking to break away from the corporate jungle and into a new environment with a rewarding lifestyle (without all the big city entanglements)
- Liberal leanings with values of social progressiveness.
- They are practical (but are not opposed to a few treats along the way!)
- They are educated and informed.



- They don't want to buck the system - but to maximise it for their own advantage.

Key Opinions and Attitudes

- My weekends are filled with chores and social activities.
- It's important to me to be able to retire early.
- I've worked too hard not to be able to relax!
- Made in Australia is better than made overseas.
- I don't have confidence in the government, I rely on my own resources.
- Value hard work but a little self-indulgence is okay (if it is earned).

Lifestyle	Brands	Media Habits	Holiday Aspirations	Finance
<ul style="list-style-type: none"> • Renovations / Restorations • Music concerts/Arts events • Gardening 	<ul style="list-style-type: none"> • Good Guys • Fantastic Furniture • Anaconda • SpecSavers • Kathmandu • Constco • Nissan 	<ul style="list-style-type: none"> • Newspapers (Light/Medium) • Magazines (Heavy/Medium) • TV Watching (Medium) • Internet (Light/Medium) • Movies/Cinema (Light) • Radio (Medium/Heavy) • Social Media (LinkedIn/Facebook) 	<ul style="list-style-type: none"> • Cruise • Beach • Resort 	<ul style="list-style-type: none"> • Investment/ Business Loan • Mortgage (Investment) • Mortgage (Home)



Persona 3 – Trade & FIFO Workers



% Population 18+	1.8%
Average Age	39
Median Household Income	\$110,500
Main Dwelling Type	Houses 81% Units 19%
Key Occupations	Manual and Technical Trade

Mindset

- **Living for today**

Demographic Profile

- **Over-index in the 35-45 age bracket (500%).**

Snapshot

- **Making hay while the sun shines.** The FIFO worker knows that they are on borrowed time and want to make the most of well-paying work before it dries up.
- **Although incomes are high, they own few assets** with most FIFO workers and families living in high-cost rental accommodation.
- **There is also a high debt ratio** with car/vehicle finance featuring prominently.
- **Qualified tradies** know that their work skills and business is extremely transferable.



Key Opinions and Attitudes

- Conservative
- Concerned about immigration
- Concerned about drinking too much

Lifestyle	Brands	Media habits	Holiday aspirations	Finance
<ul style="list-style-type: none"> • Motorsports • Fishing /Camping • Shopping (lifestyle / motoring / electronics) • Sports watching • Drinking with friends 	<ul style="list-style-type: none"> • BCF • Ford / Holden • JB HiFi • Harley Davidson • The Good Guys 	<ul style="list-style-type: none"> • Newspapers (Light) • Magazines (Medium) • TV Watching (Medium) • Internet (Phone) (Heavy) • Movies/Cinema (Light) • Radio (Medium) • Social Media (YouTube/ Facebook) 	<ul style="list-style-type: none"> • Cruise • Overseas resorts • Beach 	<ul style="list-style-type: none"> • Credit card • Personal Loan • Mortgage (aspire)



Persona 4 – Boomers – White Collar / Post-family / Pre-retirement



% Population 18+	6.4%
Average Age	58
Median Household Income	\$67,500
Main Dwelling Type	Houses 81% Units 19%
Key Occupations	White-collar, clerical, education, medical, government.

Mindset

- Living and enjoying life.

Demographic Profile:

- Over-index in the 55-64 age bracket (500%).

Snapshot

- Conserving the better things of life, navigating the transition to retirement and exploring new lifestyle experiences.
- This is reflected in their preference for goods and services that are practical, conservative, safe, traditional, durable, and environmentally friendly, and support for development of personal interests. However, they are drawn to challenge and to setting themselves up for their 'forever' home.
- Maximising their resources and preparing for a comfortable retirement.



- Boomers tend towards political conservatism with values of responsibility, order, stability, protecting the environment, community, peace and beauty (and grandkids).

Key Opinions and Attitudes

- Health-conscious
- National security needs to be improved (law and order focus)
- Concerned about health care
- I need to be able to retire early

Lifestyle	Brands	Media Habits	Holiday Aspirations	Finance
<ul style="list-style-type: none"> • Gardening • Socialising • Eating and drinking well/cooking • Shopping (hobbies/home improvements) • Play card games with friends • Travel • Entertainment (music/theatre) • Reading 	<ul style="list-style-type: none"> • Mitre 10 • Lexus • IGA • Subaru • The Good Guys 	<ul style="list-style-type: none"> • Newspapers (Heavy) • Magazines (Heavy) • TV Watching (Medium) • Internet (Phone) (Light/Medium) • Movies/Cinema (Light) • Radio (Medium) • Social Media (YouTube/Facebook) 	<ul style="list-style-type: none"> • Cruise • Touring by car (grey nomads) • Sightseeing • Wineries/vine yards 	<ul style="list-style-type: none"> • Credit card • Personal Loan • Mortgage (aspire)



4.4 Audience journey map

Currently, there is low awareness of the Southern Downs as a potential migration destination. While no two people follow the same journey, a broad audience journey through the different stages of consideration is as follows:

Stage of consideration	What do we want them to think?	What do we want them to feel?	What do we want our target audiences to do?	How can communication influence the journey?
Unaware prospect	I should look into this	Pleasant surprise	Google search Notice	Social media content Google ads SEM Media coverage
Not just yet Just doing research and shopping around	It's a consideration for later	Curious	Google search Notice	Social media content Word of mouth Google ads Media coverage
Awareness	This is a pleasant surprise	Curious	Visit the website Engage on social media	Good website content providing aspirational look and feel with practical content Social media engagement Advertising Traditional PR
Explore	This is interesting	Intrigued	Visit website Talk to friends and family who live here Dig deeper for more information Research jobs online	Good website content eDMs Trust building Social media engagement Personal stories Encourage visits

