

Morgan Park Master Plan and Management Strategy

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1 EXECUTIVE SUMMARY

Study Purpose

The main aim of the project is to guide the future design, layout and management of Morgan Park in order to avoid ad hoc development, meet community expectations, and recognise the potential of the venue to become one of the leading regional, multi-use recreational precincts in Australia. Southern Downs Regional Council is to be congratulated on its strategic approach to the long term development and management of this unique, high quality complex. A key element of the study was an investigation into the possible relocation of Warwick Showgrounds to Morgan Park.

Description Of Study Area

Morgan Park is a 351ha State-owned site under the auspices of the Department of Environment and Resource Management (DERM). It is designated as a Recreation Reserve, with Council as trustee. The adjoining 285ha land area south of Morgan Park has recently been re-designated from a Resource Reserve to a Conservation Park. Queensland Parks and Wildlife is in preliminary negotiations with Council to transfer responsibility of the Conservation Park to Council. A railway line separates the western portion of the site from the bulk of Morgan Park. There are two road frontages – off Old Stanthorpe Road in the east, and Rosenthal Road in the west. All lessees, with the exception of the Clay Target Club, enter the site off Old Stanthorpe Road and access their areas by an internal road that traverses the site. The site is serviced by town water and a number of small dams.

Site Attributes And Constraints

A review of existing vegetation mapping prepared by the DERM indicates that there are some vegetation values of regional significance. Clearing of vegetation in areas designated as 'Of Concern Sub-dominant' is not prohibited but would be subject to suitable compensatory land off-set arrangements with DERM. An area of vegetation beside the creek line on the western side of the railway is designated as 'Endangered Sub-dominant'. Clearing of this vegetation is generally not supported and further advice and permission would be required from DERM prior to any development activity in this area. From anecdotal information, the creek flowing through the east of the site results in flooding of the causeway at the main entry off Old Stanthorpe Road in heavy rain events. There are no known cultural heritage constraints on the site from available mapping, but further clarification of local values should be undertaken prior to any major development.

Development of the adjacent industrial estate to the north of the site could provide an opportunity to harvest water from this area for storage and use in Morgan Park. Council intends to eventually extend the Class A recycled water effluent reuse scheme to Morgan Park as funds become available. The proximity of the land west of the rail line to the New England Highway is an advantage.

Study Context

Master planning of Morgan Park is consistent with existing reports including Council's Vision 2040 document, Corporate Plan 2009-2014, South East Queensland Country Tourism Opportunity Plan 2009-2019, and former Warwick Shire 2006 Sport and Recreation Plan.

Planning Scheme

The former Warwick Shire Planning Scheme identified the Morgan Park area as a major venue for regional, state and national sport and recreational activities. In areas surrounding Morgan Park inappropriate and incompatible uses and activities, particularly those of a residential nature, which may limit or conflict with activities at Morgan Park will be strongly opposed under the Scheme. In preparing the Master Plan for Morgan Park, this study has identified some activities currently in operation to the north of the site which should be monitored over time to ensure any land use conflicts are kept to a minimum. Care must be taken to ensure that there are no uses approved within these industrial areas which will either impact on the amenity of Morgan Park (eg odour, noise) or limit the uses that can take place (eg industrial activities that trigger the Draft State Planning Policy: Air, Noise and Hazardous Materials).

Study Process

An analysis of background research and the functionality, presentation, access, improvements and environmental values of existing leased areas was undertaken. A comprehensive consultation process informed the study. This included a 'vision' workshop with Councillors, meetings with a range of Council officers, discussions with existing user groups, meetings with regional tourism bodies, Queensland Events, Warwick Show and Rodeo Society, Australian Professional Rodeo Association, potential user groups, and other regional, state and national stakeholder bodies. A Council Project Management Committee provided guidance and direction throughout the study. Benchmarking of other multi-use venues throughout Australia was also undertaken.

Current Uses

Seven leases at Morgan Park (mostly expiring in 2018) have been granted by Council to not-for-profit equestrian, motor sport and shooting clubs. These groups are responsible for the development, maintenance and management of their individual leased areas. Most site improvements have been funded by lessee clubs, sometimes with the aid of government funding and/ or interest free Council loans. Council provides minor maintenance assistance through its assistance program for not-for-profit organisations. The majority of use at Morgan Park is generated by events conducted by resident clubs rather than day to day use. Most clubs experience their highest use on weekends with the exception of the Sporting Car Club which has a high level of mid-week use. The site serves a catchment beyond the Southern Downs region with regional, state, national or international events regularly held. All resident clubs have a strong reliance on volunteers in an environment where volunteers are becoming more difficult to attract and retain. A Morgan Park User Group comprising representatives of all lessees, Council, and an external chair coordinates the timing of major events to avoid conflicts between activities (eg noise impacts from motor sport on equestrian activities).

Showgrounds

The Warwick Showgrounds are situated in the CBD on approximately 17.6ha of freehold land. Much of the site is low lying and subject to inundation. While a number of activities are held at the Showgrounds, by far the largest events are the iconic Warwick Rodeo and Campdraft (approximately 25,000 patrons) and the Warwick Show (approximately 7,000 patrons). The main concerns with this venue are the adverse impacts of inadequate infrastructure (eg yards, toilets, camping, parking) on the Rodeo/ Campdraft event and an inability to expand as the venue is at capacity. The Show and Rodeo Society does not have a formal directive in place to relocate from its current site, however it would explore any future opportunities, including potential relocation to Morgan Park.

Other Demands And Opportunities

Existing users suggested a number of improvements to Morgan Park as a whole (eg upgrading and maintenance of the main entry, improved directional signage) as well as improvements to individual club facilities (eg extension of drag strip to ¼ mile, upgrading of on-site electricity, new amenities, increased seating, lighting, upgraded internal roads and pits, and cross country training course).

Both the Sporting Car Club and Dragway Club identified the opportunity to develop a skid-pan to support future safe driver training initiatives. Regional tourism bodies felt Morgan Park could be utilised to add value to existing tourism-related events and/ or be utilised as a venue for major, new open-air events. Closer linkages with tourism bodies would improve the awareness and promotion of events held at Morgan Park.

Master Plan Development

A set of Guiding Principles based on Council's vision for the site, the project brief, stakeholder consultation and background research were developed to inform the preparation of concept plans (refer section 8.1). Initially five (5) design options were prepared for consideration of the Project Management Committee and discussion with the Morgan Park User Group. A number of elements were common to each option. While all options had some advantages and disadvantages, none fully complied with the Guiding Principles. Four of the five options provided alternatives for the potential relocation of Warwick Showgrounds. Two final options have been prepared for Council consideration.

Future Management

Following the benchmarking exercise, consideration was given to alternative management arrangements, however a continuation of the process of leasing areas to individual clubs is proposed. Leases should be consistent with current site usage, the purpose of the Trust and the proposed Master Plan.

It is evident that, in general, existing lessee clubs do not want the Master Plan and Management Strategy to disrupt their existing arrangements and modes of operation. A set of Guiding Principles for the future management of Morgan Park were developed (refer section 10.4). These guiding Principles are intended to retain club autonomy but ensure that ad hoc development is avoided, demands on Council funding are minimised, pressure on volunteers is reduced and conflicting uses avoided. Tightening of club responsibilities in lease documentation and the establishment of a Morgan Park Advisory Board with more specific terms of reference than the existing Morgan Park User Group is recommended (refer section 11.2). The Advisory Board would include representatives of all lessees, a Councillor or Council officer, and three external representatives with commercial expertise, one of whom would be appointed as Chair. At least one of the external representatives would be drawn from regional tourism agencies to improve event linkages.

Existing and future lessees will need to comply with DERM policy on "Secondary Use of Trust Land". If the Showgrounds is relocated to Morgan Park, a separate lease to the Show and Rodeo Society is recommended. Relocation of the Showgrounds will trigger the need for a "full" Land Management Plan to be prepared for DERM.

Funding

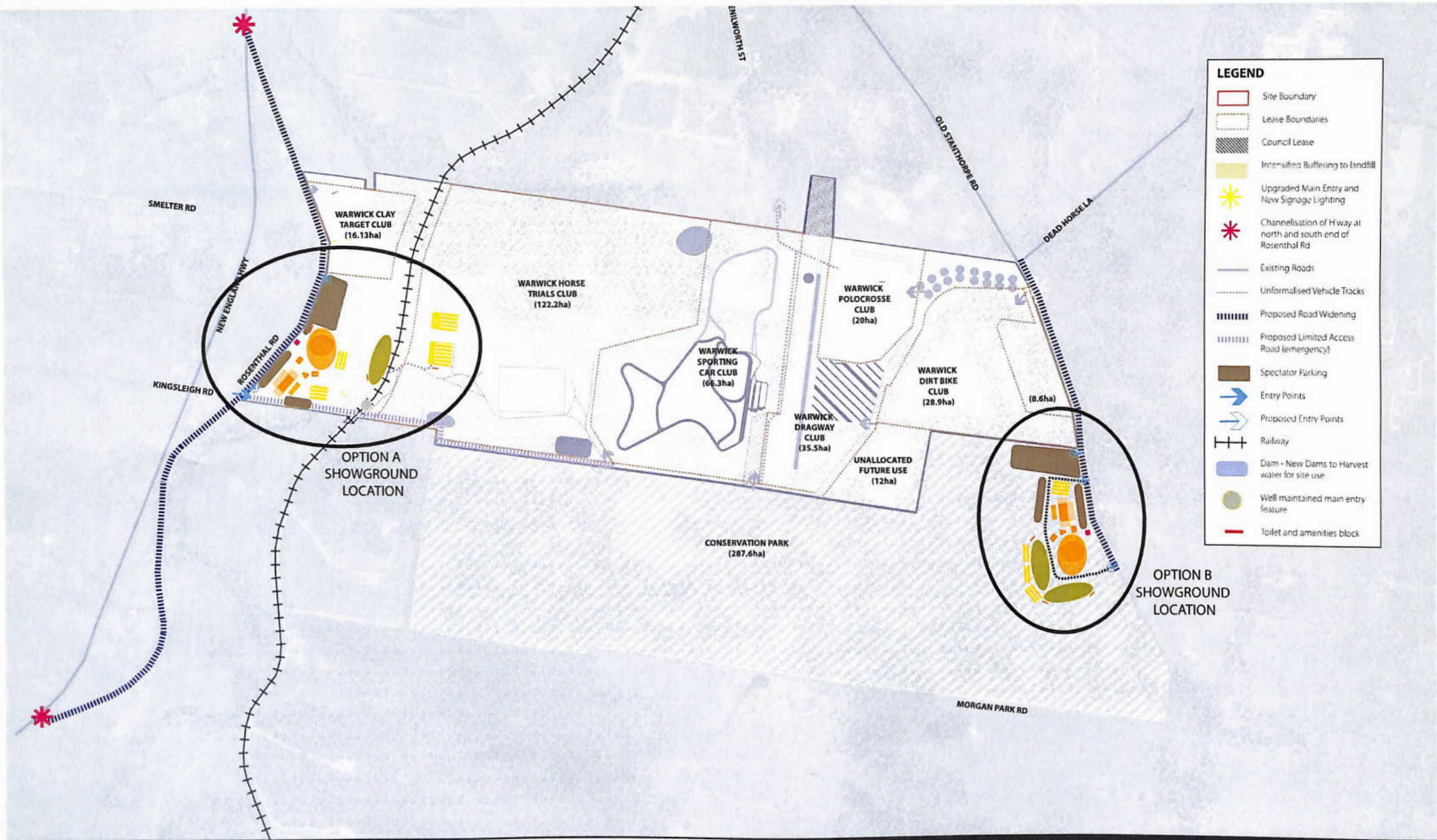
Potential external funding sources are outlined at section 12 of the report.

2 RECOMMENDATIONS

It is recommended that:

1. Future development of Morgan Park be consistent with the proposed Master Plan options contained in this report.
2. Council consider the following in the Southern Downs Planning Scheme:
 - The introduction of an overlay or buffer to ensure residential activities do not encroach within at least 5km of the boundary of Morgan Park.
 - Ensure that any new building that is approved within the 5km radius is suitably insulated from the potential noise, dust, and odour impacts of the Morgan Park activities.
 - Encourage a process whereby lessees are obliged to seek approval for any building or infrastructure provision on the site.
 - Do not allow industrial activities to occur in the northern industrial area or proposed industrial area to the east that may compromise the function of Morgan Park as a place where many residents and visitors may congregate during events. This is particularly so in terms of heavy or noxious and hazardous industry.
 - Consider the proposed infrastructure upgrades and expansions outlined in this document into the relevant budgets, Operational Plans, and potentially Priority Infrastructure Plan.
 - Collect infrastructure contributions for the general Warwick area and the region, to serve in maintaining and expanding these activities on the site.
 - Seek opportunities to partner with the State government and the private sector where necessary to gain the funding and investment necessary.
3. Council continue the practice of granting leases over individual areas to not-for-profit clubs.
4. If the Showgrounds are relocated to Morgan Park, a separate lease be granted to the Warwick Show and Rodeo Society
5. A "full" Land Management Plan, consistent with the principles of the proposed Master Plan and Management Strategy, be prepared for DERM approval if and when the Showgrounds are relocated to Morgan Park.
6. Council ensure that all uses of Morgan Park are consistent with the provisions of the "Secondary Use of Trust Land" policy administered by DERM.
7. Council tighten the provisions of future leases in relation to proposed club responsibilities and Council responsibilities outlined in sections 11.3 & 11.4 of this report.
8. Council establish a Morgan Park Advisory Board in lieu of the existing Morgan Park User Group as per the composition and terms of reference set out at section 11.2 of this report.
9. Better linkages between existing user groups and regional tourism bodies be established to improve the awareness and promotion of events (including via tourism agency representation on the Morgan Park Advisory Board).
10. The land formerly leased to Warwick and Downs Horse Driving Trails Club remain unallocated until such time as an appropriate use emerges.
11. Investigate the potential for shared acquisition and storage of grandstands for use by multiple clubs for major events.
12. Measure the economic benefits of events held at Morgan Park (suggest every 5 years).
13. Council adopt either Option A or Option B as a possible site for the future relocation of the Showgrounds.





MORGAN PARK MASTER PLAN (OPTION PLAN)

MORGAN PARK MASTER PLAN

0709-0189-00

01.12.2010

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3 STUDY FRAMEWORK

3.1 PURPOSE

The purpose of Morgan Park Master Plan and Management Strategy, as set out in the Project Brief is to:

- Realise a more strategic layout and design of Morgan Park, focussing on, but not restricted to, motor and horse sports activities;
- Develop a sustainable Management Plan for Morgan Park;
- Support future submissions for funding for development of key components of the site, such as a National Equestrian Centre;
- Identify and support the realisation of key future opportunities, such as the possible relocation of the Warwick Show and Rodeo Society showgrounds;
- Serve to attract other potential appropriate activity groups within the broader sporting community;
- Identify options to improve access to and overall functionality of the site; and
- Integrate the recommendation of the master planning process into the corporate and operational plans and processes of Southern Downs Regional Council by way of policy and strategy development.

3.2 STUDY CONSIDERATIONS

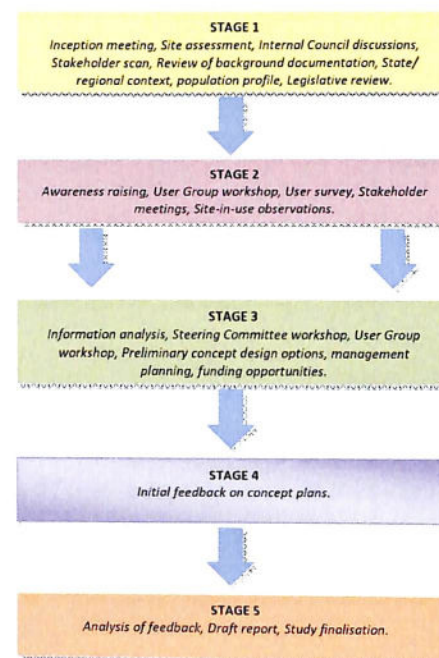
The project brief outlined the current situation and a number of key considerations for the study, including:

- Morgan Park is Crown land under the control of Council as a recreation reserve and is therefore subject to certain legislative requirements.
- The Park is currently home to nine local sporting clubs who lease the land from Council.
- The Park has predominantly a horse sport and motor sports focus.
- Ad-hoc, demand-based allocation of leases in the past means there may be future conflicts amongst users and a more strategic layout and design of Morgan Park is required to enable all users to co-exist.
- The Morgan Park Users' Group is a key stakeholder in terms of event scheduling to minimise conflict, but does not currently have any management role.
- Council is hopeful of securing future funding towards the development of Morgan Park as a National Equestrian Centre. Study outcomes must be aligned with funding opportunities.
- The study will need to consider the potential future relocation of the Warwick Show and Rodeo Society to Morgan Park.
- Adjacent land purchased for development as an industrial estate may provide additional access opportunities for Park users.
- The study needs to consider potential future use by other sport and recreation activity groups as well as clubs that may be 'displaced' if the Showgrounds relocation occurs.
- Morgan Park is a high profile and valued community asset and it is critical that the study reflect the calibre of the facility and capitalise on its future potential.

3.3 METHODOLOGY

The study was conducted in five distinct stages which enabled the research and consultation to be undertaken in a logical and progressive fashion and recommendations to be presented within an agreed framework. These stages were:

- Stage 1: Inception, Background Research & Site Assessment
- Stage 2: Community Engagement (Demand Analysis)
- Stage 3: Synthesis, Preliminary Concept Planning & Management Planning
- Stage 4: External Feedback
- Stage 5: Refinement of Concept Plan & Study Finalisation





4 STRATEGIC CONTEXT

To set the study in context, existing reports and studies were reviewed as well as the population profile of the region.

4.1 BACKGROUND RESEARCH

4.1.1 VISION 2040

Council's 2040 vision is that there will be "...60,000 residents drawn to our natural environment, safe living, reliable water supply, affordable services and broad, tolerant culture." One of the eight directions or desired outcomes of Vision 2040 is to be "A Leading Tourism Region" which will have "maintained and developed regional tourism assets". A "unified equestrian centre at Morgan Park" is listed as one of 23 specific 2040 ambitions.

4.1.2 CORPORATE PLAN 2009 – 2014

Consistent with Council's Vision 2040 document, one of the key outcomes expected of Council's Corporate Plan is to have "completed and implemented a unified Master Plan for Morgan Park".

The Corporate Plan has five strategic priorities, one of which is entitled Growth and Opportunity. This strategy aims to "...actively promote the region's business, employment and tourism assets and monitor the impact on lifestyle and environment." Two of the tasks which underpin this strategy are relevant to this project, namely:

- 5.12 - Encourage investment in tourism infrastructure, major events and associated services and
- 5.13 - Support the further development of regional tourism assets

4.1.3 DRAFT COMMUNITY FUTURES PLAN (APRIL, 2010)

This project involved residents in identifying what they regarded as the assets of the northern part of Southern Downs regional Council (formerly Warwick Shire), opportunities and challenges, their preferred future and priority actions. Community input was summarised under 13 key themes.

The many events held at Morgan Park drew community recognition as a community asset for the region. Three themes summarised specific actions relating to Morgan Park, namely:

Theme	Action	Priority
Business and Tourism	Develop further activities and events that attract tourists such as events at Morgan Park, Rodeo, cultural activities etc	High
Environment	Review the existing plan for green space and develop specific actions for major parks such as Victoria Park, Australiana Park and Morgan Park	High
Sport and Recreation	Review current sport and recreation plans and use these as the basis of a comprehensive business plan and master plan for facilities including multi-purpose use, funding possibilities, and long term planning. Include in the master plan the future of the Warwick Showgrounds	High

4.1.4 WARWICK SHIRE SPORT AND RECREATION PLAN (2006)

This study paid particular attention to Morgan Park and several recommendations relate to the current Master Plan and Management Strategy project. Issues common to Morgan Park user groups identified in the 2006 study included:

- Events being turned away because there are insufficient resources to manage the facility during the hire period
- Poor recognition of the value of Morgan Park to the Shire
- No long term investment plan by Council or the community
- Tired and burnt out individuals
- Cost of water
- Cost of insurance and cover that limits cooperative maintenance and operations
- No joint business plan or development plan
- Desire to improve the presentation of common areas (eg entranced enhancements)
- Lack of succession planning
- Inefficient machinery

Some issues identified in the consultation with user groups have since been addressed (eg levelling of dressage arena, extension of Car Club circuit, connection of power and additional stables at Horse Trials Club, lighting and storage sheds at Drag Racing Club).

Key issues were also identified in relation to the Warwick Rodeo and Showgrounds. These included:

- Facility has reached, or is nearing, its capacity
- Private ownership of the facility means it is unable to access grants to undertake improvements
- Lack of on-site car parking
- Lack of camping accommodation for competitors and visitors (Morgan Park was suggested as a possible location for camping provided existing users were not impacted and infrastructure was provided)
- APRA (Australian Professional Rodeo Association) of the view that development of the Rodeo event at the Showgrounds is problematic and may contribute to a lessening of the event's appeal and patronage
- Need for a feasibility study to review options for growth and development of the event (eg festival aspects)

Recommendations of the Sport and Recreation Plan relevant to this project included:

- Undertake a study that reviews the long term future of the Warwick Show and Rodeo Society at its current location. Among the options identified was investigation of the possibility of relocating the premises to Morgan Park, the racecourse, or other sites
- Prioritise assistance to organisations that have identified their needs in either the 2006 Plan or other development plans lodged with Council or Sport and Recreation Qld. Particular reference was made to the indoor arena and staged development of state standard facilities at Warwick Horse Trials Club.
- Investigate the feasibility of providing recycled water to facilities with high water use (eg Morgan Park)
- Development of new facilities, buildings or acquisition of equipment should only occur when other possibilities have been exhausted
- Develop a management model for Morgan Park and allocate appropriate resources to improve the level of operational support and long term viability of Morgan Park. This process should include assistance to the Morgan Park Users group to develop and implement a business plan.

4.1.5 SOUTH EAST QUEENSLAND COUNTRY TOURISM OPPORTUNITY PLAN 2009-2019

An initiative of Tourism Queensland, this plan provides direction for the sustainable development of tourism in the region for the ten year period. The Plan aims to:

- Identify new and upgraded tourism product that meets future visitor expectations and demands
- Identify the need for new investment in infrastructure that supports the ongoing development of tourism
- Provide relevant research based information on tourism supply and demand, and
- Provide an agreed focus and mechanisms for engagement with the tourism industry, infrastructure providers and private investors.

Morgan Park master planning and site development was identified as one of ten "catalyst projects" in the Plan based on its regional significance and the precinct's potential to attract other investment, marketing and product development opportunities.

4.2 POPULATION PROFILE

The usual resident population of Southern Downs as at the 2006 Census was 33,573. This is projected to grow to 43,797 by 2031 (refer Table 1 below).

Table 1 – Current and Projected Population

		AGE GROUP					MEDIAN AGE
		0-14	15-24	25-44	45-64	65+	
Southern Downs	2006	7,168	3,953	7,793	9,181	5,478	40
		21.4%	11.8%	23.2%	27.3%	16.3%	
	2031	7,482	4,007	8,812	10,895	12,601	48
		17.1%	9.1%	20.1%	24.9%	28.8%	
Queensland	2006	834,591	578,170	1,171,154	1,014,106	493,525	36
		20.4%	14.1%	28.6%	24.8%	12.1%	
	2031	1,109,855	756,601	1,599,186	1,533,624	1,274,599	41
		17.7%	12.1%	25.5%	24.4%	20.3%	

Other key elements of the Southern Downs Regional Council population profile are as follows²:

- As at the 2006 Census, 39.4% of the usual resident population of Southern Downs Regional Council were in the most disadvantaged quintile, while 0% was in the least disadvantaged quintile.
- The region has a higher proportion of older adults (65+) compared to Queensland as a whole
- The region had a higher median age (40) compared to Queensland as a whole (36)
- Aging of the population is predicted to be even more pronounced than for Queensland as a whole with an estimated median age of 48 for the region compared to 41 for Queensland as a whole by 2031.
- There were 12,451 persons aged 15 yrs and over who stated their gross individual weekly income was less than \$400 (represents 50.1% of all persons aged 15 yrs and over).
- The region's unemployment rate as at the March quarter 2010 was 4.4%

These statistics suggest that while there is relatively high overall employment, the local community is older and likely to be price sensitive. It suggests that changes in business practices which may increase the cost of accessing sport and recreation opportunities would have a significant impact on residents and would be more likely to be strongly opposed.

4.3 PARTICIPATION TRENDS ANALYSIS

4.3.1 PARTICIPATION IN EXERCISE, RECREATION AND SPORT 2009

Annual surveys of participation in exercise, sport and recreation by people aged 15 years and over, known as ERASS Survey³, are undertaken under the auspices of the Australian Sports Commission. The most recent 2009 survey revealed the following:

1. Horse riding/ equestrian/ polocrosse activities was the 24th most frequently participated exercise, recreation or sport activity among Queenslanders, with 1% participating in the previous 12 months
2. Motor sports was the 22nd most frequently participated exercise, recreation and sport activity among Queenslanders, with 1.3% participating in the previous 12 months
3. Horse riding/ equestrian/ polocrosse has a 50% higher participation rate among female participants in Queensland (1.2%) compared to males (0.8%).
4. Participation in motor sports in Queensland is dominated by males (2.2%) with females recording a very low rate of participation (0.3%)⁴.
5. At the national level, the rate of participation in horse sports is highest among 35-44 year olds (1.7%) followed by 15-24 year olds (1.5%).

6. For motor sports the highest rate of participation is among 25-34 year olds (2.1%) and 35-44 year olds (1.8%).

4.3.2 GENERAL LEISURE TRENDS

Strategic Leisure studies over the last decade have revealed a number of trends that are impacting on participation in sport and recreation in Queensland:

- Changing patterns of work and declining availability of "uncommitted time" is placing greater importance on the quality of the leisure experience for those in full time employment.
- There is an increasing demand for evening competitions either for reasons of convenience or to reduce exposure to the sun. This has seen an increasing demand for floodlit facilities, indoor facilities, or covered venues.
- Volunteerism is declining in many sport and recreation organisations. This may have an impact on the costs of sport as services that were once provided voluntarily may need to be paid for.
- For many, the leisure experience is one of limited time availability with an expectation of "instant gratification" This is evidenced by a desire for participants to "turn up and play" where minimal extra commitments are involved. In some cases, participants are willing to pay extra for this service which has created some opportunities for commercial provision.
- Availability and/ or cost of insurance have impacted on clubs in recent years.
- Research has shown that outdoor recreation activities remain popular and there is evidence of an increase in the popularity of outdoor recreation activities such as camping and water-based activities. The declining availability of some natural settings and the consequent need to travel large distances to get to them contribute to the two main constraints on participation in outdoor recreation (i.e. lack of time and general lack of places to go).
- Local and state governments are recognising benefits of creating environments for active and healthy living and area developing strategies for physical activity.
- There is an awareness of the importance "risk management" and the need for a "whole-of-life" approach to facility development and asset management.

1. Office of Economical and Statistical Research. "Queensland Regional Profile for the Southern Downs Regional Council" 2010

2. Office of Economical and Statistical Research. "Queensland Regional Profile for the Southern Downs Regional Council" 2010

3. Exercise, Recreation and Sport Survey (ERASS) are a joint initiative of the Australian Sports Commission and the state and territory governments. They have been undertaken annually since 2001. The surveys collect information on the frequency, duration, nature and type of physical activities that are participated in by persons aged 15 years and over for exercise, recreation and sport during the 12 months prior to interview.

4. Estimate has a standard error greater than 50% and the data considers it too unreliable for general use.

5 SITE CONTEXT

5.1 OVERVIEW

Morgan Park is 351ha State-owned site, under the auspices of the Department of Environment and Resource Management (DERM). It is designated as a Recreation Reserve, with Council as the trustee. The adjoining 285ha land area south of Morgan Park has recently been re-designated from a Resource Reserve to a Conservation Park. Queensland Parks and Wildlife is in preliminary negotiations to transfer responsibility of the Conservation Park to Council. From informal discussions with DERM, it is understood development within the Conservation Park that is consistent with uses occurring at Morgan Park would be seen as appropriate, but any clearing of vegetation would be subject to the negotiation of land off-set arrangements.

Any use of Morgan Park must be consistent with the conditions of "Secondary Use of Trust Land" administered by DERM. Commercial entities are not afforded tenancy on trust land, however commercial activities may be undertaken provided the beneficiary is a not-for-profit organisation and nature and level of commerciality is deemed appropriate. Substantial changes to the nature of activities/ usage at Morgan Park (eg relocation of the Showgrounds) would trigger the need to undertake a "Full Land Management Plan".

Figure 1 illustrates the location and relative size of the seven leases at Morgan Park. The leases have been granted by Council to not-for-profit equestrian, motor sport and shooting user groups. These groups are responsible for the development, maintenance and management of their individual leased areas. Most site improvements have been funded by lessee clubs, sometimes with the aid of government funding and/ or interest free council loans. Council provides minor maintenance assistance through its assistance program for not-for-profit organisations.

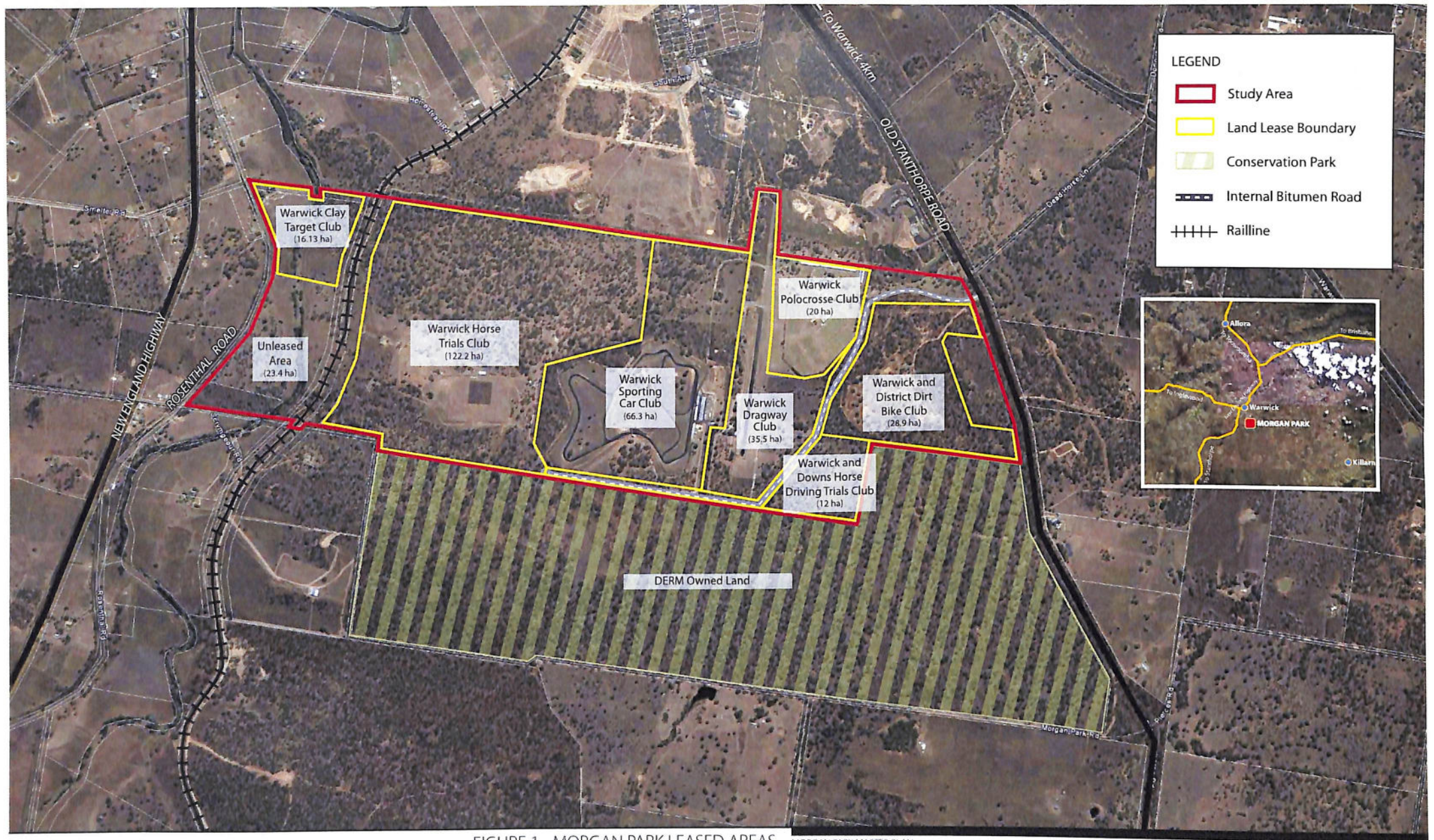
Water is provided by a mix of town water and a number of small on-site dams. The cost of accessing town water is an issue for polocrosse. TRE Developments is developing a major industrial estate to the north of Morgan Park. This development provides opportunities for water harvesting initiatives and for an additional emergency exit from the site.

The majority of activities at Morgan Park is generated by events conducted by resident clubs rather than day to day use. Most clubs experience their highest use on weekends with the exception of the Sporting Car Club which has a high level of mid-week use. The site serves a much broader catchment than the Southern Downs region with regional, state, national or international events regularly held. All resident clubs have a strong reliance on volunteers in an environment where volunteers are becoming more difficult to attract and retain.

A Morgan Park User Group comprising representatives of all users, Council and an external chair, coordinates events held on the site and endeavours to avoid conflicts between activities when major events are scheduled (eg noise impacts from motor sport on equestrian activities).

Figure 1 illustrates existing lease holders, lease boundaries and access arrangements. The Warwick and Downs Horse Driving Trails Club no longer utilise its leased area as the club has ceased functioning.





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5.2 SITE ATTRIBUTES AND CONSTRAINTS

In order to determine the potential for further development and/or expansion of facilities in Morgan Park, an analysis of the existing uses and features of the site was undertaken. The Land Use, Infrastructure, and Vegetation values are illustrated on Figure 2. Figure 3 illustrates a basic Digital Terrain Model of the site, based on 5m contour data.

5.2.1 LAND USE

The current Warwick Shire Planning Scheme (2000) identifies the Morgan Park area to 'provide a major venue for regional, state and national sport, and recreational activities'. The following provisions have been included in the scheme to protect Morgan Park, including:-

- Strong support will be given to expanding both the area available and the range of sport and recreational purposes and associated activities provided on the site and in the vicinity of the site.
- In areas surrounding Morgan Park inappropriate and incompatible uses and activities, particularly those of a residential nature, which may limit or conflict with activities at Morgan Park will be strongly opposed.
- Any proposal for rural or rural residential subdivision in the vicinity of the Morgan Park Recreational Grounds will be assessed in accordance with Desired Environmental Outcomes 2.4(x), Strategy 3.1.3.1(vi) and Assessment Principle 3.1.3.2(iv) in the Shire Wide Measures, and in accordance with the Policy Intent in Sections 4.11.2 and 4.13.2 of this Planning Scheme.

The surrounding land uses indicate that this has generally been well implemented to this point in time. However, there are some activities currently in operation to the north of the site which should be monitored over time to ensure any land use conflicts are kept to a minimum. This is particularly so for the lands north of the site where Council is currently operating the Waste Transfer Station and landfill, and the recently approved industrial developments. Care must be taken to ensure that there are no uses approved within these industrial areas which will either impact on the amenity of Morgan Park (eg. odour, noise) or limit the uses that can take place in the recreational area (eg. Industrial activities that trigger the Draft State Planning Policy: Air, Noise and Hazardous Materials). The draft policy is currently being reviewed against the feedback received from the community consultation process. This draft policy does suggest buffer areas be implemented around any industrial activities which may have significant emissions.

5.2.2 INFRASTRUCTURE

The Morgan Park area does have some services provided, however, most of these come to the edge of the study area and it has generally been due to the actions of the lessees that the infrastructure has been brought on site.