Stage of consideration	What do we want them to think?	What do we want them to feel?	What do we want our target audiences to do?	How can communication influence the journey?
Consider	This looks good	Interested Happy with their interaction with locals	Drive out - Visit the region in person/ visit friends and relatives (VFR) Research jobs online Apply for jobs Phone ahead and make appointments	Persuasive communication to encourage them to drive out Marketing packs with key messages, fact sheets, templates Competitions Good experience during visit Word of mouth referrals
Decide	There are some excellent houses/land for sale	Excited	Drive out and look at houses, or attend job interview Put an offer on/buy a home receive a job offer, accept the job, consider schools, make an appointment	Good experience house search, interview Industry tools continued good personal experience with locals
Loyalty Affirmation	Our new life is about to start	Excited Relieved Loyal	Move to the Southern Downs	Make them feel confident they have made the right decision Encourage word of mouth referrals



5. Brand positioning

5.1 Values

The brand values describe what the brand stands for. They are not a list of services or products – they are a charter.

The Southern Downs is:

- Affordable
- Suitable
- Manageable
- Beautiful

The people who live, work and play on the Downs are:

- Passionate
- Sociable
- Adaptable
- Helpful
- Likeable

They are:

- Real people
- Down to earth
- Salt of the earth
- Resilient

Emotional motivators

Moving to the Southern Downs will:

- Give me a great lifestyle in a beautiful location
- Give me more time to follow passions and enjoy hobbies
- Give me more time to spend with friends and family
- Mean less time spent in traffic because I can work from home or live close to work
- Leave my kids with great memories

Logical motivators

- A job
- Affordable housing and living
- High-quality transport networks via road, trains and Wellcamp airport
- Approximately 1.5 hours to Wellcamp airport



- Two hours to Brisbane and the Gold Coast
- 45 mins to Stanthorpe
- High-quality facilities – recreational, educational, and health
- High-quality internet

The region:

- Celebrates a highland lifestyle with four seasons
- Is one of the most liveable and biodiverse regions in Queensland
- Is a great place to live.

5.2 Tone of voice

Communication with key target audiences will convey a friendly tone that uses 'real' language about the real benefits of making a new life in the Southern Downs. It will display the human side of what's on offer.

It will not be old fashioned, snooty, sophisticated, jargonistic or condescending.

It won't speak up to, or down to our audiences. It will speak their language.

Key emotions the brand must impart are happiness, pride, joy, excitement, and support.

The positioning is one of comfort and confidence about making their home in a community that genuinely cares about their family. It does not invoke anxiety about the unknown. The locals of the Southern Downs are passionate, sociable, adaptable, helpful, and likeable. They are salt of the earth, down to earth, real people. They are resilient. The conduct of the brand will reflect these values.

As a place to call home, the Southern Downs is affordable, suitable, manageable, personable, trustworthy, approachable and achievable.



5.3 Brand essence



5.4 Brand concept

This concept is about positioning Southern Downs as more than a place to visit. With affordable housing, more than 800 jobs available and an enviable lifestyle, it's also more than just a place to live.

It's a place that people can proudly call home.

Make it home.

See appendix 1 (attached) for Creative Concepts.

6. Communication approach

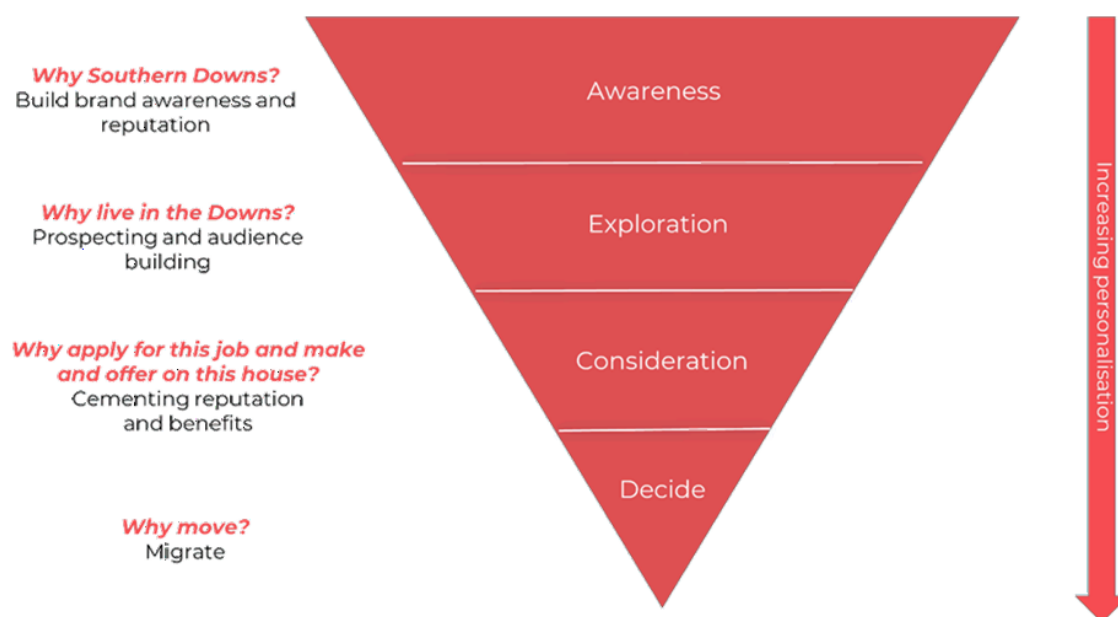
The reputation of the region as an affordable place to live, coupled with a great lifestyle is essential to driving migration.