Roads

The study area is bounded by Old Stanthorpe Road to the east, the unformed Morgan Park Road to the south, and Rosenthal Road to the west. Access is currently provided to the site solely through the main entry off Old Stanthorpe Road. The sole internal road provides access to each of the leased areas through their own gates.

Water

There are reticulated services available to the site and most of the lessees do have direct access to this water supply. However, the maintenance regimes for some of these clubs does involve the consumption of a large quantity of water, particularly the Dirt Bike Club, Polocrosse, and Horse Trials. There are some water pipes under parts of the site from a previous nearby tanning operation. These pipes are understood to have been used for watering down the facilities and other non-consumptive use. This existing infrastructure provides opportunities to reinstate this operation if a reliable recycled water source was identified, particularly with the incoming industrial activities to the north.

Power

There are power services running adjacent to the site which some of the clubs currently access for their administration services and lighting of facilities such as the polocrosse fields, drag racing strip, and camping areas etc. Clubs have paid to bring power into their leased areas.

Sewer

There is currently no reticulated sewerage services provided to the sites. All of the operations currently work on septic systems, and hire temporary facilities during times of peak activity. Council intends to eventually extend the Class A recycled water effluent re-use scheme to Morgan Park as funds become available.

Rail

The study area is bisected by the rail line that runs between Warwick and Goondiwindi. This line is generally closed to any rail passenger or freight services. The only service that operates is a tourist service once a month operated by the Southern Downs Steam Railway.

5.2.3 VEGETATION

A review of the existing vegetation mapping provided by the Department of Environment and Resource Management (DERM) indicates that there are some vegetation values of regional significance.

Substantial areas of 'Of concern Sub-dominant' vegetation exist – mostly in the Conservation Park south of the Morgan Park boundary, the existing cross-country course in the horse trials leased area, the former horse driving trials leased area, and the eastern portion of the Dirt Bike Club leased area. While clearing of vegetation in the 'of concern' area is not prohibited it would be subject to suitable compensatory land off-set arrangements. This would need to be negotiated between Council and DERM but could require an off-set compensation of between 2 to 5 times the area cleared.

There is an area of 'Endangered Sub-dominant' vegetation in the land on the western side of the rail line, south of the Clay Target club, along the small tributary. Clearing of this vegetation is generally not supported and further advice and permission would be required from DERM prior to any form of development activity in this area.

5.2.4 CULTURAL HERITAGE

A review of the available mapping and data regarding cultural heritage does not indicate there are any values of State or Regional significance on the site. Further clarification of the local values of the site should be investigated prior to any major developments or construction on the site.

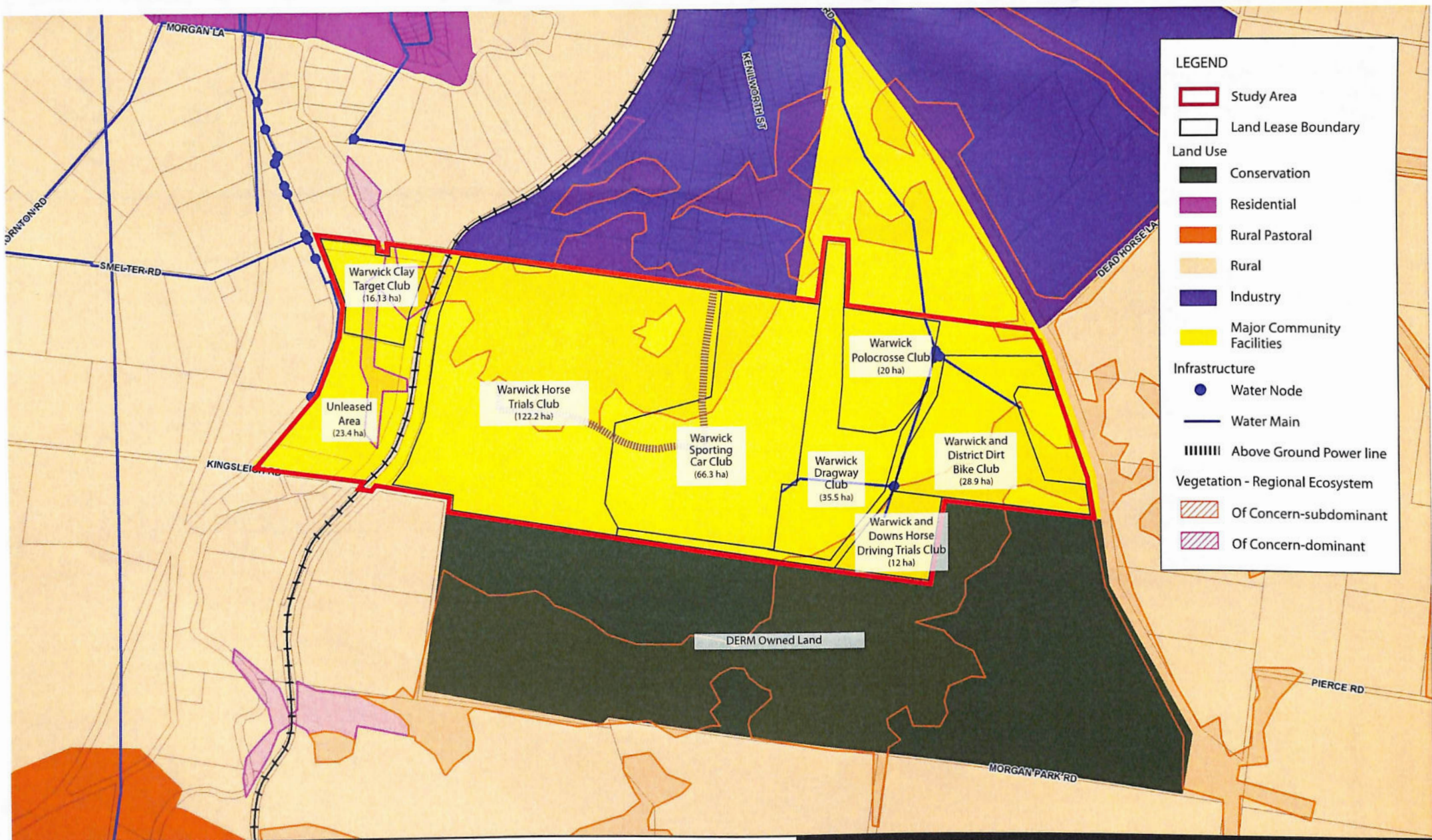


FIGURE 2 - MORGAN PARK EXISTING LAND USE, INFRASTRUCTURE & VEGETATION

MORGAN PARK MASTER PLAN

0709-0189-00

21.09.2010

5.2.5 BUSHFIRE

There is no available formal information pertaining to the risk of fire of the site. The vegetation on site and in adjacent properties may pose a hazard, but it may not necessarily be of high risk due to the topography of the site.

5.2.6 FLOODING

There is no formal information pertaining to the risk of flooding to the site. Council is currently undertaking a flood study whose findings are not available within the time frame for this study. The Digital Terrain Model in Figure 3 does indicate the low points of the site in blue.

Anecdotal information is that during heavy rain events the creek flowing through the former Carriage Driving Trials and Dirt Bike club results in flooding of the causeway at the main entry to the site. It is understood that the soil profile in these areas means that cars can easily become bogged.

The creek west of the railway line leads into the Condamine River. This creek is understood to be fast flowing during heavy rain events and there is anecdotal evidence of flooding in this area during heavy rain events.

Further information regarding the flooding in the area should be gained to consider any further development or construction of major facilities in Morgan Park.

5.2.7 TERRAIN

The entire Morgan Park site is gently sloping and does contain a couple of high points, namely at the top of the car club track and south of the site boundary in the Conservation Park.

5.2.8 VIEWS AND VISTAS

There are some points on the site, particularly in the Sporting Car Club precinct which offer views to the surrounding area, including across to the ranges in the north-east. The existing vegetation throughout the site provides considerable relief in terms of the visibility of the facilities from other areas in the surrounding properties, however the visual impact of any new facilities and infrastructure on the site should be considered, particularly with respect to colour, height, and building massing.



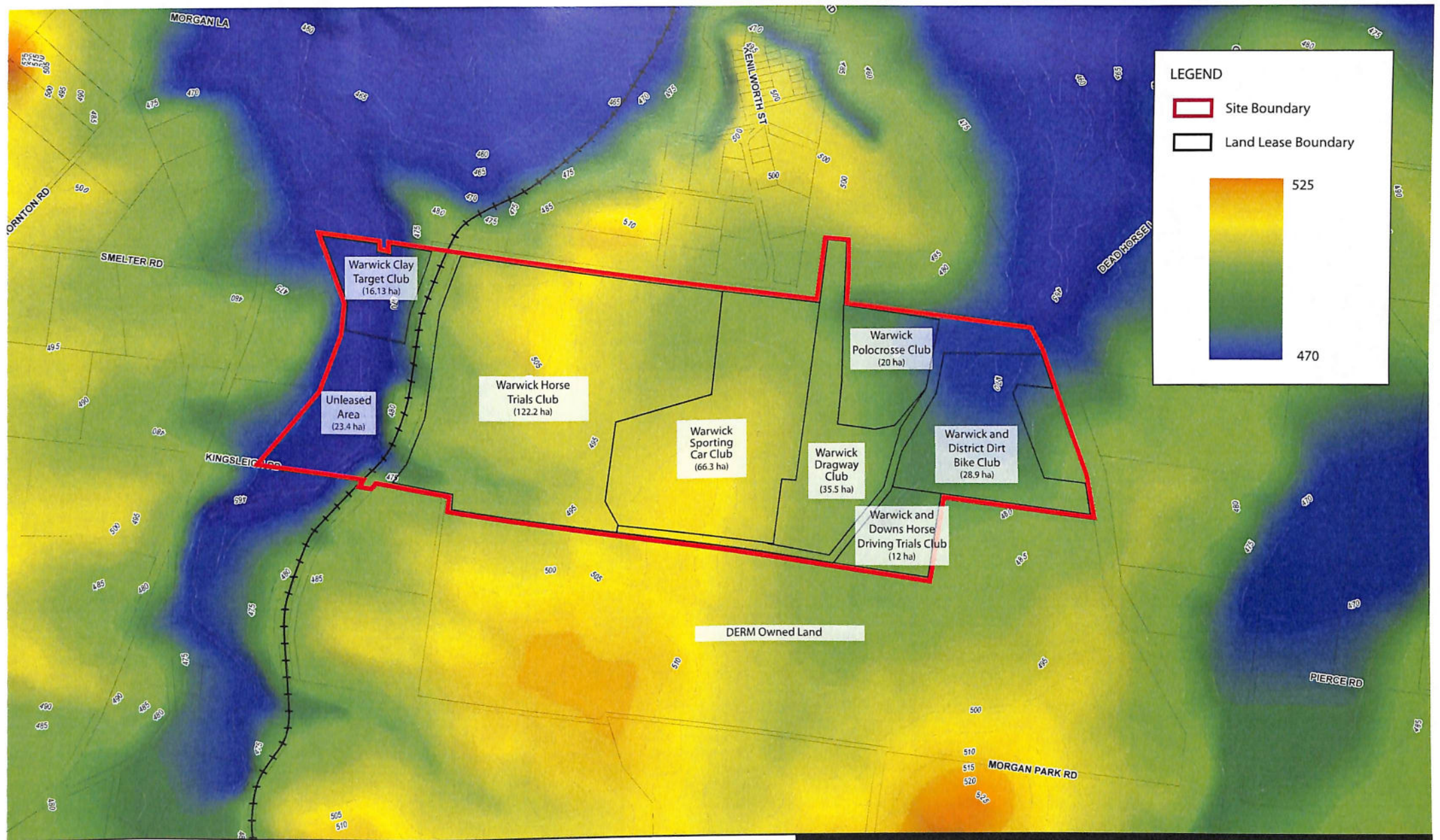


FIGURE 3 - MORGAN PARK DIGITAL TERRAIN MODEL

MORGAN PARK MASTER PLAN

0709-0189-00

21.09.2010

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6 SITE ASSESSMENTS

6.1 EXISTING SITE CONDITIONS

As part of the background research for this project, several inspections of the site were undertaken. The following observations were made during these visits.

6.2 ADJACENT LAND USES

There are a variety of uses and activities that are undertaken either adjacent to or within proximity of the Morgan Park area. These are relevant in terms of the potential impact of these activities on the future viability of Morgan Park and vice-versa.

The north of the site is a new industrial precinct which is currently under construction. TRE Developments is the owner of this land and has acted on a Development Approval which will see the introduction of large industrial lots suitable for general industry. There have been some discussions with these developers about the potential to distribute recycled water from these industrial uses to Morgan Park for uses such as irrigation.

Adjacent to the industrial area is the Warwick District Waste Transfer Station and Landfill site. The operations of this facility have been designed to be conducive to recreational and sporting activities in Morgan Park.

The remainder of the Morgan Park area is predominantly bounded by rural properties.

6.3 INTERNAL ACCESS AND GATEWAYS

The study site is accessed via two road frontages, Old Stanthorpe Road in the east, and Rosenthal Road in the west. All lessees, with the exception of the Clay Target Club gain access by a formalised, loose-chip bitumen access road that traverses the main site. The road is generally well maintained by Council.

Access gateways for each of the leased areas are spread along the length of the road, terminating at the Horse Trails gateway. The Clay Target Club gains direct access from Rosenthal Road in the west. Most gateways would benefit from a clearer identity and informative signage to provide greater legibility, particularly during large events. Clearer signage and semi-formalised parking within each of the sites will also minimise the need for patrons to park on the access road verge to allay safety concerns.

6.4 LEASEHOLD SITE ASSESSMENTS

Inspections of the Morgan Park site included consideration of the physical attributes of the area and club improvements. The core factors considered when undertaking the site inspections included:

- Site attributes, constraints and functionality
- Facilities (Condition, Presentation and Standard)
- Access, connectivity and car parking
- Landscape and natural environment values
- Crime Prevention Through Environmental Design (CPTED) principles.

The site inspections were conducted over a number of visits and considered the above factors for each of the following clubs:-

- Warwick Polocrosse Club
- Warwick Dragway Club
- Warwick Horse Trials Club
- Warwick Sporting Car Club
- Warwick Clay Target Club
- Warwick and District Dirt Bike Club
- Warwick and Downs Horse Driving Trials Club
- Warwick and District Carriage Driving Trials Club

These assessments, together with the review of existing documentation, provided the foundation for the consultation and master plan design brief at later stages. Outlined below is an overview of the site assessment observations for each leased area.





FIGURE 4 - MORGAN PARK EXISTING LAND USE

MORGAN PARK MASTER PLAN

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6.5 WARWICK POLOCROSSE CLUB

The Polocrosse Club leases a 20ha land area from Council, with the lease agreement to expire on 30/6/2018. The club has increased from 45 senior and 6 junior members three years ago, to a current membership of 60 seniors and 14 juniors. This increase is attributed to the sport being family friendly and an increasing focus on junior opportunities. The venue is used on Sundays for training by between 25–30 members. Two major events over 3 days are held each year, attracting up to 500 competitors and 2,000 spectators. The venue has hosted World Cup Polocrosse events in the past. The majority of facility improvements have been self-funded by the Club. The Polocrosse grounds are occasionally used for other events.

Site Attributes, Constraints & Functionality

- Good functionality for purpose
- Grounds and amenities are well maintained and in good condition
- Neighbouring users are Dirt Bikes to south-east, Council land fill to north, and Warwick Dragway to the west.
- The Polocrosse club has encroached into the land fill site which was originally intended to be a buffer zone between the two areas.

Facilities (Condition, Presentation & Standard)

- 7 polo fields with main fields floodlit
- Grandstand adjacent to main field
- 365 covered horse stalls
- Kiosk, clubhouse, office & office buildings
- Wash bays
- Covered event officials/ vet/ farrier area
- Toilet blocks
- Permanent veterinary facilities rented to local vet
- Small playground
- Recently upgraded power

Access, Connectivity & Car Parking

- Access off main entry road into Morgan Park
- Fencing and clearly defined entry enables effective entry/exit control for Polocrosse events.
- The land north of main access road into Morgan Park has been cleared and is used occasionally for major event parking.
- Recently, the land south of the main access road has been cleared to improve the entry statement to the site

Landscape and Natural Environment Values

- Relatively flat and mostly cleared with formal landscaping
- Potential to harvest rain water from adjacent new industrial area

CPTED Principles

- On-site caretaker



Main Building & Spectator Stands



Main Entry



Polocrosse Stables and Wash Bays



Polocrosse Field



Return lanes



Canteen facilities



Starting line & Officials Tower



Drag Strip



Drag Strip



Fencing along Drag Strip

6.6 WARWICK DRAGWAY CLUB

The Dragway Club leases a land area of 35.5ha from Council, which expires on 30/6/2018. The club has 191 senior and 31 junior members, which is an increase from three years ago when there were 158 senior and 26 junior members. The facility is used on Saturdays and Sundays for competitions and events with between 70–150 competitors and up to 1,000 spectators. Eight larger events are held each year, attracting 1,000 – 2,000 competitors and spectators, over one to two days.

Site Attributes, Constraints & Functionality

- Good functionality for purpose
- Neighbouring uses are Warwick District Sporting Car Club to the south west, and Warwick Horse Trials to the north west, and Polocrosse to the east.
- Club wants to develop a quarter mile strip, including sufficient safety run-off area. This track extension cannot occur without either continuing to utilise the existing landfill safety run-off area or relocating the infrastructure south
- Council has expressed interest in taking possession of land extending into the landfill site area once the existing Dragway lease expires. Warwick Dragway Club estimates the cost to relocate the existing racing infrastructure south to accommodate Council taking possession of this area at \$460,000. The Dragway Club has advised it is unable to self fund these costs.
- Safedrive Training occasionally hires the Car Club track for targeted, localised training and is investigating development of a 'skid pan' to support increased training opportunities either at the Car Club track or Dragway areas.