As prospective migrants move through the consideration funnel, from awareness to exploration, then consideration, to deciding, increased personalisation of communication will help nurture them through their journey. As the funnel narrows, the prospects become more likely to decide to move.

To identify and promote towns and villages throughout the region, aspirational imagery, wherever possible, will be geographically located using three elements:

- Town, village or area name
- the key location message “Only 2 hours south-west of Brisbane”; and
- location pin icon

See appendix 1 for examples.



6.1 Purchase motivators

For potential migrants, depending on which persona, there are potentially three big decisions to be made - to move regions, change jobs and buy a home. The communication approach will tap into purchase motivators to address the cumulative impact of one or more of these life-changing decisions:

- Removing anxiety – A move to the Southern Downs requires potentially three of life's biggest decisions
- Protection - I'm worried for my own children's future. I want them to have great memories of growing up in the country
- Pleasure - I feel good about making these big decisions
- Word of mouth - People listen to friends and family
- Value for money - Price is closely connected to value, and our targets see this as an investment of money as well as an investment of lifestyle.

Purchase Drivers	Purchase Barriers
<i>Desired end state: Make the Southern Downs home</i>	
<i>Rational</i>	<i>Rational</i>
Confidence in having a better lifestyle and a good job	Lack of awareness
Less financial pressure	Moving costs money
<i>Emotional</i>	<i>Emotional</i>
Happiness	Fear of being isolated from friends, family and work colleagues – "I don't know anyone."
Sense of pride	Anxiety about the unknown (Negative self-talk) - "What if I don't like it?" "What if my kids don't make friends?"
Achievement – "We did it"	Moving to a different town, buying a house, and/or moving jobs are three of the most important but stressful decisions in life, up there with getting married and having kids.
Sense of belonging/community	
Empowerment	
How can Southern Downs help me? Support my skills development/career/business Help me escape Help me realise my dreams	

7. Tools and tactics

The brand positioning and communication approach will be delivered to our identified key target audiences via the following integrated approach that uses online, traditional, and in-person tools and tactics as our communication platform.

The key will be to deliver quality and engaging content across digital and social channels that nurture prospects through the consideration channel, which, in the first instance, means encouraging prospective migrants to visit the region. The platform will be flexible enough for the long term, to nurture leads as they move closer to making a decision.

The following elements are key parts of the strategy:

- Content and social media strategies
- Website including search engine optimisation (SEO)
- Search engine marketing (SEM)
- Downloadable marketing tools
- Advertising

7.1 Content strategy

An ever-evolving social media landscape, greater diversity in our audiences, and implementation of marketing automation tools has led to an increased need for content that can be targeted and differentiated for audiences and channels.

SDRC has a wealth of opportunities to create and curate content to support objectives. The content strategy will provide the framework for content development to ensure targeted and high-quality content.

The audience personas support decision-making about content messaging and targeting to ensure we know who we are communicating with, about what, and why.

Content pillars are a vital part of the content strategy and aim to set up the communication framework into 'buckets' of content. Content pillars aim to:

- achieve the needs of target audiences
- drive the SDRC residential attraction brand position

The parameters that will drive the approach to messaging are:

Message parameters	Message approach
Be uplifting	Use positive storytelling to build the narrative
Give reasons to consider now	Provide compelling reasons that are timebound, and encourage them to visit
Be practical	Take every opportunity to communicate the strong proof points



	around lifestyle, the beautiful environment, jobs, and affordability – what are you waiting for – your new life awaits.
--	---

The content strategy will be developed during the execution phase.

The overarching key messages are:

- Only 2 hours south-west of Brisbane, the Southern Downs is one of the most affordable, liveable and beautiful places to call home.
- You'll be able to afford the life you want once you move to the Southern Downs.
- With quality jobs, affordable homes, high-calibre schools and facilities, and a highland lifestyle with four distinct seasons, Southern Downs is well worth a look.
- If you're living in an increasingly unaffordable area, the Southern Downs could be a great move.

Social media engagement will provide the opportunity to build and further segment the audience pool. Social media content will be of high quality, using authentic imagery. For example, a photo series of both established and new residents, scenic attractions, and user-generated content. The social media strategy will be prepared during the execution phase.

7.2 Campaign website

Utilising the existing framework and structure of the 'Invest Southern Downs' website; create a campaign landing page to further highlight the 'Make it home' campaign and drive engagement. Update content in line with campaign narrative and optimise social media channels.

Features and functionality will include:

- Set up of Google Analytics via reporting
- Feeds to key social pages
- Compatible with video content

Technical specifications and tasks include:

- Domain name to be determined, with purchase to be undertaken by SDRC
- Design, build, and initial content population can be undertaken by JSA
- Search Engine Optimisation (SEO) strategies would be utilised to increase search visibility, improve search rankings, and drive traffic to the campaign website.

7.3 Search engine marketing (SEM)

JSA has achieved excellent results already with SEM as well as SEO recommendations. Last year JSA implemented a Google Ads search campaign that sought to drive tourism for Stanthorpe and Warwick. JSA targeted a number of areas including events, accommodation and attractions such as nature walks. We also targeted top of funnel searches like weekend road trips which received excellent results. This campaign contributed to a 30% increase in tourism during the period.



7.4 Downloadable campaign templates

A marketing kit containing templates for optional use by employers, real estate agents, tourism operators and business and progress associations to use to leverage their own.