Facilities (Condition, Presentation & Standard)

- 1/8 mile hot mix race strip with safety fencing, concrete barriers, lighting, electronic start gate & timing
- 320m hot mix braking area
- Race starting tower
- Hot mix return road
- Concrete launch pads
- Canteen
- Marshalling/ storage building
- Toilet block
- Small, uncovered grandstands
- Basic camping facilities
- Area is largely well maintained, however some infrastructure showing signs of aging and track racing surface requires regular repair and upgrading

Access, Connectivity & Car Parking

- Access off main entry road into Morgan Park
- Car parks are not clearly defined
- Minimal formed car parking. Casual parking generally occurs on vacant open areas.

Landscape & Natural Environment Values

- Site terrain is flat except for safety run-off area (extends into adjoining Council land fill area)
- Erosion evident in places
- Prickly pear infestations in some portions

CPTED Principles

- Fully fenced
- On-site caretaker

6.7 WARWICK HORSE TRIALS CLUB

The Horse Trials Club leases a land area of 122ha from Council which expires on 30/6/2018. Part of the Horse Trials leased area was recently excised off the eastern boundary of the site and transferred to the Warwick District Sporting Car Club. The club previously had a concept to develop a covered arena as part of Warwick's bid for the State Equestrian Centre, however a State Equestrian Centre (including indoor arena) is now under construction in Caboolture. The club has declined from 152 senior and 98 junior members three years ago, to a current membership of 90 seniors and 60 juniors. This decline has been attributed to the impact of the equine influenza outbreak. The venue is used on Sundays for training by between 15–25 members, with variable mid-week training usage for up to 20 members. Ten larger events are held each year attracting between 100–300 competitors and visitors, mostly over 2 days. The Horse Trials site has hosted World Cup qualification events in the past.

Site Attributes, Constraints & Functionality

- Site is in good condition and functional for purpose with a mix of facilities for the 3 Eventing disciplines (dressage, cross country and show jumping)
- Site has no synergy with polocrosse and its associated infrastructure
- During major event mode, there are occasional difficulties with water pressure when multiple users require water at the one time. Club is currently investigating increasing the access pipe width to the site and/ or the introduction of storage tanks.
- The Horse Trials Club allows a local Carriage Driving Club to use its facilities for their events.
- Neighbouring use includes the Car Club to the east, Conservation Park to the South, railway line to the west, and industrial estate to the north.

Facilities (Condition, Presentation & Standard)

- Dressage arena surface comprised of recycled soil compound from green waste.
- Cross country competition and practice area
- Clubhouse/ kiosk/ office building
- 240 permanent and 60 temporary yards
- On-site camping facilities
- Amenity buildings with showers
- Maintenance shed
- Power recently installed to competitor camping area (approx \$90,000)
- Facilities in good condition

Access, Connectivity & Car Parking

- Access off main entry road into Morgan Park with internal dirt roads into leased area
- A gated entry enables control during events
- Ample parking for events for competitors and visitors

Landscape & Natural Environment Values

- Flat and undulating terrain. Cross country course selectively cleared but has remnant vegetation. Course rated as 3-star for Eventing
- The internal site is accessed via a dirt internal road, including an entry ticket box.

CPTED Principles

- Facility is fenced to prevent unauthorised access



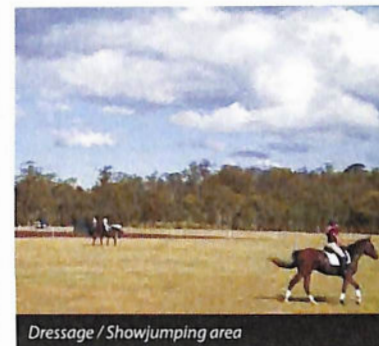
Cross Country Water Jump



Parking / Camping Area



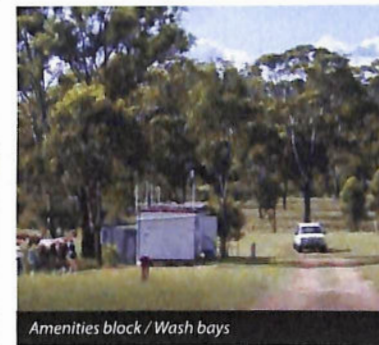
Horse Yards



Dressage / Showjumping area



Camping Area



Amenities block / Wash bays



Pedestrian overpass



Race Course



Racing



Pit lane



Officials parking / camping area



Raceway expansion plans



Racing

6.8 WARWICK SPORTING CAR CLUB

The Sporting Car Club leases an area of 66.3ha from Council, which expires on 30/6/2018. The track was recently expanded to the north on land formerly leased to the Horse Trails Club. It is understood there are no plans to extend the race track network beyond the recent expansion. The club has 90 senior members and has observed an increasing trend toward participants willing to travel to access a quality race track. The venue is used Monday to Thursday each week for driver/ rider training by between 15 – 25 participants, and on Fridays for event practice by between 100–120 participants. Events are held on most weekends of the year. Twenty-seven larger events are held each year, attracting between 100–220 competitors, mostly over 3 days.

Site Attributes, Constraints & Functionality

- Site is functional for purpose
- Neighbouring usage includes the Warwick Dragway to the east, Horse Trials to the west and north and Industrial Estate to the far north.
- Safedrive Training occasionally hires the Car Club track for targeted, localised training and is investigating development of a 'skid pan' to support increased training opportunities either at the Car Club track or adjacent Dragway.
- Camping occurs onsite for competitors and their immediate families only.

Facilities (Condition, Presentation & Standard)

- Well maintained and in good condition
- 5 designated circuits (A to E) ranging in length from 730m to 2,100m
- Race control infrastructure
- Covered grandstand
- Covered pit lane area

Access, Connectivity & Car Parking

- Access off main entry road into Morgan Park
- Predominantly off-road parking for spectators
- Club is seeking to utilise a small portion of Dragway Club leased land to enable direct access to its built infrastructure at the northern end of the track.

Landscape & Natural Environment Values

- Varied terrain - predominately flat around administration area and support infrastructure; hilly areas throughout much of the race track with minimal tree vegetation due to safety requirements.

CPED Principles

- Caretaker resides onsite to provide site security and undertake minor maintenance.

6.9 WARWICK CLAY TARGET CLUB

The club leases an area of 16.13ha from Council, expiring on 30/6/2018. Unlike all other clubs based at Morgan Park, the facility is accessed via Rosenthal Rd which is the western boundary of the Morgan Park study area. The club has successfully hosted major shooting events. The club has 93 senior and 12 junior members, which compares with 81 and 6 respectively three ago. The increase in members is attributed to new program/ competition opportunities and regulations requiring participation in organised shoots. Club competitions are held on the first Sunday of each month with an average of 60 participants. Licensing shoots are held on 6 Saturdays per annum, and practice/ coaching on Thursday afternoons. Four larger events attracting up to 120 competitors and visitors – mostly over one day – are held each year.

Site Attributes, Constraints & Functionality

- Site is functional for purpose
- Largely open space
- Currently the only Morgan Park user group located on the western side of the rail line
- Leased area is sufficient to support future expansion of camping, amenity or competition facilities. However, any future development must comply with safety template for this shooting discipline
- Site is in close proximity to a small number of rural dwellings, however the Club has developed an effective relationship with local residents.

Facilities (Condition, Presentation & Standard)

- Well maintained and in good condition

Access, Connectivity & Car Parking

- Access off Rosenthal Rd
- Directional signage to the site requires improvement as the facility has separate access to the rest of Morgan Park
- No purpose-built car parking with the surrounding vacant areas used for this purpose.

Landscape & Natural Environment Values

- Gentle slope from north west to south east
- The bushland area within the lease boundary has been used on one occasion to support shooting competitions requiring natural environments.

CPTED Principles

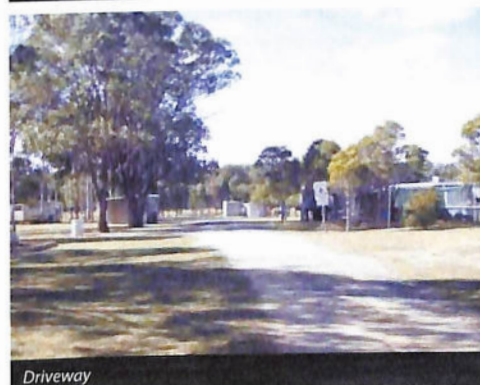
- Fully fenced with on-site caretaker



Shooting Area



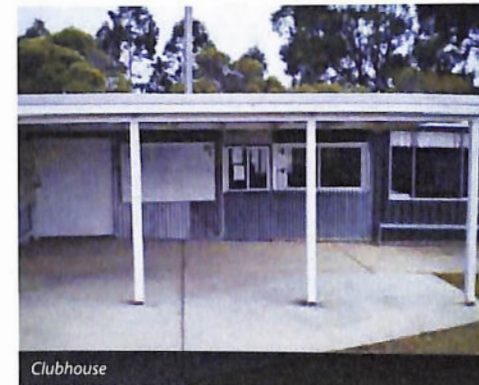
Amenities



Driveway



Shooting Area



Clubhouse



Camping Area



Race Tower



Dirt Bike Racing



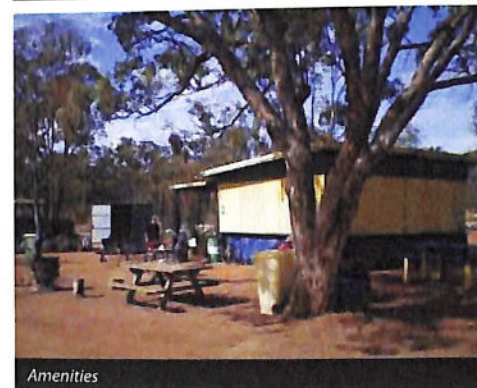
Amenities



Dirt Bike Racing



Dirt Bike Racing



Amenities

6.10 WARWICK AND DISTRICT DIRT BIKES CLUB

The Dirt Bike club leases a land area of 28.9ha from Council which expires on 31/12/2018. Approximately 75 families are members of the club, which is a significant decrease from three years ago when about 100 families were members. Club event days are held monthly, attracting around 200 competitors and visitors. Practice days are held on Sundays (all day) with between 30–100 participants and Thursday afternoons with 10–50 participants. One or two State level events are held each year, attracting 1,000 – 2,000 competitors and spectators over one to two days.

Site Attributes, Constraints & Functionality

- Site is functional for purpose
- Extensive water is used to irrigate the track for dust reduction with the water accessed from three on-site dams. The tracks include approximately 6km of pipe and use 5,000 litres per minute with 20 minutes of water at the start of each race day, followed by with regular top-ups.
- Location of the track in close proximity to the slightly sandy soil of the creek results in reduced dust generation.
- Neighbouring usage includes the Polocrosse facility to the east and Conservation Park to the south.

Facilities (Condition, Presentation & Standard)

- 2km senior dirt bike track
- 2 x separate smaller junior tracks
- Track is well maintained, and regularly assessed and altered for safety purposes
- Canteen and toilet facilities in need of upgrading

Access, Connectivity & Car Parking

- Access off separate road close to main entry into Morgan Park
- No built car parking. Casual parking occurs at front of venue in vacant areas.

Landscape & Natural Environment Values

- Predominately flat but manipulated to develop dirt bike tracks with varied, hilly terrain and tree buffer zones to reduce noise impacts to adjoining users.

CPTED Principles

- Fully fenced

6.11 WARWICK AND DOWNS HORSE DRIVING TRIALS CLUB

This club holds a lease of 12ha of land from Council which was due to expire on 31/12/2016. The area has not been utilised by the club for two years and the club is no longer functioning. It is understood the lease will be surrendered. A local Army Cadet training group occasionally uses the area. The site is not currently being utilised by other 'difficult-to-locate' sports

Site Attributes, Constraints & Functionality

- Area is functional for purpose but run down and no longer in use
- Neighbouring usage includes Dirt Bikes to north, Warwick Dragway to the west and Conservation Park to the south and east.

Facilities (Condition, Presentation & Standard)

- Site has been unused for over two years with little evidence of maintenance and upkeep
- Obstacle course
- Small dam
- Mounded viewing area

Access, Connectivity & Car Parking

- Access via dirt road off main internal access road.
- Internal access road traverses a creek and is in poor state of repair.

Landscape & Natural Environment Values

- Largely cleared to support obstacle courses

CPTED Principles

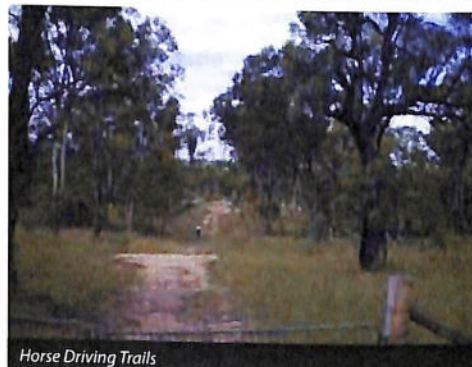
- Fully fenced



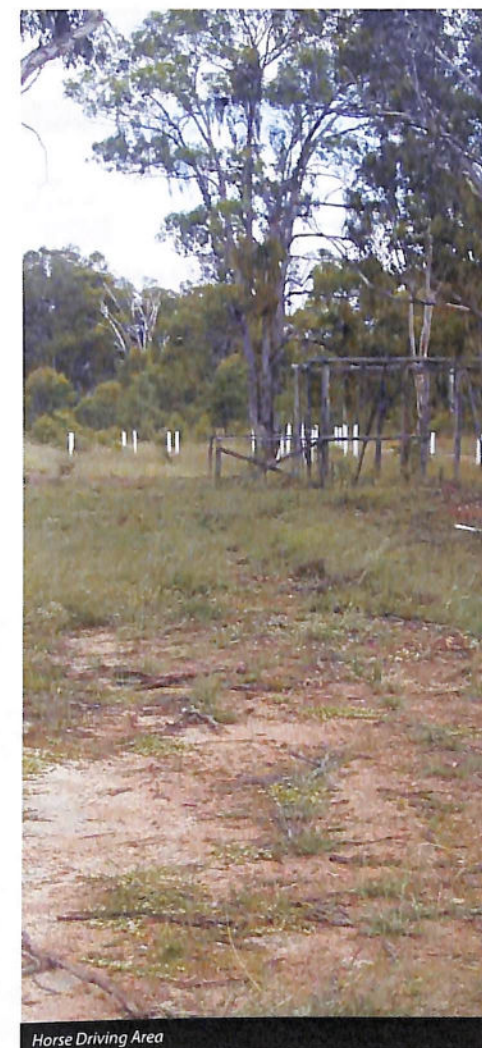
Horse Driving Trials Access



Horse Driving Trials



Horse Driving Trails



Horse Driving Area



6.12 WARWICK AND DISTRICT CARRIAGE DRIVING CLUB

A separate carriage driving club rents the Horse Trials grounds for events. Approximately one event per month (with 12 drivers) has been held in the past, however in recent times this has declined to one per quarter. Events do not occur simultaneously with Horse Trials activities. The club has obtained approval from Queensland Parks and Wildlife to access the Conservation Park for cross country elements of their events.

7 DEMAND ANALYSIS

A comprehensive consultation process was conducted to identify potential improvements and longer term realistic opportunities for Morgan Park.

7.1 MORGAN PARK USER GROUP

Meetings with the Morgan Park User Group and a survey of existing users identified a number of suggested improvements to Morgan Park as a whole and to individual club grounds.

The main improvements planned or sought by individual clubs to their leased areas are set out at Table 2 below:

Table 2: Improvements to club facilities sought by resident clubs

ORGANISATION	PLANNED DEVELOPMENT
Warwick Dragway Club	Extend track to ¼ mile
	Upgrade internal roads and pits
	Increase seating
	Develop skid-pan & driver training facilities
Warwick District Sporting Car Club	Driver training facilities, including skid-pan
Warwick Horse Trials Club	Roof over yards
	Practice cross country course
	Upgrade cross country course to 4-star
	Expand on-site electricity
Warwick Polocrosse Club	Reliable water supply at reasonable cost
	Toilets and showers
	New grandstand
	New horse washes
	Lighting to stables
	Additional 200 yards
Warwick and District Dirt Bike Club	Shed
	Electricity and telephone
	Lighting of track
Warwick Clay Target Club	Disabled toilets
	Increased path network for disabled and older members
	Large cut mower
	Increase seating
	Replace caretakers residence
	Increased standard of traps to Olympic standard

In terms of the venue as a whole, the main issues raised were:

- The need to upgrade and maintain the main entry to Morgan Park
- Improved directional signage
- Retention of existing management arrangements
- Security of tenure.

7.2 SOUTHERN DOWNS REGIONAL COUNCIL

Meetings with a wide cross section of Council officers, Councillors and the Project Management Team for this study were held.

A workshop with Councillors identified the following key elements of their 'vision' for Morgan Park:

- An iconic outdoor recreation precinct recognised and used beyond the local community
- Regional/ state/ national/ international events (eg Polocrosse World Cup) continued
- Other major events which promote the venue as a tourism destination identified
- Autonomy of stakeholders retained
- Sustainable growth with cost neutrality to Council of improvements
- Use of existing facilities maximised and duplication avoided
- Potential for Showground relocation resolved
- Centre of Excellence for competition and/ or education
- Sense of civic pride derived from activities conducted at the venue.

A range of issues, opportunities and constraints were identified in discussions with Council officers. These included:

- Current success of volunteerism, however there is a need to consider succession planning.
- Venue is relatively self sufficient and self funding
- Awareness and securing of external funding could be improved
- No defined measurement of local economic benefits derived from events and other activities held at Morgan Park
- Possibility of mountain biking and linkages to other destinations
- Opportunity for larger scale, on-site camping associated with events, but need to consider potential impact on local accommodation
- Council would like to access the Dragway run-off area for expansion of the landfill site but this is not required prior to the expiration of the current lease period
- Council provides some maintenance to the main entry and internal access road funded from a nominal annual maintenance allocation to each lessee
- A Morgan Park overlay in the Planning Scheme will protect against encroachments and ensure surrounding uses are compatible
- There have been previous expressions of interest to develop a speedway at Morgan Park
- The Warwick air strip is hired by Volvo Trucking for testing and there may be opportunities for this type of hire at Morgan Park
- Council has provided low interest loans to several Morgan Park Clubs
- The majority of noise issues in the past have resulted from the impact of dirt bike riding on polocrosse events
- The main entry to the site off Old Stanthorpe Rd is being upgraded as part of the Keep Australia Beautiful and Main Roads Adopt-a-Road beautification program. This requires access to a small area of Dirt Bike club land
- The internal access road will require widening over the long term



7.3 TOURISM AND EVENT BODIES

7.3.1 REGIONAL TOURISM GROUPS

Meetings were conducted with Southern Downs and Granite Belt Tourism, Warwick Tourism and Events and South East Queensland Country Tourism to identify future event or tourism synergies and opportunities for Morgan Park and the wider region. Key outcomes of these interviews are as follows:

- Motorsports events tend to provide increased opportunities for local accommodation, restaurants and other businesses as participants stay off-site, however equestrian competitors tend to camp close to their horses
- There is a need to increase the overall promotion and awareness of the events held at Morgan Park, including the subsequent community/ economic benefits they provide to the region
- Local tourism bodies are uncertain about who to contact at Morgan Park to assist with promotion and other leveraging opportunities
- Car parades that have progressed through town in conjunction with events being held at Morgan Park have been well received by the community
- There may be opportunities to develop new, major, open-air style events at Morgan Park eg via an outdoor amphitheatre with permanent stage. Use of Morgan Park for outdoor events would avoid superimposing events on existing parks (eg Queens Park, Leslie Park)
- Open-air events may be popular in a destination such as Warwick based on its accessibility from Brisbane, Scenic Rim and Western Downs regions
- Morgan Park could be utilised to add value to existing tourism-related events or as a venue for the creation of new events. A range of on-site accommodation, and toilets/ showers would need to be provided
- There is a view that the Rodeo has outgrown the Showgrounds

7.3.2 QUEENSLAND EVENTS

Queensland Events attracts, supports, grows and promotes successful events in Queensland on behalf of the Queensland Government. It has previously supported equestrian and polocrosse events at Morgan Park. Discussions were held with Queensland Events to identify future event opportunities and suggested site layout improvements required to more effectively support major events at Morgan Park.

While the World Polocrosse Championships were regarded as an extremely successful event, more suitable permanent infrastructure (toilets, change rooms, corporate facilities) could improve the standard of event delivery.

Future funding opportunities exist for Morgan Park users through the Queensland Events Regional Development Program, an investment program designed to extend the economic and social benefits of events in regional Queensland. This funding program is not intended as a source of ongoing, year-on-year funding and is more of a development program, including a strong emphasis on encouraging and supporting the introduction of initiatives such as growth and marketing strategies, to help an event grow and prosper. The program aims to assist with the future sustainability of events by supporting the development of business, marketing and succession plans, as well as identifying new event revenue streams.

Available funding ranges from \$25,000 to \$120,000 depending on the nature of the event.

7.4 WARWICK SHOW AND RODEO SOCIETY

Representatives of the Warwick Show and Rodeo Society were interviewed to identify the organisation's current position on the potential future relocation of the Showgrounds to Morgan Park, and to identify key design considerations to take into account.

The Showgrounds are situated on approximately 17.6ha of freehold land, with access to a further 2.4ha of adjoining land for major events. Much of the site is low lying and subject to inundation. The venue is at full capacity for the two major events conducted – Warwick Show and Warwick Rodeo and Campdraft – and is unable to expand. On-site camping is a significant component of major events held at the Showgrounds and currently there is insufficient area to adequately accommodate competitor camping for the Rodeo and Campdraft. Due to insufficient facilities and space, stock for the Rodeo and Campdraft event are currently held at the Saleyards and transported to and from the site as required. Cattle are transported to the venue by B-double trucks for this event and special permits to access this area of town are required.

The Rodeo and Campdraft in October attracts about 25,000 spectators, and the Show held in April about 7,000 spectators. The venue hosts a range of other events (eg Rock Swap, Santa Gertrudas Cattle Camp, Caravan Club Rallies, car shows). The Showground Pavilion which seats 300, is used most weekends for weddings and other community functions. The Showgrounds are also used on a regular basis by resident local clubs, including the Pony Club, Dog Obedience and Poultry Club. The Correctional Services Department has an on-site female prisoner facility with these prisoners providing maintenance support to the Showgrounds and other community facilities around the region. A permanent caretaker resides on site.

The Show Society does not have a formal directive in place to relocate away from its current site, however would explore any future opportunities, including potential relocation to Morgan Park, on its merits. One of the strengths of the current Showgrounds site is its proximity to the CBD. Any future relocation to a more remote site would result in a need for increased public transport solutions. Separate arenas for Show/ campdraft and rodeo activities would be required at a new venue or alternatively, multi-use arenas which enable changeovers from campdraft to rodeo activities. Any future relocation of the Showgrounds must consider animal welfare as part of its design initiatives. Additional covered spectator seating (min 3,000) and mounds would be required. The notional cost of relocation has been estimated in the past at \$30m.

7.5 EQUESTRIAN GROUPS

7.5.1 AUSTRALIAN PROFESSIONAL RODEO ASSOCIATION (APRA)

The Warwick Show and Rodeo Society affiliates with APRA in running the Warwick Rodeo. APRA takes all entries and arranges competitions, sets competition rules, provides insurance for competitors, and a list of approved suppliers. The event attracts up to 500 competitors for the rodeo and up to 1,000 competitors for the campdraft. The main concerns with the current Showgrounds location are the adverse impacts of inadequate infrastructure (eg yards, toilets, camping, parking) and an inability to expand the event as the existing venue is at capacity.

If relocated, planning should incorporate seating for up to 6,000 spectators, expanded area for competitor camping, additional yards, and provision for spectator camping. Warwick saleyards are used as a holding area for stock for both the rodeo and campdraft event. This could continue if the Showgrounds are relocated to Morgan Park.

7.5.2 EQUESTRIAN AUSTRALIA (QLD)

Equestrian Australia (QLD) is looking at rationalising the number of venues where major events in Queensland will be held. The Horse Trials venue at Morgan Park will continue to be the main venue for Eventing in Queensland as the cross country course at the new State Equestrian Centre at Caboolture is unlikely to be any higher than 2-Star. The cross country course at Morgan Park is a 3-Star facility and has hosted World Cup qualifying events in the past.

The timing of existing major events hosted by the Warwick Horse Trials Club clash with other events on the national equestrian calendar.

7.5.3 STATE EQUESTRIAN CENTRE – CABOOLTURE

The staged development of a \$16.8m State Equestrian Centre in Caboolture is under way. The new venue will host events for dressage, showjumping and reining and is intended to complement the Morgan Park facility which will continue to be the focus for eventing. It is envisaged that the Caboolture facility will become Queensland's 'home' of equestrian sports activities and attract regular national and international events. The design concept includes development of a 4,000-seat capacity indoor arena which, in addition to equestrian activities could host concerts, trade shows and other major events.

7.5.4 AUSTRALIAN EQUINE AND LIVESTOCK EVENTS CENTRE

Tamworth Regional Council has built the Australian Equine and Livestock Events Centre in Tamworth at a project cost of \$30m. Key features of the stadium include:

- Indoor arena with tiered seating for 3,360
- Campdraft arena
- Two 30m x 70m outdoor competition or warm up arenas
- Showjumping and dressage arena
- Bars, kiosk, coffee shop, amenities, management offices
- Viewing screen, sound and lighting systems, broadcasting and judges box
- Sales ring with seating for 560
- Lift access from ground level to concourse connecting sales ring and arena
- Stock holding yards for 200 head
- Undercover cattle handling yards for 400 head
- Six stable blocks with 478 modules
- 195 powered parking bays adjacent to stables
- Camping and parking overflow areas
- Outdoor exhibition, trade and field day areas
- Lecture and demonstration theatre with tiered seating for 44, vet room, meeting rooms



Photos: Mike Kenyon
(www.kenyonsportsphotos.com.au) Courtesy of APRA



7.6 MOTOR SPORT GROUPS

7.6.1 WILLOWBANK MOTOR SPORTS COMPLEX

Willowbank Motor Sports Complex, situated on the outskirts of Ipswich, is the premier regional/ state level facility for motor sport in Queensland.

The site is crown land with Ipswich City Council trustee. The drag racing component of the complex is managed by Willowbank Raceway – a not-for-profit entity which has been granted long-term lease access to the site with users including ANDRA, third-party promoters, Safedrive Training and the general public. Queensland Raceways Pty Ltd has entered into a long term (30+30 years) lease for its part of the complex, with users including CAMS, third-party promoters and the general public. Ipswich Kart Club also has lease access to kart track facilities.

Willowbank Raceway has been wholly developed without funding from any level of government. Willowbank Raceway engages 6 management/ administration and 3 maintenance staff. Additional venue management, catering, security, merchandise and cleaning services are engaged on an event by event basis via third party contractors. Willowbank Raceway works with other tenants at the precinct, including Queensland Raceway and Ipswich Kart Club to establish a major events calendar each year to avoid conflicting use. Some maintenance machinery is shared between tenants on site. Individual tenants allow use of their leased areas for overflow car parking during major events.

The major cost associated with maintaining the Willowbank Raceway component involves mowing and slashing. While there are maintenance costs associated with the track surface, these are required only occasionally.

Queensland Raceway is recognised as the leading purpose built car race facility in Queensland. Queensland Raceway Pty Ltd also manages the Lakeside Raceway situated on the Northern outskirts of Brisbane. Queensland Raceway was initially developed by the Queensland Government, however any further development is now the responsibility of Queensland Raceway Pty Ltd. Camping is permissible on-site, however under the terms of Queensland Raceway's lease with Ipswich City Council this is limited to a total of 21 days per annum and no more than 3 days at any one time.

Management, administration, training, catering and maintenance staff engaged by Queensland Raceway Pty Ltd are based at Queensland Raceway, however most staff work across both venues. Additional venue management, catering, security, merchandise and cleaning services are engaged on an event by event basis via third party contractors. Similar to Willowbank Raceway, the major cost associated with maintaining Queensland Raceway involves mowing and slashing of the site.

Queensland Raceway is used for approximately 320 days per annum, including V8 events, motorcycle events and testing, corporate days, car testing and other major events. A further 100 acres adjoining Queensland Raceway has been purchased for the development of a trail bike facility. Lakeside Raceway has introduced innovative usage of its site to improve community relationships and increase revenues, including disabled fishing, model powerboats, model air-craft, and criterion cycling.

7.6.2 CONFEDERATION OF AUSTRALIAN MOTOR SPORT

The Confederation of Australian Motor Sport Limited (CAMS) has been the custodian of motor sport in Australia since 1953. CAMS is the National Sporting Authority for motor sport in Australia and aims to ensure that motor sport is conducted in accordance with the highest standards of safety, fairness and social responsibility. Motor racing events held at Morgan Park Raceway are sanctioned by CAMS.

Discussions with CAMS identified the following

- Morgan Park Raceway is a busy track servicing the majority of racing disciplines with the exception of the V8 Supercars Series.
- The community nature of Morgan Park results in the Raceway providing an avenue for the non-professional racing circuit.
- Morgan Park Raceway is the only CAMS-accredited track in South East Queensland as Queensland Raceway and Lakeside (Kallangur) are not sanctioned by CAMS.
- Morgan Park is recognised as being a high quality track and a well managed complex.
- There is limited opportunity for increased usage as the venue is already close to capacity.

7.6.3 AUSTRALIAN NATIONAL DRAG RACING ASSOCIATION

The Australian National Drag Racing Association (ANDRA) is the peak body for drag racing in Australia, including responsibility for sanctioning competitions and events held at the Morgan Park Dragway. Discussions with ANDRA revealed that Morgan Park Dragway currently participates in a Tri-series with Roma and Willowbank tracks and is well positioned to attract events at the regional level.

ANDRA felt that Morgan Park will continue to attract events with its existing infrastructure, however should the facility be upgraded to a national standard ¼ mile track, there could be an opportunity to stage future ANDRA Championship events. ANDRA Pro-Series, ANDRA Championship (Rocket All Stars) Racing Series and regional drag racing activities at permanent and temporary tracks continues to grow. The number of participants in all brackets of drag racing are increasing as well as the number of events held throughout Australia.

There is an emerging trend to Regional Top Doorslammer competitions, however these are at their early, formative stages with an event held in early 2010 in Mildura. The Sunraysia Drag Racing Association received approval for a \$250,000 grant from Mildura Council to continue with further upgrades to ensure that the Doorslammers events can be hosted at this venue in future. ANDRA feel that Warwick could have the opportunity to become involved with Doorslammers events if the necessary track upgrades to run cars in excess of 200mph over the ¼ mile were introduced.

There is currently a good spread of tracks throughout Australia, however the number of facilities continues to grow. Recently, Casino in northern NSW has commenced staging very successful events at the Casino Aerodrome, whilst there is also a project committee working on an 1/8th mile facility in Forbes NSW. Mt Isa has recently had federal funding approval for a multi-coded motorsport facility, inclusive of a ¼ mile track, with construction to commence shortly. Another ¼ mile facility has been approved in the Atherton Tablelands, with the Springmount Drag Racing Association in the final stages of planning prior to construction commencing.

Track dimensions for a ¼ mile track as required by ANDRA are 406.15 metres timed distance, 462 metres primary breaking area and 154 metres emergency breaking area.

7.6.4 MOTORCYCLING QUEENSLAND

Motorcycling Queensland (MQ) is affiliated with the national body of Motorcycling Australia and is the controlling body for motorcycling sport in Queensland, including dirt bikes. MQ currently has in excess of 7,000 licence holders, over 300 venues and nearly 100 affiliated clubs.

Discussions with MQ revealed that non-competitive recreational riding is experiencing significant growth and there is a need to provide safe, legal sites for this casual usage. This need has been recognised by Government with the announcement of a regional trail bike facility to be developed at Wyaralong (near Boonah) which is being jointly funded by the Queensland Government and Council of Mayors (SEQ). Coolum is the only recent trail bike facility that has been developed, whilst Oxley, Laidley, Gold Coast and Beaudesert facilities have recently closed.

Warwick District Dirt Bike Club is not currently affiliated with MQ. The MQ event calendar is becoming increasingly crowded and there is a need to gain access to additional facilities, including potential access to Morgan Park in future. Morgan Park Dirt Bike Club is recognised as a high quality race track due to the quality of its racing, sandy compound and good drainage design, and is regarded as having sufficient land space to develop a natural terrain course in future.

The Morgan Park precinct as a whole is recognised as a benchmark facility for 'difficult-to-locate' sports throughout Queensland. The prevention of future residential encroachment at Morgan Park through local planning provisions to ensure the complex will remain a suitable site for motor sport activities is supported by MQ.

7.6.5 SPEEDWAY CONSORTIUM

Discussions were held with a representative of a consortium comprising several members from the East Moreton Motorsports Club who are interested in developing a Speedway facility within, or close to, Morgan Park. It is understood that encroachment at East Moreton Motorsports Club in Brisbane has made the continued use of the club's location untenable. However, it is also understood a number of existing members do not support relocation to Warwick.

Morgan Park is understood to be regarded by consortium members as a suitable speedway site due to its compatibility with existing activities and the planning restrictions which prevent future residential encroachment. The consortium is seeking 10-12 ha of cleared land and sees some potential shared use opportunities with the Dirt Bike Club, particularly with parking and camping. The preferred track design, dimensions and layout is the same as the Perth Motorplex Speedway area. An irrigated track, toilets, showers, camping and catering amenities, race towers and semi-trailer access would be required. The initial capital cost is estimated by consortium members at approximately \$2m which it would seek to fund from existing cash reserves (\$150,000) and individual member loans.

Commercial entities are not afforded tenancy of trust land, however they may be approved in certain circumstances provided the beneficiary is a not-for-profit organisation and the nature and level of commerciality is evaluated as appropriate by DERM.



7.7 OTHER CONSULTATION

7.7.1 QUEENSLAND CLAY TARGET ASSOCIATION

The Queensland Clay Target Association administers the sport of clay target shooting in the state of Queensland and sanctions Warwick Clay Target Club competitions and events.

From discussions with the Association, Warwick Clay Target Club is a long standing club with a stable membership base. The club does not bid for major events, however it successfully hosts several club based competitions and events each year and focuses on effectively servicing local/ regional membership. The club's venue is one of only four Olympic standard shooting traps in Queensland.

Typically, local governments implement strong conditions within their leasing agreements for clay target clubs to manage any site contamination issues associated with gun pellets, including regular soil testing and reporting, and lead removal/ soil replacement initiatives.

7.7.2 DEPT OF ENVIRONMENT AND RESOURCE MANAGEMENT

Morgan Park is under the control of the Department of Environment and Resource Management (DERM) while Queensland Parks and Wildlife is responsible for the adjoining Conservation Park to the south. Queensland Parks and Wildlife is in preliminary negotiations to transfer responsibility of the Conservation Park to Council.

Officers of both government agencies were interviewed to understand any future compliance considerations and likely access/ use restrictions for both the Morgan Park and the Conservation Park sites. From these discussions it is understood that use of the Conservation Park for similar purposes to that occurring in Morgan Park would not be inconsistent with the intent of the designation. Clearing of vegetation in the 'of concern' area is not prohibited but would be subject to suitable compensatory land off-set arrangements. This would need to be negotiated between Council and DERM but could require an off-set compensation of between 2 to 5 times the area cleared. Clearing of land in the area designated as 'endangered' would generally not be permissible. An area of vegetation beside the creek line on the western side of the railway is designated as 'Endangered Sub-Dominant'. Clearing of this vegetation is generally not supported and further advice and permission would be required from DERM prior to any form of development activity in this area.

Any use of Morgan Park must be consistent with the conditions of "Secondary Use of Trust Land" as administered by DERM. Any relocation of the Showgrounds to Morgan Park would trigger the need to undertake a "Full" Land Management Plan. Camping on 'trust' land is restricted to three nights, but may be extended to no more than 7 nights with the proviso that there is no adverse affect on local licensed caravan and/ or tourist park owners. There are no known native title constraints for Morgan Park.