Further consultation would be undertaken with business stakeholders to establish what templates already exist, and what tools would best assist with their own recruitment and marketing activities.

The objective would be to ensure the efforts of council and business in attracting new workers and residents to the region can work together to meet the same end.

This might include, for example, branding applications (for example those contained in the creative concepts) for email and electronic documents, a series of fact sheets, and key messages. The 'Make Southern Downs Home' positioning could be placed alongside their branding on recruitment ads, and the key messages could be integrated into the ad copy.

For new residents, there will be a refreshed 'Guide for new residents', and a series of fact sheets and checklists about moving to the Southern Downs. The refresh of the guide would encompass a new layout, new photography, and updated copy.

It is envisaged the budget will be allocated \$5000 to the digital new residents guide refresh and \$5000 to create the templates. A detailed cost breakdown will be confirmed during the execution phase once stakeholder consultation has taken place to confirm scope.

7.5 Advertising

See appendix 2 (attached) for media plan recommendations.

8. Execution Plan

When	Stage	Activity
Month 1	Planning	Feedback on strategy, refine scope and confirm all items, plan launch
	Content strategy	Write content strategy
	Website	Confirm website scope, and commence wireframe and design phase, write all website copy
	Social media strategy	Write social media strategy and set up social media accounts
	Advertising	Confirm advertising schedule and book
Month 2	Website development	Finalising website design then move into development phase
	Advertising	Write advertising copy and prepare visuals
	Social media strategy	Write copy content based on guidelines developed in strategy. Prepare first three months of posts and schedule.
	Creative	Organise photo and video shoots on-site in Southern Downs
Month 3	Website go-live	Build and populate with content, and website goes live at the end of month three. Website reporting to be set up
	Website soft launch	Community communication plan to announce website including soft launch consisting of mini launch events in Warwick and Stanthorpe for local community and stakeholders. Draft media release and photo opportunity for local papers
	Content strategy	Copy content ready for roll out across all platforms including launch blog posts, fact sheets, Q and As media release
	Social media strategy	Posts scheduled and ready to go live
	Industry and new resident guides	Prepare Industry marketing tools, and the refreshed guide for new residents, and upload digital versions to the website. Communication campaign with local stakeholders and media to publicise
Month 4	Hard Launch	PR launch events and media relations campaign, social media activation roll-out across targeted locations
	Advertising	Advertising in market in key locations
	Social media	Live social media with launch posts with major competition announcement engagement activity
	Copy content	Continued rollout of ad headlines, case studies, "Did you know" fact series, photo and video cut down posts, update and prepare new content as required
Month 5	Social media	Continued experimentation based on analytics to refine based on audience needs
	Website	Upload new case studies and other content
	Advertising	Advertising in market in key locations
Month 6	Social media	Review and refine, continue rollout of social media posts
	Advertising	Advertising in market in key locations



9. Budget

A summary of the budget allocation is as follows:

RESIDENTIAL MARKETING STRATEGY BUDGET 2020 - 2021	
Item	Budget *
Southern Downs Hub - Website	\$15,000.00
Search engine marketing (SEM)	\$20,000.00
Content and social media strategy	\$25,000.00
Downloadable marketing tools	\$10,000.00
Advertising media plan	\$100,000.00
Creative, video, photography**	\$30,000.00
TOTAL BUDGET (Ex GST)	\$200,000

*Allocation to be finalised.

**Breakdown as follows:

Creative/visual storytelling	\$4000
Script/storyboarding.	\$ 900
Talent fees	\$8000
Location filming & photography (3 days)	\$9500
Assistant & Equipment	\$ 750
Drone footage	\$2000
Editing	\$3000
Music/VO	\$ 950
Travel/Accom	\$ 900

10. Measurement and monitoring

The following table outlines a hierarchy of qualitative and quantitative metrics to track results against plan.

The relevant metrics and values to be applied will be agreed with SDRC during the execution phase:

Measurement area	Metric
Strategic goal – Migration growth of 2.5% per annum from 2012 – 2026	Monitor migration growth quarterly
Residential attraction website	Improve site-visitation year on year Growth over time in unique website users – Achieve agreed initial page views in the first six months then an increase by an agreed amount year on year Increase total page views year on year by an agreed amount Increase high-value conversions (including downloading of resident guides and industry tools) year on year Increase search, social and display audience retargeting pools year on year
Search Engine Marketing (SEM)	Achieve agreed ranking position in search results for predetermined keywords using SEO
Google ads	Achieve targets in line with the confirmed media placement Determine click-through rates, conversion rates, page views
Social media metrics	There is continual growth year on year in subscribers to social media platforms. There is an increase in digital and social media engagement as measured by agreed metrics during periods of significant campaign activity
Industry tools	Stakeholders, businesses and operators adopt the new brand and messaging as part of their marketing activities
Word of mouth	Residents and key stakeholders are advocating for the Southern Downs as a place to migrate
Monitoring marketing results	Mechanisms such as working groups are in place to monitor results Google analytics reporting delivers reports
Review and improve	Key stakeholders provide feedback

11. Other recommendations

To extend the results achieved from this strategic plan, other recommendations, which are not budgeted for in this strategy are:

11.1 Public relations and publicity

JSA recommends a public relations program run alongside this strategy to generate positive media coverage in targeted geographic areas and undertake a series of activation events.