7.7.3 TRE DEVELOPMENTS

TRE Developments is the property developer responsible for the industrial development to the north of Morgan Park. They have submitted a Water Harvesting Plan to Council which details how water from the industrial estate will be captured and made available to Morgan Park. While TRE Developments supports 'like' industry being located at Morgan Park, there are no plans to restrict sales to only those entities. As part of the development, Kenilworth St is being upgraded and extended to the boundary of Morgan Park.

7.7.4 SAFE DRIVE TRAINING

Safe Drive Training, with its head office in Brisbane, offers a range of driver education products and training programs to private participants, education institutions, multinational companies, local industry, police and government departments throughout Australia, Malaysia, Indonesia, India and Singapore. Safe Drive Training uses several venues across Queensland, with its primary training centre located at Willowbank Raceway.

Local schools from within Southern Downs and Toowoomba travel via bus to the Safe Drive Training facility at Willowbank, however this is a time consuming and costly option for schools. This facility is close to capacity and they consider there is a need for access to additional suitable facilities. Morgan Park Raceway has occasionally been hired for driver training purposes. Safe Drive Training would consider delivering increased driver training opportunities at Morgan Park if the appropriate facilities were developed, including conversion of the drag strip turnaround to incorporate a skid-pan.

Future car park developments can accommodate driver training use if appropriately designed for driver training (i.e. minimal tree planting and planter boxes). The driver training industry is understood to be experiencing strong growth which is anticipated to continue as Governments have an increased awareness of the benefits of such initiatives.

7.7.5 BULLECOURT BOULDER BOUNDERS ORIENTEERING CLUB

From discussions with this club the terrain and environment of Morgan Park, particularly the adjacent Conservation Park, is considered suitable for use by orienteering. The club currently uses Queens Park (Warwick), Stanthorpe State Forest and Leyburn State Forest. The club believes there is potential for one larger event per annum and occasional local school usage. No permanent infrastructure is required to support orienteering events, however access to toilets is preferable.

7.7.6 SOUTHERN DOWNS STEAM RAILWAY

Southern Downs Steam Railway aims to provide a unique heritage railway experience on the Darling Downs and Granite belt through the operation of a tourist railway. The Southern Downs Steam Railway is based on the site of Warwick's former Locomotive Depot. There is strong interest in the potential future servicing of Morgan Park by the Southern Downs Steam Railway, subject to Queensland Rail approval, confirmation of the safety of the track and the acquisition of suitable diesel engines.

Southern Downs Steam Railway is seeking to acquire a diesel engine within the next 12 months. Queensland Rail is responsible for undertaking safety assessments of the track and platform infrastructure and providing usage approval. Suitable arrival/ departure platform infrastructure would need to be developed to support the introduction of a train service for the public at Morgan Park. Responsibilities for costs associated with ongoing track maintenance would need to be negotiated should the opportunity to provide this rail service to Morgan Park arise in future.

8 MASTER PLAN BRIEF

8.1 DESIGN PRINCIPLES

Based on Council's vision for the site, the project brief, stakeholder consultation and background research, a set of Guiding Principles were developed to inform the preparation of concept plans. These Guiding Principles are as follows:

- Avoids further duplication of facilities
- Creates a more strategic layout and design
- Consistent with Planning Scheme
- Consistent with DERM land management principles
- Examines possible relocation of Showgrounds
- Accommodates other appropriate activity groups
- Addresses future needs of existing clubs
- Provides a Centre of Excellence for competitions/ education
- Enables effective traffic management/ parking outcomes
- Avoids environmental issues (eg vegetation management)
- Addresses availability of services (eg water, power)
- Improves sustainability
- Improves potential for external funding
- Capital cost effectiveness
- Long term operating cost efficiencies

8.2 MASTER PLAN OPTIONS

With the above Guiding Principles in mind, five (5) concept plans were prepared for consideration by Council's Project Management Group. These options were also presented to a meeting of the Morgan Park User Group and representatives of the Show and Rodeo Society for discussion. A number of elements were common to each option. These included:

- Emergency exits to Kenilworth St & Kingsleigh Rd
- Extension of Dragway to south to accommodate ¼ mile track and reversion to Council of run-off area extending into adjacent land fill
- Future skid pan/ driver training area
- Upgraded main entry and signage
- Intensified buffering to landfill (north of polocrosse)
- Major event spectator camping/ spillover parking

The five options are summarised as:

- Option 1: No showground. Future new motorsport shared with Dirt Bikes or in Conservation Park
- Option 2: Showground off Old Stanthorpe Rd south of Dirt Bikes. Future new motorsport shared with Dirt Bikes or in Conservation Park
- Option 3: Showground west of railway line. Future new motorsport shared with Dirt Bikes or in Conservation Park
- Option 4: Showground co-located with Horse Trials. Future new motorsport shared with Dirt Bikes or in Conservation Park
- Option 5: Showground situated at Dirt Bike Club. Dirt Bikes relocated to Conservation Park and shared use with future new motorsport

A robust discussion of the advantages and disadvantages of each option was held with the Morgan Park User Group and representatives of the Showground and Rodeo Society. While all options had some advantages and disadvantages, none fully complied with the Guiding Principles. Existing users generally want to see minimal disruption to their existing arrangements and modes of operation.

Accommodating the possible relocation of the Showgrounds in a manner that endeavours to address the Guiding Principles is by far, the most difficult and costly design challenge for the Morgan Park Master Plan.

Two options have been presented in detail:

- Option A: Showgrounds located west of railway line, off Rosenthal Rd
- Option B: Showgrounds located off Old Stanthorpe Rd in the adjoining Conservation Park

Broadly speaking, the advantages and disadvantages of these options are as follows:

Option A – West of Railway Line (Advantages)

- Provides dedicated road frontage to Showgrounds
- Avoids duplication by co-locating yards/ camping for rodeo with Horse Trials area
- Co-locates other horse sports with Horse Trials area to maximise use of existing facilities
- Enables potential use of railway line for major events
- Close proximity to New England Highway

Option A – West of Railway Line (Disadvantages)

- Flood study (incomplete at time of writing) may indicate area is unsuitable
- High cost road widening on Rosenthal Rd and Kingsleigh Rd, and channelisation of New England Highway
- May require relocation of Clay Target Club to resolve potential noise conflict with users of Showgrounds or perception of safety issues
- Requires resolution of creek crossing for horses/ pedestrians in 'endangered sub-dominant vegetation' area
- Potentially higher cost of upgrading services (power/ sewerage)

Option B – Conservation Park off Old Stanthorpe Rd (Advantages)

- Dedicated road frontage to Showgrounds
- No apparent flooding issues
- Likely lower cost of accessing services (power/ sewerage)
- No negotiation with other Morgan Park clubs necessary for use of their facilities

Option B – Conservation Park off Old Stanthorpe Rd (Disadvantages)

- Need to finalise negotiations for transfer of land to Council
- Land clearing will require compensation at discretion of QPWS
- Does not create any synergies with existing infrastructure
- All event traffic to site concentrated on Old Stanthorpe Rd and/ or nearby roundabout



8.3 PROPOSED MASTER PLAN ELEMENTS

The main facility mix elements required in the master plan are described at Table 3 below.

Table 3: Facility mix elements – Master Plan

CLAY TARGET PRECINCT		PLAN REF NO	
Item	Option A	Option B	
New shower/ toilet facility	38	24	
Future replacement of caretakers residence	38	24	
CARRIAGE DRIVING PRECINCT		PLAN REF NO	
Item	Option A	Option B	
Former Carriage Driving leased area designated as "unallocated future use"	37	38	
HORSE TRIALS PRECINCT		PLAN REF NO	
Item	Option A	Option B	
Expanded yards/ competitor camping (for Rodeo/ Campdraft event use)	23	n/a	
Additional toilets/ amenities building	Refer Plan	n/a	
Pony Club building (club relocated from Showgrounds)	18	18	
Pony Club + Riding for Disabled Storage Building (club relocated from Showgrounds)	18	18	
Internal access road linking existing/ expanded yards to competitor camping area west of rail line	41	n/a	
New dam to harvest water for site use	Refer Plan	Refer Plan	
POLOCROSSE PRECINCT		PLAN REF NO	
Item	Option A	Option B	
Potential for future expansion and lighting of polocrosse stables	5	5	
Additional toilet/ shower block/ wash bays	6	6	
DIRT BIKES PRECINCT		PLAN REF NO	
Item	Option A	Option B	
Potential future motorsport activity compatible with Dirt Bikes	4	4	
Shared infrastructure zone if future motorsport emerges (eg toilets, parking, storage)	3	3	
Potential lighting to track network.	4	4	

CAR CLUB PRECINCT		PLAN REF NO	
Item	Option A	Option B	
Dragway infrastructure relocated to south to accommodate future 1/8 mile track.	9	9	
Former Drag Club leased area reverted to council landfill	11	11	
Future skid-pan/ driver training area	10	10	
Multiple access points between Car Club and Drag Club to create larger shared use carpark/ informal camping/ temporary pit areas for major events	13	13	
Major event spectator camping/ spillover parking area (includes permanent amenities block)	8	8	
New dam to harvest water for site use	Refer Plan	Refer Plan	
SHOWGROUNDS PRECINCT PLAN		PLAN REF NO	
Item	Option A	Option B	
Rodeo arena and shutes	31	31	
Office administration	32	32	
Rodeo stock yards	30	30	
Show/ campdraft arena and cutting yards	32	32	
Campdraft stock yards	40	38	
Sheep yards	29	29	
Shearing building	29	29	
Multi-activity pavilion	32	32	
Caretaker residence	32	32	
Licensed areas	31/ 32	31/32	
Maintenance/ storage area	29	29	
Work camp accommodation	35	35	
Spectator car park (rodeo/ show)	28	25	
Bus bays/ visitor car park	Refer Plan	26	
Ticketed entry points (x2)	Refer Plan	26	
Dog obedience area	36	36	
Toilets	Refer Plan	Refer Plan	
Competitor camping and yards	23/ 26	34	
Creek crossing for horses/ pedestrians only (not vehicles)	27	n/a	
Potential rail siding (spectators only)	35	n/a	

EASTERN ROAD WORKS		PLAN REF NO	
Item	Option A	Option B	
New road access off Old Stanthorpe Rd into site, linking to proposed spectator camping/ spillover parking area	n/a	Refer Legend	
New access points to showgrounds site	n/a	Refer Legend	
Upgrading of Old Stanthorpe Rd	n/a	33	
WESTERN ROAD WORKS		PLAN REF NO	
Item	Option A	Option B	
Channelisation of Highway at northern and southern end of Rosenthal Rd	Refer Legend	n/a	
Widening of Rosenthal Rd	Refer Legend	n/a	
Kingsleigh Rd upgraded (initially between Rosenthal Rd and creek corridor)	33	n/a	
In longer term, Kingsleigh Rd upgraded from creek corridor to rail line and into main part of Morgan Park	33	n/a	
Entry/ exit points to site for heavy vehicles (B-doubles)	Refer Legend	n/a	
GENERAL		PLAN REF NO	
Item	Option A	Option B	
Emergency exit to west by extending road from Horse Trials entry along southern boundary, under rail line to Kingsleigh Rd (not heavy vehicles in first instance)	42	n/a	
Develop/ upgrade internal roads connecting Car Club and Polocrosse to new emergency exit via Kenilworth St	12	12	
Upgrade main entry at Old Stanthorpe Rd, including improved signage and lighting	1	1	
Upgrade existing internal road when demand warrants	44	n/a	
Portable grandstands for use by multiple clubs for major events	n/a	n/a	

The proposed master plan layout must also recognise potential drawbacks, namely:

- The upgrading of road infrastructure over time will be costly
- There may be an expectation for Council support with regard to future capital costs associated with proposed infrastructure development
- Water and electricity will need to be upgraded to service the increased needs of the relocated Showgrounds

9 MORGAN PARK MASTER PLAN

9.1 KEY FEATURES OF THE MASTERPLAN

The design intent for this master plan was to achieve the following in the next 10-20 years.

Morgan Park is known as one of Australia's centres of excellence for sport and recreation activities, in particular motorsports and equestrian events. The unique mix of activities and high quality facilities attracts regular regional, state and national events. The clubs at Morgan Park are long-term custodians of the facilities. The improvements and expansion of facilities have led the local community to recognise and value Morgan Park makes to their local economy and quality of life.

The two options for future development are illustrated at Figure 5 and Figure 6. The key features of both options are as follows.

9.1.1 Option A – Showgrounds Located west of Railway Line

Club Activities

- All of the existing clubs are set to continue to operate in Morgan Park in their current location, except for the Warwick and Downs District Horse Driving Trials Club.
- Minimal changes to the Polocrosse Club area would occur other than improvements planned by the club
- The Horse Trials area accommodates additional yards/ stables and upgraded amenities for use during the Warwick Rodeo and Warwick Show and would benefit other equestrian events
- Pony Club and Riding for the Disabled is situated within the Horse Trials leased area if the Showgrounds are relocated to Morgan Park, thereby further maximising the use of existing and future infrastructure in this area
- Shared use of the area at the southern boundary of the Car Club and Dragway Club can be achieved for larger events by creating some gate access points between the two leased areas. This can be managed with good will between the two clubs.
- The Warwick Dragway is expanded to the south to accommodate a ¼ mile track. The protrusion of the club's northern lease boundary into the Council landfill site would be removed from the leased area and revert back to Council
- The Dragway also accommodates a safe drive skid pan.

Showgrounds and Rodeo Facilities

- Provides for the relocation of all of existing and potential future activities of the Warwick Showgrounds, including the Warwick Rodeo grounds.
- Takes advantage of the location of the Showground site adjacent to the Warwick Horse Trials area to enable sharing of facilities and infrastructure such as stabling, parking, camping, etc.
- Clearly separates areas for visitors, spectators, competitors and stock transport to allow for efficient movement of people and stock in peak periods.
- Provides for competitor access (Rodeo and Campdraft) off Old Stanthorpe Rd.

Support Facilities and Amenities

- Reduces duplication of facilities and/ or management difficulties inherent in other options for accommodating the Showgrounds on site
- Provides a common car parking/ camping area for major events south of the Polocrosse fields, which will cater for multiple users of the venue.

Future Opportunities to Expand

- Retains the former Carriage Driving area as unallocated land, and enables this area to respond to future compatible demands that may emerge.
- Creates opportunities for upgrading of facilities in the Dirt Bikes area by co-locating any future motorsport activity in that area and potentially reducing capital and ongoing maintenance costs.

Protection of Local Character

- Is consistent with the Planning Scheme and DERM land management principles
- Does not require utilisation of the Conservation Park and enables this area to respond to future recreational demands which may emerge
- Supports Morgan Park being recognised as a Centre of Excellence for difficult-to-locate sports
- Requires relatively minimal land clearing, in particular, protection of all 'Endangered' vegetation and majority of 'Of Concern' vegetation.



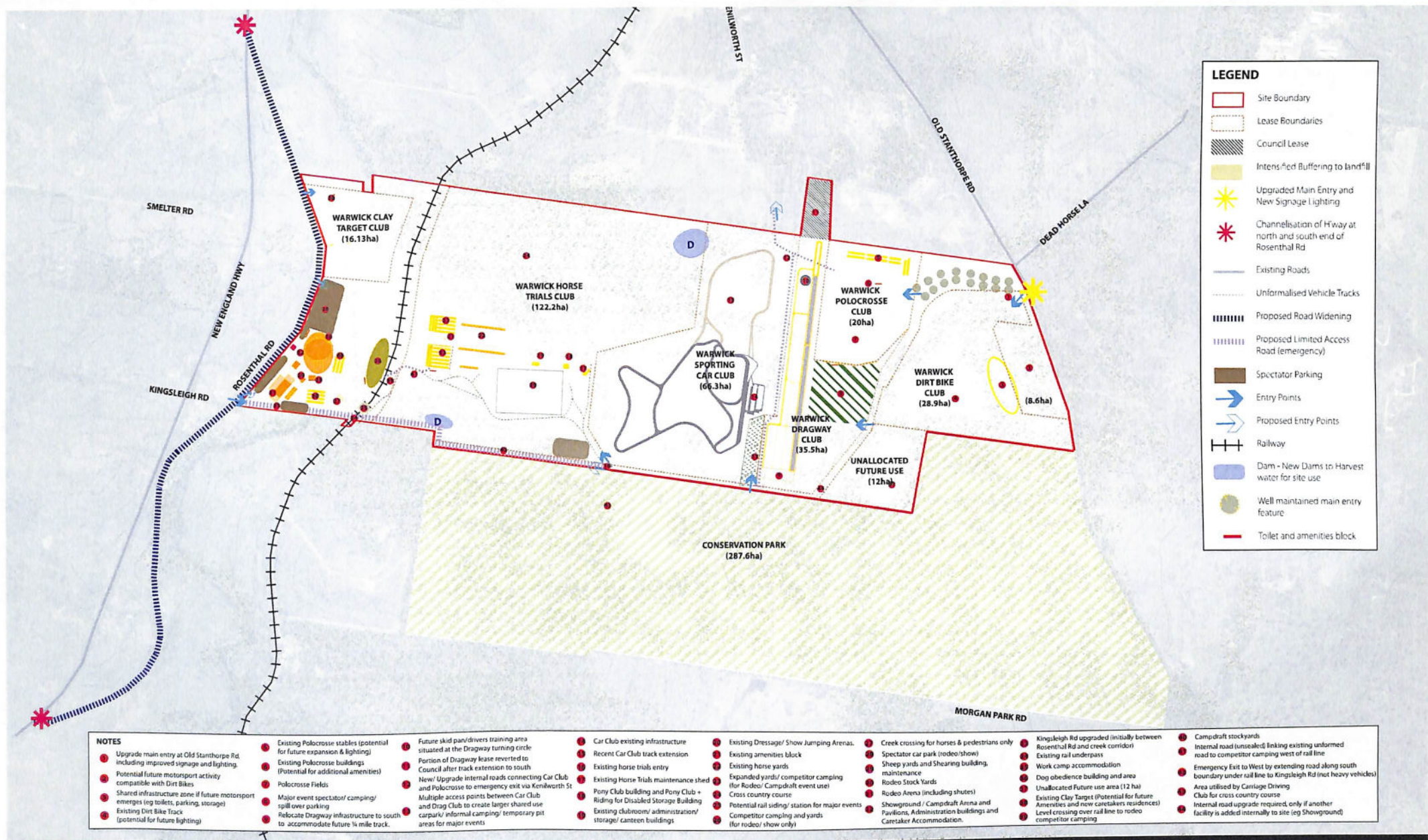


FIGURE 5 - MORGAN PARK MASTER PLAN (OPTION A)

MORGAN PARK MASTER PLAN

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01.12.2010

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9.1.2 Option B – Showgrounds in Conservation Park off Old Stanthorpe Road

Club Activities

- All of the existing clubs are set to continue to operate in Morgan Park in their current location, except for the Warwick and Downs District Horse Driving Trials Club.
- Minimal changes to the Polocrosse Club area would occur other than improvements planned by the club
- Pony Club and Riding for the Disabled is situated within the Horse Trials leased area if the Showgrounds are relocated to Morgan Park, thereby further maximising the use of existing and future infrastructure in this area
- Shared use of the area at the southern boundary of the Car Club and Dragway Club can be achieved for larger events by creating some gate access points between the two leased areas. This can be managed with good will between the two clubs.
- The Warwick Dragway is expanded to the south to accommodate a ¼ mile track. The protrusion of the club's northern lease boundary into the Council landfill site would be removed from the leased area and revert back to Council
- The Dragway also accommodates a safe drive skid pan.

Showgrounds and Rodeo Facilities

- Provides for the relocation of all of existing and potential future activities of the Warwick Showgrounds, including the Warwick Rodeo.
- Positions the Show and Rodeo arenas in the Conservation Park, south of the Dirt Bike Club's leased area.
- Enables separate access off Old Stanthorpe Rd for visitors, spectators, competitors and stock transport to allow for efficient movement of people and stock in peak periods.
- Provides for new road entry into the remainder of Morgan Park, south of the Dirt Bike Club's leased area
- DERM approval will be required for the Showgrounds to be situated in the Conservation Park.

Support Facilities and Amenities

- Enables little sharing of infrastructure with other user groups and duplicates stables/ yards/ competitor camping facilities already provided elsewhere
- Provides closer access to the common car parking/ camping area for major events south of the Polocrosse fields, which will cater for multiple users of the venue.

Future Opportunities to Expand

- There is ample room for expansion of Showgrounds or other appropriate activities
- Retains the former Carriage Driving area as unallocated land, and enables this area to respond to future compatible recreational demands that may emerge
- Creates opportunities for upgrading of facilities in the Dirt Bikes area by co-locating any future motorsport activity in that area and potentially reducing capital and ongoing maintenance costs.

Protection of Local Character

- Is consistent with the Planning Scheme and DERM land management principles, however the latter will need to be confirmed with DERM
- Supports Morgan Park being recognised as a Centre of Excellence for difficult-to-locate sports
- Requires clearing of vegetation but not in the 'Of Concern' or 'Endangered' categories. Nevertheless compensatory off sets for land clearing would be required by DERM

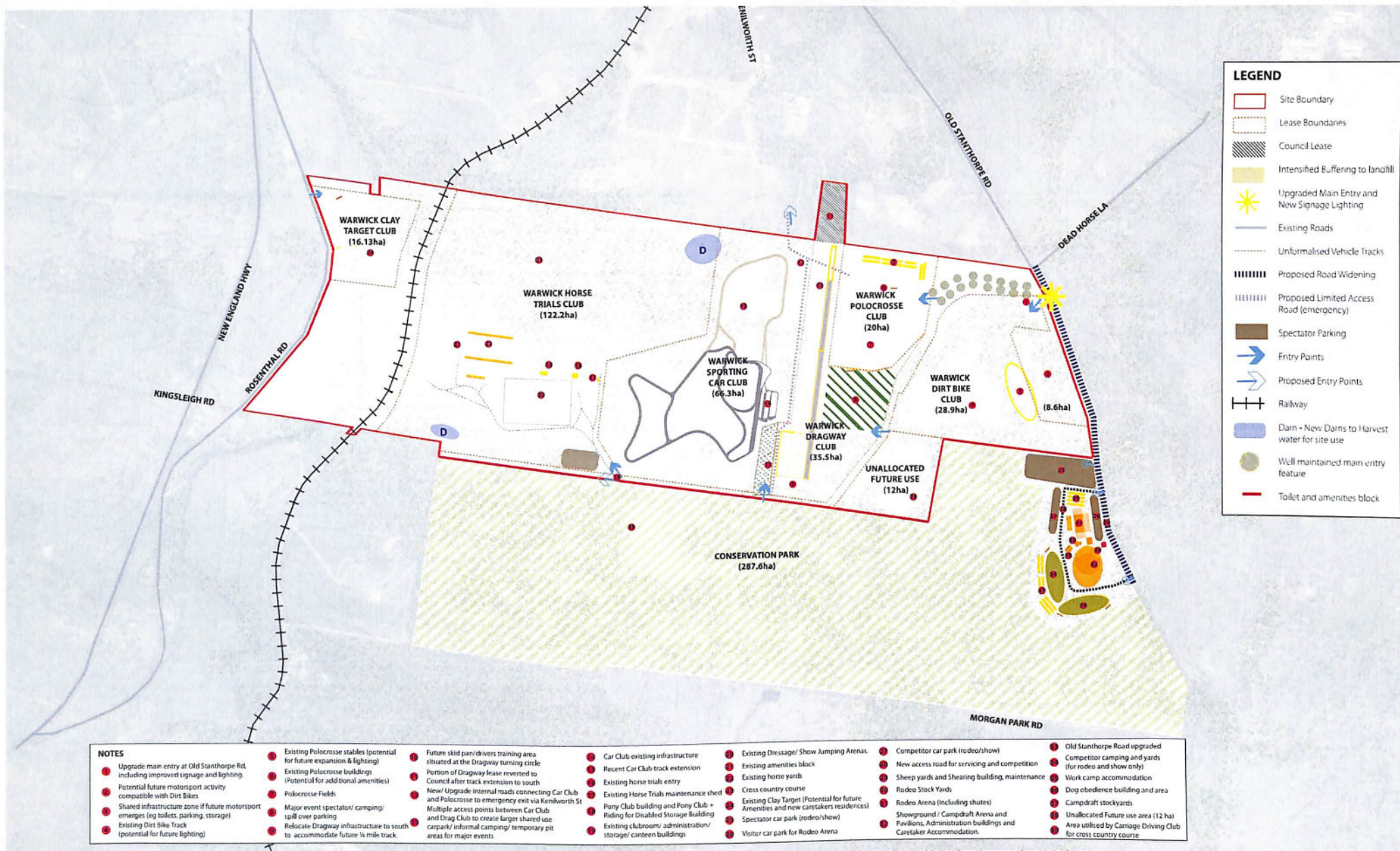


FIGURE 6 - MORGAN PARK MASTER PLAN (OPTION B)

MORGAN PARK MASTER PLAN

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9.2 INFRASTRUCTURE

In order to support the implementation of the Morgan Park Master Plan the following major infrastructure upgrades or expansion must be considered for Option A or Option B.

9.2.1 Option A – Showgrounds Located west of Railway Line

Roads and Access

- An upgrade of Rosenthal Road would be required with the construction of the Showgrounds and Rodeo precinct.
- Upgrades of the intersections between the New England Highway and Rosenthal Road are required.
- Provide direct road frontage for the Showgrounds close to the New England Highway, off Rosenthal Road
- Accommodate heavy vehicle (B-double) access for stock off Rosenthal Rd
- Safety and traffic management improved through the introduction of additional emergency exits
- Increased access and parking solutions to improve traffic management outcomes.
- Further upgrade of the major entry points is required to reflect the preferred image of the precinct.

Water

- Offer sustainable water outcomes through harvesting and storage initiatives from the proposed dam infrastructure and potential connections to irrigation lines running from the northern industrial estate area to the Horse Trials and Dragway areas.

Power

- The area has suitable access to major power lines and infrastructure, however further investment will be required to provide adequate power supply for major events, particularly at the Showgrounds and Rodeo.

Sewer

- Further investigation is required to the level of sewerage infrastructure required to suitably cater for the activities proposed at the Showgrounds and Rodeo.

9.2.2 Option B – Showgrounds in Conservation Park off Old Stanthorpe Road

Roads and Access

- An upgrade of Old Stanthorpe Road would be required with the construction of the Showgrounds and Rodeo precinct
- Accommodate separate heavy vehicle and spectator access off Old Stanthorpe Road
- Safety and traffic management improved through the introduction of additional emergency exits
- Increased access and parking solutions to improve traffic management outcomes
- Further upgrade of the major entry points is required to reflect the preferred image of the precinct.

Water

- Offer sustainable water outcomes through harvesting and storage initiatives from the proposed dam infrastructure and potential connections to irrigation lines running from the northern industrial estate area to the Horse Trials and Dragway areas.

Power

- The area has suitable access to major power lines and infrastructure, however further investment may be required to provide adequate power supply for major events, particularly at the Showgrounds and Rodeo.

Sewer

- Council intends to eventually extend the Class A recycled water effluent re-use scheme to Morgan Park as funds become available.

9.3 IMPLEMENTATION STRATEGY

The vision for Morgan Park will not be realised without a dedication from Council to protect the site for the uses it was intended for. For this reason Council must utilise its planning scheme and policy to protect Morgan Park from encroachment of inappropriate uses.

It is recommended that Council consider the following in the Southern Downs Planning Scheme.

- The introduction of an overlay or buffer to ensure residential activities do not encroach within at least 5km of the boundary of Morgan Park.
- Ensure that any new building that is approved within the 5km radius is suitably insulated from the potential noise, dust, and odour impacts of the Morgan Park activities.
- Encourage a process whereby lessees are obliged to seek approval for any building or infrastructure provision on the site.
- Do not allow industrial activities to occur in the northern industrial area or proposed industrial area to the east that may compromise the function of Morgan Park as a place where many residents and visitors may congregate during events. This is particularly so in terms of heavy or noxious and hazardous industry.
- Consider the proposed infrastructure upgrades and expansions outlined in this document into the relevant budgets, Operational Plans, and potentially Priority Infrastructure Plan.
- Collect infrastructure contributions for the general Warwick area and the region, to serve in maintaining and expanding these activities on the site.
- Seek opportunities to partner with the State government and the private sector where necessary to gain the funding and investment necessary.



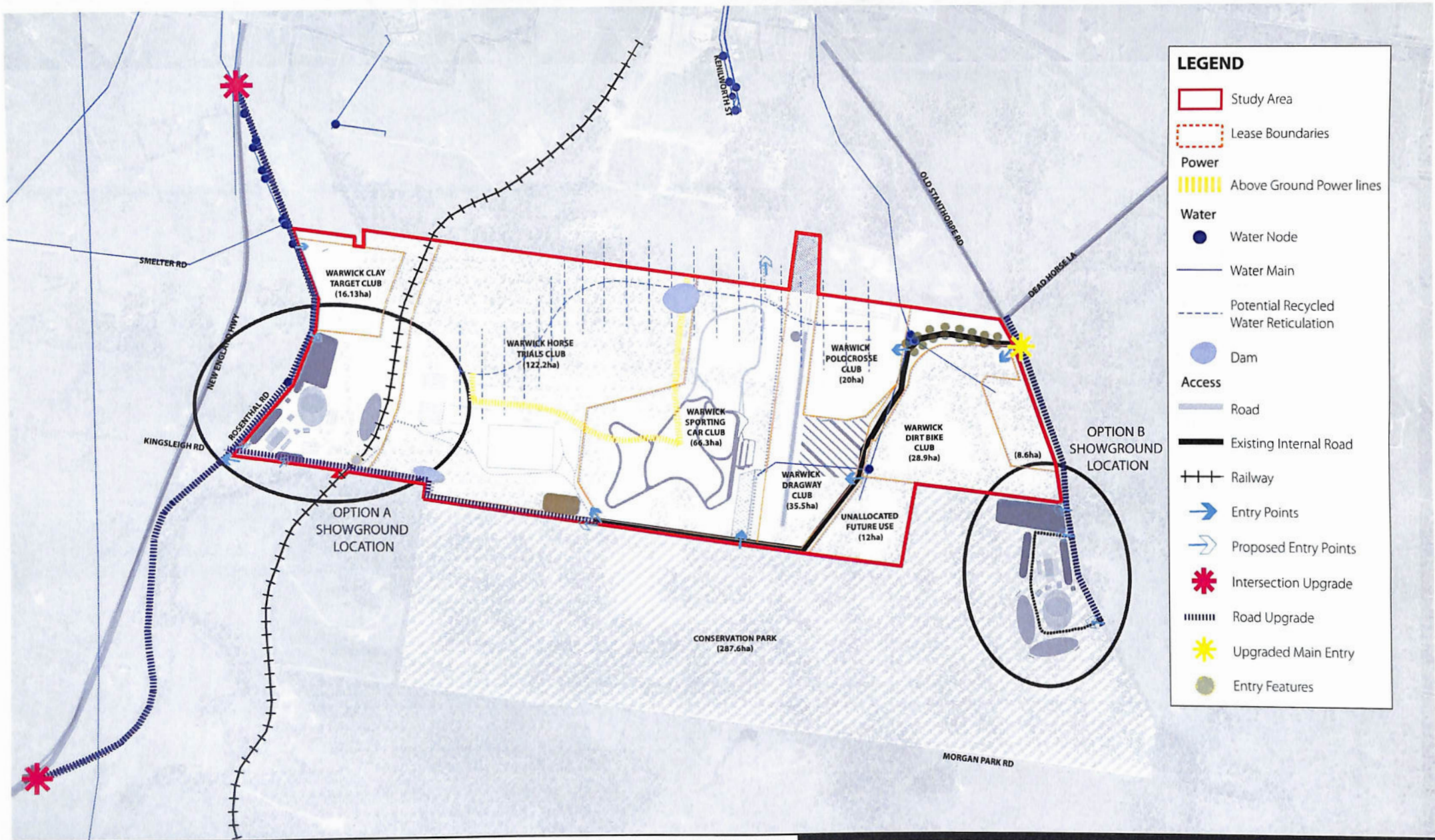
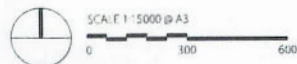


FIGURE 7 - MORGAN PARK INFRASTRUCTURE PLAN MORGAN PARK MASTER PLAN

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10 MANAGEMENT OPTIONS

10.1 MORGAN PARK USER GROUP

The Morgan Park User Group comprises two representatives from each tenant group and meets bi-monthly. Meetings are chaired by an independent chair person appointed by Council. Council coordinates meetings and provides secretarial support to the User Group.

The main functions of the Morgan Park User Group are to:

1. Coordinate major event dates and avoid any usage conflicts, and
2. Discuss any whole-of-site issues or Council matters relating to Morgan Park

The User Group is not separately incorporated and does not have prescribed terms of reference. While meeting outcomes are not formally reported to Council, it provides an opportunity for Council to be informed of any issues or concerns. The group has worked effectively to this point in time, however increased use of Morgan Park and future demands may require more formal management procedures. Each tenant club provides an annual subsidy of \$50 to the User Group.

10.2 BENCHMARKING OF LAND TENURE AND GOVERNANCE

To explore possible management improvements at Morgan Park, an overview of land tenure and governance arrangements at other multi-use motor sport, equestrian or other outdoor sporting facilities throughout Australia was undertaken. These venues included:

- Hidden Valley Motorsports Complex
- Perth Motorplex
- Dalrymple Equestrian Centre
- Maryborough Park Equestrian and Exhibition Centre
- Gracemere Exhibition Complex
- Belmont Rifle Range
- South Pine Sports Complex

Hidden Valley Motorsports Complex

Hidden Valley Motorsports Complex is situated 10 kilometres outside Darwin and is owned and managed by the Northern Territory Government. The Complex includes a race track, 1km drag racing track (which runs alongside the main straight of the raceway circuit), a speedway, mud racing circuit, motocross tracks, and a go-kart circuit. The race track is used for a round of the V8 Supercar series.

Facilities at the Complex are largely shared, however sub-leases are provided to Mud Racing, Go-Karts and the Speedway as these facilities offer limited synergies and opportunities for shared usage across the site. During the V8 Supercars event each year, Government takes full possession of the site and provides a "clean venue" (no advertising signage or supplier arrangements) to the event promoter. This access is negotiated as a key term of the sub-lease and hiring arrangements implemented across the site. The majority of site users share toilets and car parking.

Users work with Government to allocate dates on the calendar for major events to avoid conflicting use of shared facilities. Sub-lease and hire arrangements are typically on a "peppercorn" rental basis. The major Complex operating costs are labour, mowing/ slashing and water.

Perth Motorplex

Perth Motorplex is a multi-use Speedway/ Dragway complex located at Kwinana Beach, Perth. The site is owned by the Western Australian Government with Perth Motorplex Pty Ltd provided long-term tenure via a lease over the site. Facilities include Speedway and Drag Tracks, with shared infrastructure including:

- Car parking
- Pit areas
- Administration offices
- Catering facilities
- Toilets and amenities
- Holding areas
- Race towers, and
- Corporate facilities.

As Perth Motorplex is responsible for the site in total, there are no scheduling conflicts as this entity self-manages all complex events. Future improvement considerations for the site include the development of facilities to support driver training opportunities.



Dalrymple Equestrian Centre

Dalrymple Arenas, includes a covered equestrian arena and multi-purpose arena built to Australian Campdraft Association standards. The equestrian arena is located adjacent to the rodeo arena. Both the equestrian arena and rodeo arena yards are connected to Council's Saleyards to enable ease of running cattle to and from the Saleyards for use in rodeo and campdraft activities.

Dalrymple Arenas is owned by Charters Towers Regional Council and managed by dedicated Council staff, however staff responsibilities include additional roles including activities associated with the Saleyards. This facility is subsidised by Council with fees and charges offered at rates to encourage maximum community access and use.

Maryborough Park Equestrian And Exhibition Centre

Maryborough Park Equestrian Centre is located within the Maryborough Park International Exhibition and Equestrian Centre, 3km from the Maryborough CBD. It is owned and operated by the Fraser Coast Regional Council with staff responsibilities including Showground-related activities.