This would include:

- developing creative events to promote the campaign during critical phases including the launch phase
- draft newsworthy media releases, distributing to media outlets and organising interviews
- developing media angles, opportunities and photoshoots
- undertaking media liaison, tours and press conferences
- developing targeted media lists including bloggers and brand ambassadors
- monitoring and measuring impact of media coverage

11.2 Reputation and crisis management

The investment in the SDRC residential attraction brand and the reputation and equity earned over time can evaporate in the face of a crisis.

JSA therefore recommends the SDRC organisational crisis communication plan be updated to account for the activities recommended in this strategic plan, including:

- undertaking a mapping exercise to capture worst-case scenarios and prepare mitigation strategies for each and determine resourcing requirements
- incorporating strategies and actions for the identified key target audiences and key stakeholders
- updating crisis plan messaging and stakeholder lists
- updating media protocols
- preparing relevant holding statements and Q and As
- considering media and social media management resourcing in the event of a crisis

11.3 Stakeholder engagement

Key stakeholders can act as influencers on our target audiences. JSA recommends:

- communications with locals to support them in their roles as informal brand ambassadors
- advocating to key decision-makers about the benefit of the Southern Downs as a migration destination
- identifying opportunities to collaborate with key stakeholder groups within the Southern Downs to further leverage campaign activities



JSAcreative

APPENDIX 1 – Creative concepts

(See attached)



APPENDIX 2 – Advertising schedule

(See attached)

RESIDENTIAL ATTRACTION MARKETING STRATEGY REPORT

Southern Downs Residential attraction creative concepts

Meeting Date: 24 June 2020

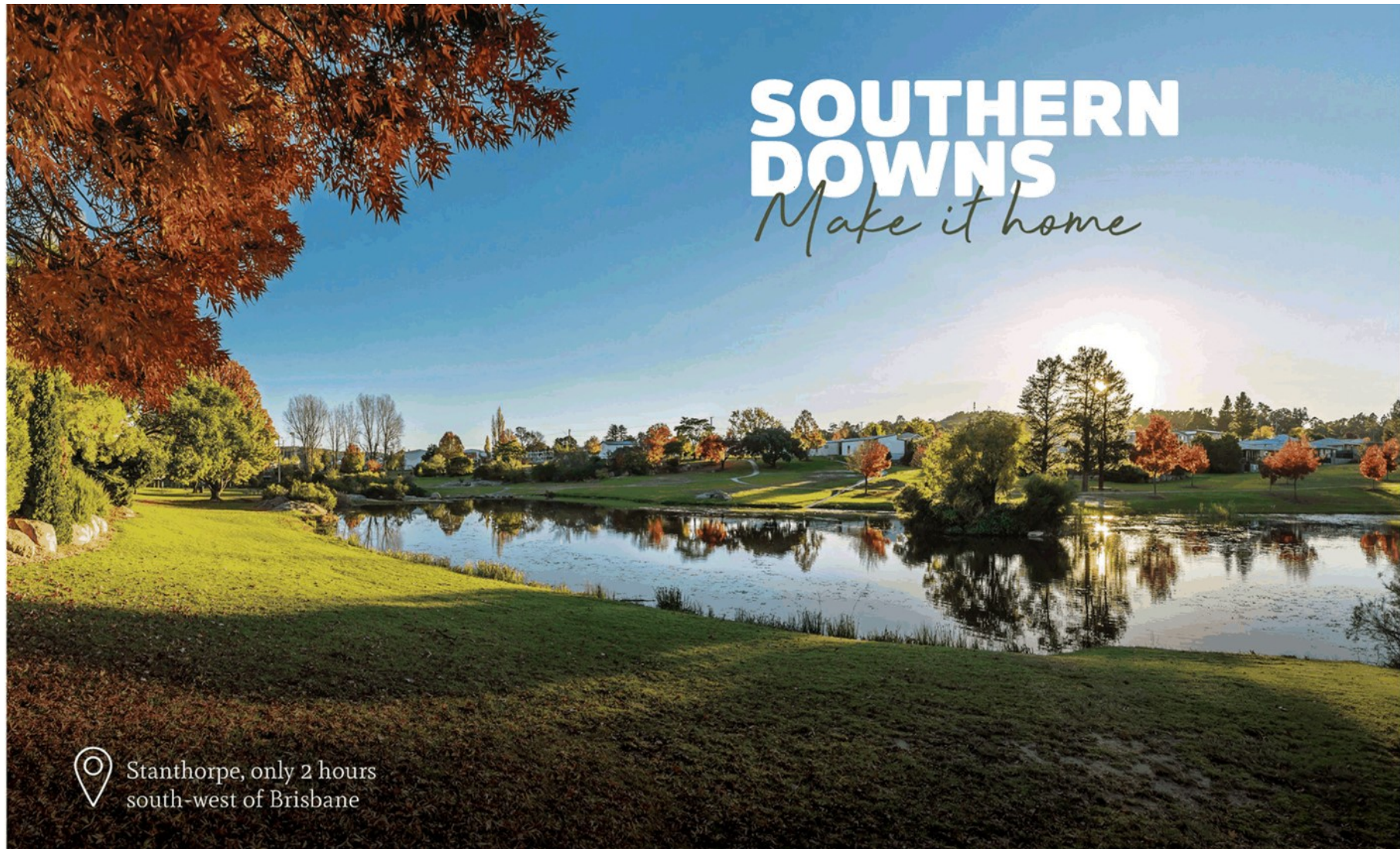
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Southern Downs Residential attraction creative concepts

28 FEBRUARY 2020

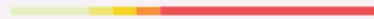
jsacreative.com.au







Warwick, only 2 hours
south-west of Brisbane



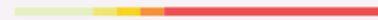
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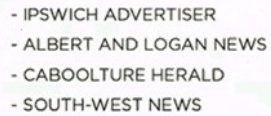
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Print ads