Whilst the Centre hosts major national/ international equestrian events, the facility is subsidised by Council. Equestrian facilities account for 63% of the total revenue generated at the Maryborough Park Complex (including pavilions, annual show and other non-equestrian facilities).

Gracemere Exhibition Complex

Gracemere Exhibition Complex incorporates Austadium – a covered, floodlit equestrian arena with 2,000 seats and a sand-based surface – and the Gracemere Saleyards. The facility is located approximately 12-13kms outside Rockhampton. Gracemere Exhibition Complex is owned, operated and subsidised by Rockhampton Regional Council. Council staff responsibilities include the Saleyard activities and other additional roles.

Belmont Rifle Range

Belmont Rifle Range is situated on State owned land with numerous not-for-profit shooting clubs/ associations granted individual least tenure to exclusive areas, including:

- Queensland Rifle Association
- Metropolitan District Rifle Association
- Cannon Hill RSL Rifle Club
- Brisbane Rifle Club
- Queensland Military Rifle Club
- Queensland Field and Rimfire Club, and
- Queensland Shooting Club.

Belmont Rifle Range facilities include:

- Multiple shooting ranges
- Retail shop
- On-site accommodation cabins
- Administration and clubhouse buildings, and
- Toilets and amenities.

Each individual lessee is fully responsible for facility development, maintenance and management of its leased area.

South Pine Sports Complex

South Pine Sports Complex is a multi-purpose sport and recreation facility located in the suburb of Brendale in Moreton Bay Regional Council. Its facilities include indoor sports courts and several outdoor playing fields suitable for a variety of sports. Moreton Bay Regional Council leases the South Pine Sports Complex to the South Pine Sports Association, a not-for-profit entity established specifically to manage the venue with tenant sports represented on its management committee. Moreton Bay Regional Council provides a moderate annual subsidy toward the South Pine Sports Association to assist with managing the venue.

South Pine Sports Association enters into licence agreements with the multiple on-site sport and recreation. This arrangement provides the Association with greater control over site layout and use, termination/ amendments of its licence agreements and performance management.

10.3 MANAGEMENT OPTIONS

Drawing on the learnings from the benchmarking exercise in section 8.2, consideration was given to the advantages and disadvantages of different management options. These are outlined at Table 4 below.

Table 4 – Management options – advantages and disadvantages

TYPE	RISK	BENEFIT
Leases to Individual Clubs	<ul style="list-style-type: none"> Clubs typically have insufficient funds for capital improvements. Often struggle with operational costs, business development, succession planning and marketing. Governed by elected representatives where a change in committee representation may have an immediate impact on the organisation's experience, expertise and capability. Typically managed by volunteers with insufficient available time or skills to manage in a business-like manner. May not provide consistent resourcing and expertise. May not have experience/ skills to manage a high quality, regional standard sport and recreation facility. Typically have a greater reliance on sourcing funding from third parties to remain viable (i.e. strong reliance on government grants, fund raising and sponsorship). 	<ul style="list-style-type: none"> Strong understanding of their sport and the expectations of members. Dedicated organisation with the interest of the sport as its primary motivator. Access to volunteer base reduces cost of facility management and event delivery. Transfers operating and capital costs to third parties.
Direct Management by Council (with tenancies to individual clubs)	<ul style="list-style-type: none"> Limited experience in managing a regional standard sport and recreation facility. Would require considerable investment in organisational structure (staffing, policy, resourcing etc) Responsible for all aspects of site operations. Would require substantial operating and capital budgets. Perceived loss of control among clubs and disharmony 	<ul style="list-style-type: none"> Would be able to ensure site managed according to Council objectives. Have direct control of facility.
Lease to Over-arching Management Entity	<ul style="list-style-type: none"> Introduces another layer of management. Additional resourcing from clubs required to administer separate entity. Potential to discourage autonomy of site user groups and increase reliance on Council funding. Requires a more commercial focus – expertise may not be available Cost of establishment Communication difficulties/ agreement on clubs divesting tenure Specific skills for each area required 	<ul style="list-style-type: none"> Potential to introduce more business-like expertise. Communication with only one entity. More strategic approach to decision making and priorities "Whole-of-site" decision making on facility development, funding and event/ access.



10.4 MANAGEMENT PRINCIPLES

Based on Council's vision for the site, the project brief, and stakeholder consultation a set of Guiding Principles for the management of Morgan Park were developed. These Guiding Principles are summarised as follows:

1. Maintaining club autonomy
2. Minimising Council funding
3. Minimising "ad-hoc" demands for access to and development of the site
4. Minimising potential conflict between user groups, and
5. Potentially reducing pressure on volunteers.

Maintaining Club Autonomy

One of the key strengths of Morgan Park has been the ability of its clubs to develop, manage and maintain their own lease areas and associated facilities, independent of Council. The clubs best understand the intricate requirements of their individual sports and needs of members, and in general have established relationships with peak bodies, participants and event promoters.

As not-for-profit entities, facilities and events are largely delivered by club volunteers who have a personal interest and passion for their sport. This model results in the management of facilities and events being delivered far more economically than a fully "paid-for-service" model.

It is important that any future management model encourages continued involvement and support from volunteers to maintain a cost effective delivery outcome.

Minimising Council Funding

The ability of local governments across Queensland to fund individual sport and recreation facilities is becoming increasingly difficult as many Councils experience financial difficulties in balancing community expectations against availability of resources. As evidence of this funding environment, the Southern Downs Regional Council recently handed down a 9.7% overall increase in rates in its 2010/11 Budget.

In this difficult funding environment, it is important that any future management model for Morgan Park does not largely rely on significant increases in Council capital or operational funding.

Minimising "Ad-Hoc" Demands

A key strength of Morgan Park has been the ability of its Clubs to develop, manage and maintain their own lease areas. While this autonomy has reduced the reliance on local government funding, some of the previous "ad-hoc" approach to site layout and design has resulted in a duplication of facilities and services.

Multi-use precincts provide opportunities for sharing of facilities and resources through functional, strategic design and layout. The historic "ad-hoc" approach to facility development at Morgan Park has prevented opportunities for clubs to benefit from potential economies of scale in capital, maintenance and management costs across multiple groups.

It is important that this approach is not continued so as to encourage and stimulate future sharing of capital development, maintenance and volunteer resourcing across multiple clubs and subsequently support Morgan Park's sustainability in the long term.

Minimising Conflict

Morgan Park resident clubs have demonstrated an ability to co-operate in terms of avoiding conflicting use when major events are held on site. This has been achieved by an agreed major events calendar which is endorsed at informal User Group meetings. A major factor in this co-operation is the current minimal sharing of facilities and the relationships of key individual representatives from each club.

One of the challenges for the ongoing management approach at Morgan Park is that over the course of the next several years, many of the individual volunteers from each club are likely to have retired from their positions. There is a risk that their successors may not support such a flexible approach to major event scheduling which would have the potential to create conflict amongst Clubs.

Further, as this Master Plan recommends exploring opportunities for shared use in any future facility development, the need for clear direction in terms of access, maintenance, management and development of these shared facilities in any future management model will be essential.

Reducing Pressure On Volunteers

Throughout Queensland, the ability of organisations to attract and retain volunteers is becoming increasingly difficult. Most clubs at Morgan Park rely on volunteers to manage their facilities and deliver events, however typically the bulk of this load is left to a few key individuals.

In future, individuals may be less willing to provide the same level of time and dedication as the current group of key volunteers. The alternate option of a fully "pay-for-service" model at Morgan Park is not considered to be a reality based on the minimal return generated from events and the viability of clubs. On this basis, it is important that the future management model for Morgan Park continue to encourage volunteer support, yet also be able to support what is likely to be an increased reliance on paid services. There are a variety of strategies that could maintain and potentially increase the viability of the clubs at Morgan Park in future, regardless of whether there is an increased reliance on paid services, including:

- Identifying increased event and other usage opportunities
- Increasing spectator numbers achieved through improved linkages with local tourism bodies and business
- Attracting increased sponsorship revenues by providing companies with exposure benefits associated with all Morgan Park Clubs, and
- Reducing capital development and operating costs through economies of scale savings achieved through sharing of facilities and other resources (i.e. volunteer labour).

11 MORGAN PARK MANAGEMENT STRATEGY

11.1 OVERVIEW

The recommended management approach is for Council to continue to grant leases to individual clubs within Morgan Park. Council will need to ensure that any existing or new users meet the not-for-profit criteria required by DERM and its "Secondary Use of Trust Land" policy. A Land Management Plan which meets the criteria required by DERM and is consistent with the concept plan contained in this report should be prepared for the department's approval.

11.2 MORGAN PARK ADVISORY BOARD

While the Morgan Park User Group is currently in existence, it is recommended that its role be expanded by:

- Formalising the entity and renaming as Morgan Park Advisory Board
- Increasing the responsibilities of the Board, and
- Introducing independent representatives with commercial expertise.

The Morgan Park Advisory Board would be responsible for coordinating "whole-of-site" matters and report to Council through the Director of Community Services. To ensure the Board includes representatives with commercial expertise and to facilitate improved local business awareness/ relationships, it is proposed that Council appoint three (3) persons independent of resident Morgan Park lessee clubs. Ideally at least one of these external Board members would be drawn from a local tourism body.

Council would appoint one of these three external representatives as the Chair of the Board and nominate a Councillor or Council officer as its representative on the Board.

Under this model, each of the Morgan Parks clubs holding a lease would nominate one (1) representative to the Advisory Board, with the nominated representative being the club's president unless otherwise approved by Council. Council would also provide secretarial support for meetings of the Advisory Board.

The terms of reference of the Morgan Park Advisory Board would be to:

1. Approve requests for access and major events and manage the events calendar to avoid or resolve any potential conflicts
2. Assess, determine priorities and endorse applications for capital development at Morgan Park
3. Introduce strategies to support an increase in the number and scope of events held at Morgan Park
4. Identify, develop and implement strategies to increase the sustainability of Morgan Park and its resident clubs
5. Approve access arrangements, hire fees and make-good arrangements for the shared use of existing leased areas as shown on the Master Plan (eg Dirt Bikes and future motorsport; Car Club main entry and south west area of Dragway Club; Rodeo/ Campdraft use of Horse Trials yards)
6. Endorse individual club funding applications to external agencies, including opportunities for capital, organisational capacity building, event delivery/ promotion or any other suitable funding
7. Appoint a representative of the Morgan Park Advisory Board to undertake the role of Public Relations Officer
8. Act as the communication conduit between Morgan Park clubs and Council
9. Discuss individual club broadcasting/ sponsorship and supplier agreements to minimise conflicts and maximise potential benefits to all clubs
10. Discuss and resolve any disputes between clubs in the first instance, and if unresolved, brief Council on the matter for Council to act as the final arbitrator.

The Morgan Park Advisory Board would achieve the following outcomes:

1. More strategic management of the site
2. Better coordination of priorities for funding
3. Avoidance of duplication of facilities and/ or resources
4. Clear direction in terms of access, maintenance, management and development of shared facilities
5. Increased spectator numbers through improved linkages with local tourism bodies and businesses
6. More sustainable club operation by pursuing opportunities for sharing of facilities or resources, external funding
7. Management approach that does not rely on increased capital or operational funding from Council
8. Identify event and other usage opportunities
9. Increased opportunities for business support, sponsorship revenues and grant funding.



11.3 CLUB RESPONSIBILITIES

The key responsibilities of Morgan Park clubs under the proposed future management arrangements are as follows:

- Manage and maintain leased areas in accordance with lease provisions
- Ensure any future development of the club's leased area is endorsed by the Morgan Park Advisory Board and approved by Council
- Ensure the club's leased area is managed in accordance with the Morgan Park Master Plan and any future Land Management Plan endorsed by DERM
- Contribute towards any unanimously agreed levy for future shared cleaning, maintenance and refuse management services as determined by the Morgan Park Advisory Board
- Contribute toward any administrative costs associated with the Morgan Park Advisory Board.
- Manage the leased area in accordance with effective land and environmental management practices, including water, noise, fire, waste, energy and vegetation management
- Nominate one (1) representative (Club President) to the Morgan Park Advisory Board
- Safely and viably deliver events and other activities within the club's leased area
- Ensure the club remains solvent
- Explore new revenue, event and cost minimisation opportunities for individual Clubs and/ or for the benefit across Morgan Park
- Obtain Council approval for any on-site caretaker within the club's leased area
- Assist in promoting major events held within Morgan Park
- Maintain affiliation with their respective sport's peak body
- Endorse public liability insurance policies to cover use of areas outside the club's leased area
- All motorsport clubs shall implement a testing system for all vehicles at Morgan Park to ensure their noise emissions, at close range, do not exceed 94dB and where a vehicle exceeds the 94dB limit, the motorsport clubs must prevent usage of these vehicles at Morgan Park until the noise emission is reduced to, or under, the limit.
- The Clay Target Club is to provide a land management plan which details strategies to manage any site contamination.

The above provisions should be included in subsequent lease documentation.

11.4 COUNCIL RESPONSIBILITIES

The key responsibilities of Southern Downs Regional Council under the proposed future management arrangements are as follows:

- Approve nominations from individual clubs for representation on the Morgan Park Advisory Board
- Appoint three (3) independent representatives with suitable commercial expertise to the Morgan Park Advisory Board (including appointment of a Chairman) and ensure at least one of these representatives is from a local tourism agency
- Appoint a Council representative to the Morgan Park Advisory Board (officer or Councillor)
- Provide secretarial support to meetings of the Morgan Park Advisory Board
- Ensure all capital improvements on the site, including ensuring proposed developments are consistent with the Morgan Park Master Plan and any subsequent Land Management Plan endorsed by DERM
- Provide support to the Morgan Park Advisory Board to attract external third party funding, including sponsorship arrangements and Government funding programs
- Facilitate opportunities for increased awareness and support of Morgan Park events through local tourism bodies and any other means
- Assume responsibility for maintenance of internal roads, main entry, dams and central camping/ parking area (south of Polocrosse within current Dragway Club leased area)
- Set conditions for the approval of any on-site caretaker(s) on leased areas
- Include compliance with provisions of the Morgan Park Advisory Board responsibilities in future lease documentation
- Build into lease provisions unrestricted Council access to the whole of Morgan Park as a "clean venue" for up to 7 days in any calendar year for the conduct of a major event – defined as an event of national or international significance, or major revenue generation potential. Council must provide clubs with a minimum of 3 months notice for such events
- Undertake an evaluation of the economic benefits of Morgan Park to the community every five (5) years.

11.5 FUTURE LAND TENURE ISSUES

If and when the Showgrounds are relocated to Morgan Park, as illustrated on the Master Plan options lease this area to the Show and Rodeo Society.

12 FUNDING SOURCES

A summary of major potential funding sources available to support implementation of the Morgan Park Master Plan is provided in the table below. Prior to developing an application, it is recommended that:

- The information below be checked for currency, as grant schemes are reviewed on a regular basis; and
- Full grant scheme guidelines are reviewed to ascertain whether a co-contribution applies to the applicant.

GRANT SCHEME	GRANT AGENCY	TYPES OF PROJECTS FUNDED	MAXIMUM AMOUNT AVAILABLE
Active Inclusion Program	Department of Communities – Sport and Recreation	<ul style="list-style-type: none"> • Funding available for activities that encourage greater participation, education and training, and volunteer development and recruitment to increase access to sport and active recreation. • Two funding rounds each year. Next round closing 15th October 2010. 	Up to \$50,000 for community projects that meet the needs of priority target groups. Up to \$5000 for club projects (participation, education & training, volunteers). Up to \$50,000 for healthy eating and physical activity programs for target groups.
Local Sport and Recreation Jobs Plan	Department of Communities – Sport & Recreation	<ul style="list-style-type: none"> • Funding to assist a cluster of community organisations to employ a Local Sport and Recreation Coordinator to build capacity of organisations. • Funding is for a maximum of 3 years. • One funding round each year. 	Maximum \$52,000 per year (with contribution expected from applicant)
Sport and Recreation Infrastructure Program	Department of Communities – Sport and Recreation	<ul style="list-style-type: none"> • Funding infrastructure for participation in structured and unstructured sport and recreation. • Closing 1st October 2010 (Minor category only) 	Minor – Up to \$400,000 Medium – \$400,000 - \$1.25 million Major – Over \$1.25 million
Jupiters Casino Community Benefit Fund	Jupiters Casino Community Benefit Fund	Provides grants to non-profit community organisations (within the JCCBF geographical jurisdiction) for projects which will be of benefit to the community. Eligible projects are limited to: <ul style="list-style-type: none"> • Capital expenditure/ fixed assets. • Limited time projects e.g. community education programs. • Pilot programs for new or additional services not exceeding 12 months duration. • Ph: 1800 336 958; Email: jccbf@jccbf.org.au website: www.jccbf.org.au 	Up to a maximum of \$150,000
Gambling Community Benefit Fund	Queensland Treasury	Fund assists not-for-profit community groups to provide services and activities through the provision of a one-off grant. Funding may be provided for the following purposes: <ul style="list-style-type: none"> • Minor capital works • Equipment needed to carry out activities • Special one-off events • Community and organisational development projects • Motor vehicle purchase costs 	Applications for up to \$30,000 are encouraged, but applications for larger grants will be considered. Maximum \$5,000 for unincorporated organisations.
Sport Incentive Program	Australian Sports Foundation	The project aims to increase opportunities for Australians to participate in sport and/ or excel in sports performance. Eligible organisations can apply to register sport related projects in either of the following categories under the program: <ul style="list-style-type: none"> • Category 1 – to collect donations using the ASF's tax deductible status and to receive consideration for discretionary grants from the ASF, OR • Category 2 – to receive consideration for a discretionary grant from the ASF. The types of projects that may be eligible are: <ul style="list-style-type: none"> • Facility development or refurbishment • Facility feasibility studies • Equipment • Team Travel • Major events • Sport development • Eligible organisations include sporting clubs and organisations, schools, government organisations, and community groups. • Ph: (02) 6214 7868 Email: info@asf.org.au 	Minimum \$500 to \$1,000,000+ Up to \$50,000 for feasibility studies.



Photo: Mike Kenyon- Courtesy of Mt Isa Rotary Rodeo