PRINT AD - JOBS

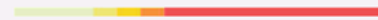




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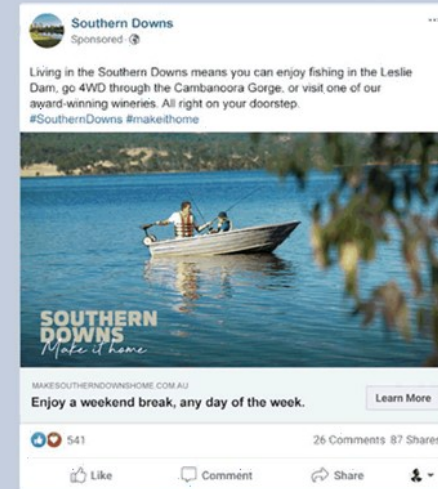




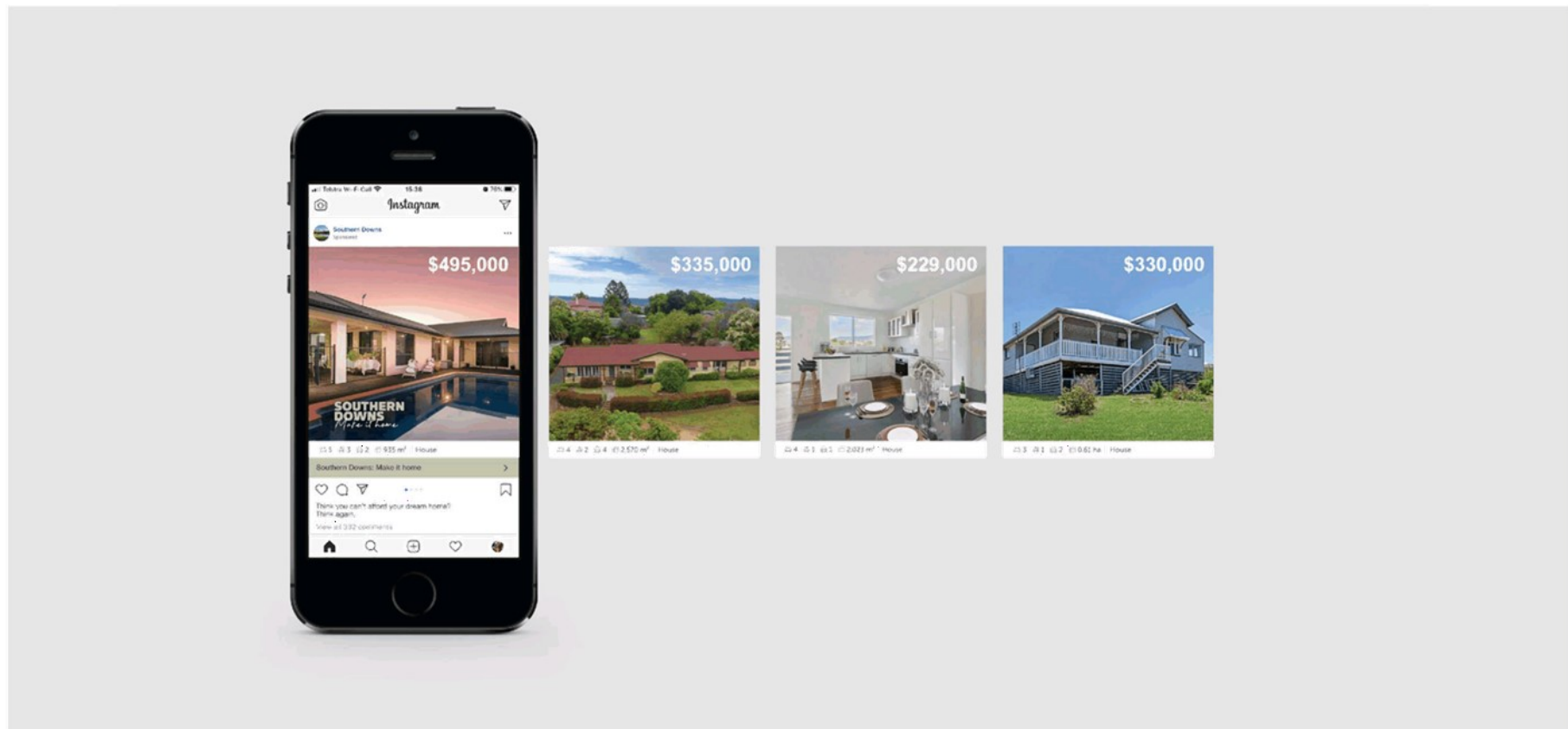


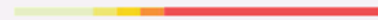
Social ads and content

SOCIAL — FACEBOOK

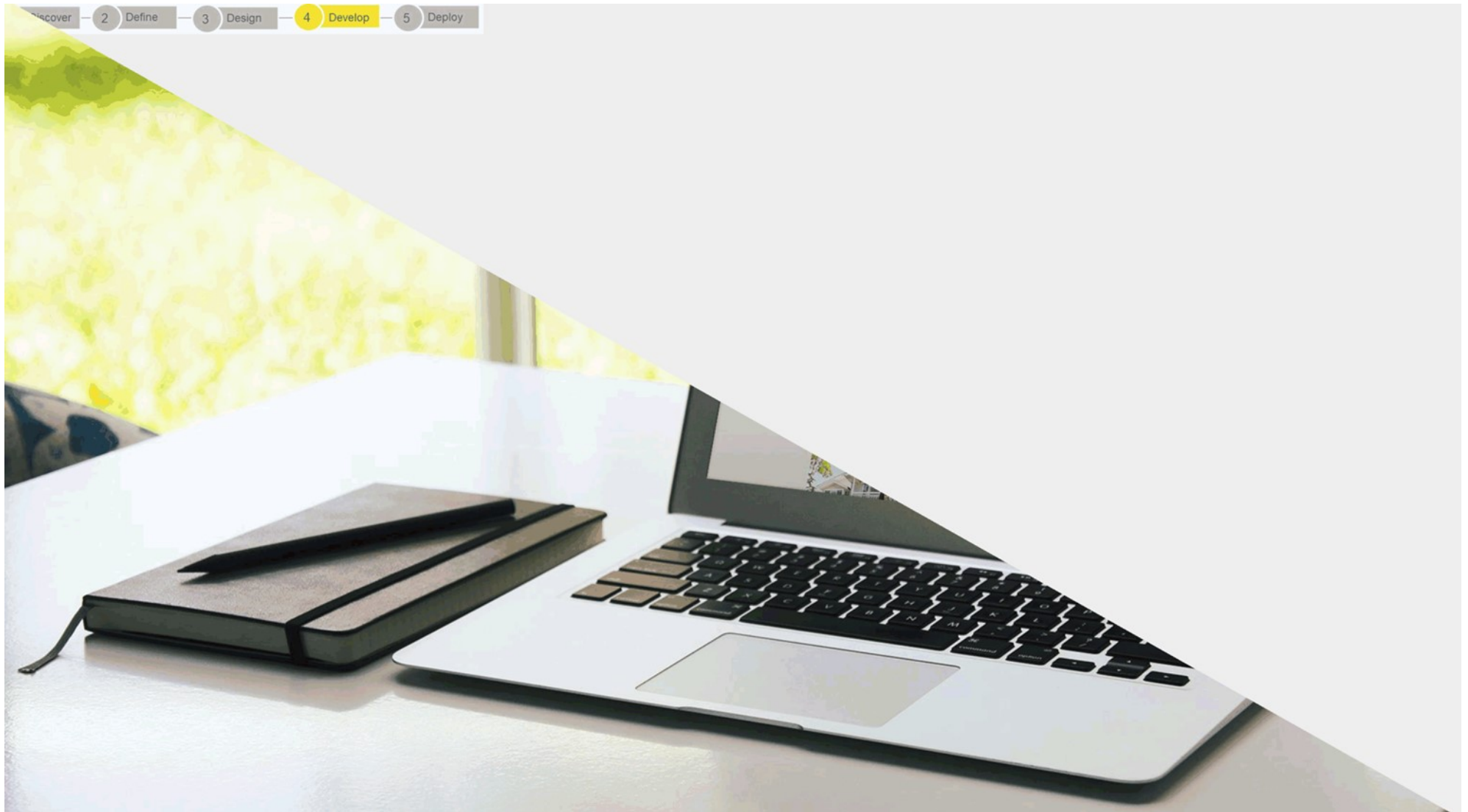


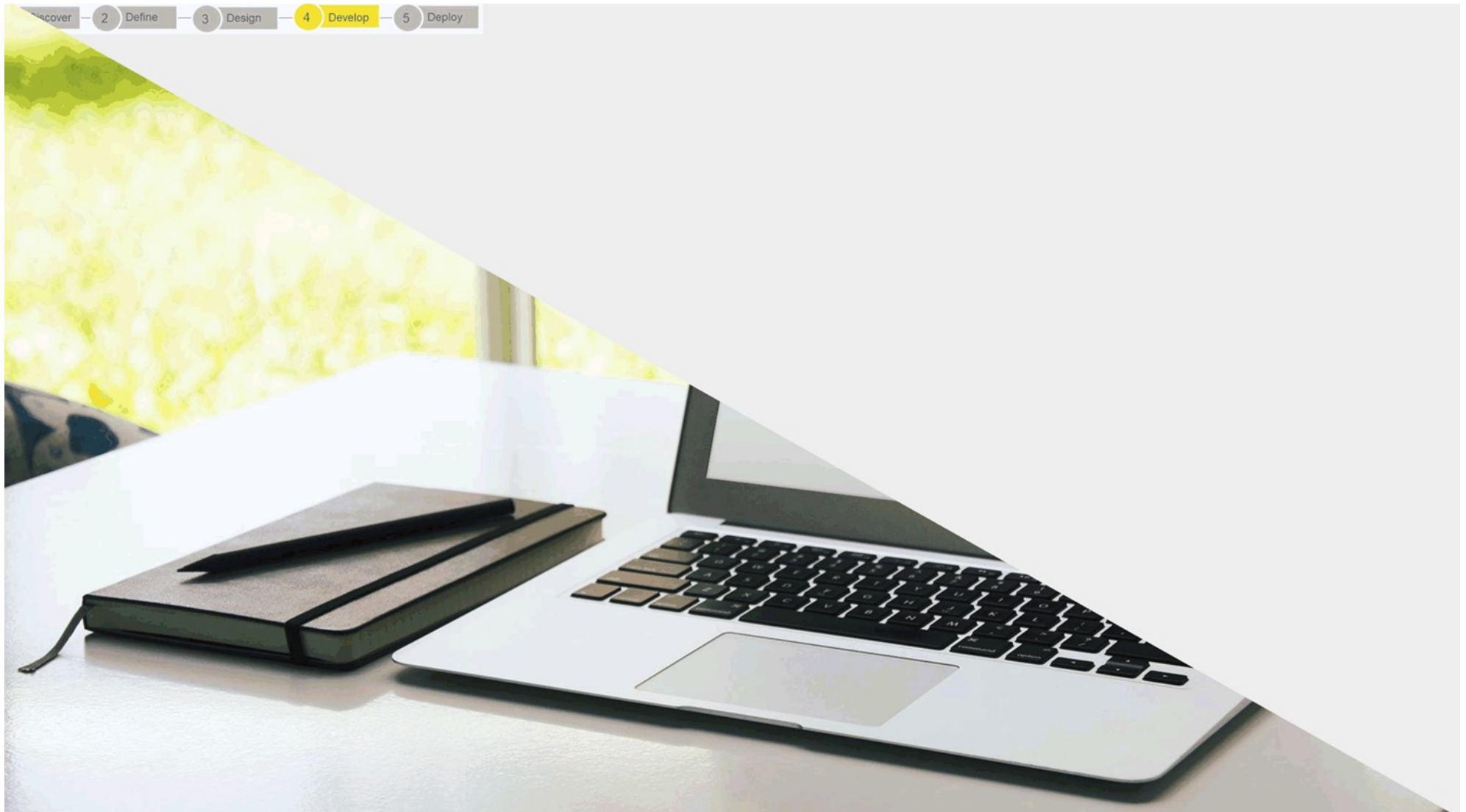
SOCIAL — INSTAGRAM CAROUSEL AD

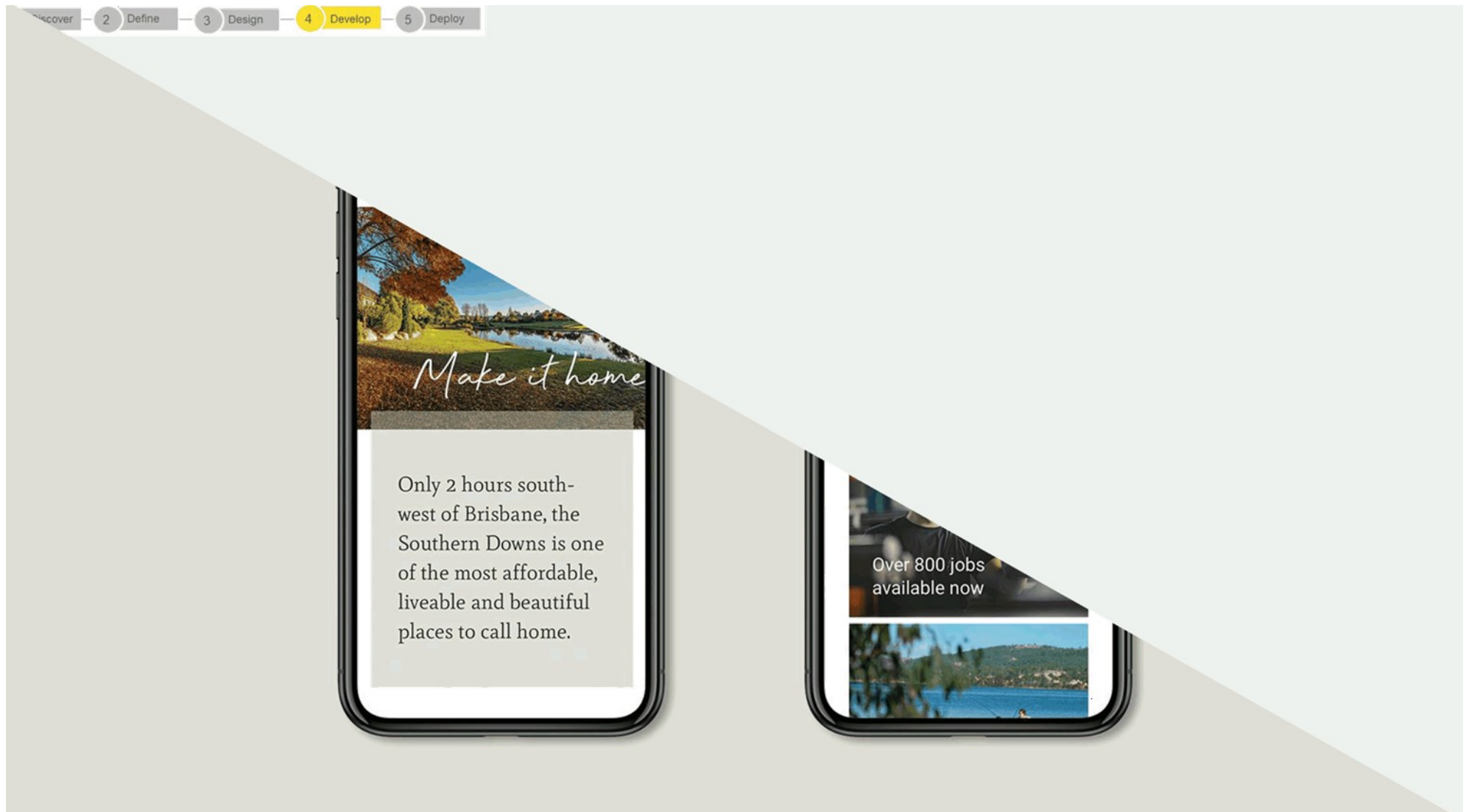


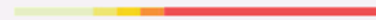


Website hub









New residents guide



Should there be any further questions, please
feel free to contact:

Jeremy Bews
Managing Director
jeremy@jsacreative.com.au
0408 779 206

A Pantone color swatch card showing a vibrant orange-red color. The card is placed on a surface that matches the color. The text 'PANTONE' and '186 C' are visible on the card.

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