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Acknowledgements

The contributions and cooperation of Burdekin Shire Council and the users of Ayr Showgrounds throughout the master planning process are gratefully acknowledged. Particular thanks are extended to Dan Mulcahy, Manager Governance and Local Laws, and the Burdekin Shire Council Mayor and Councillors for their commitment to transforming Ayr Showgrounds. Valuable contributions were also made by Loraine Strathdee, her late husband Brian, and Michelle Kelly.

Special acknowledgements are made to the late Brian Strathdee who had contributed his time generously over the years to the Ayr Show Society and the Ayr Showgrounds.

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1. Executive Summary

Ayr Showgrounds, located 1km from the centre of the Ayr township, has the capacity to be improved and revitalised whilst also strengthening the cultural identity of Ayr. The Burdekin Show has operated from Ayr Showgrounds for over 100 years, with the inaugural show held in 1909. The age of the showgrounds has resulted in ageing infrastructure and low usage rates.

This master plan was commissioned by Burdekin Shire Council to engage with user groups and the community and to inform a vision for the site ensuring the potential of the area can be met. This master plan is intended to guide the future development of the site, based on feedback from the local community.

A well-planned approach to the development of the site will enable it to better meet the needs of the community and encourage increased levels of participation in show activities, horse and field sports, and community events.

Ayr Showgrounds covers approximately 10.348 hectares and is the home of the Burdekin Annual Show. Challenges facing the improvement of the showgrounds include declining community interest, low participation rates, limited attendance at the annual show, poorly sited and ageing infrastructure, and an unreliable electricity supply to the grounds. Master plan consultation therefore focused on community feedback regarding improvements and what new infrastructure is needed to increase usage. Despite an invitation to participate in the master plan consultation program being extended to the entire Burdekin Shire community, feedback received was predominantly from existing users of the facility. Council will need to take this factor into consideration when making decisions on future capital or operational budgets.

This plan proposes a design and staged implementation of works to address the ageing infrastructure. The report also highlights the importance of diversifying the uses on the site, and ensuring that capital works and expenditure is accompanied by the re-introduction of a Council-supported managing body to bring new events and users onto the site.

The master plan provides an opportunity for user groups, Council and external funding agencies to invest in appropriate infrastructure at Ayr Showgrounds to better provide for the community.

The plan identifies potential developments and upgrades at Ayr Showgrounds over the short, medium and longer term. Diligent maintenance and quality management and governance systems will ensure the showgrounds can be reactivated to become a valued community hub.
2. Recommendations

This master plan recommends that Burdekin Shire Council:

1. Endorse the Ayr Showgrounds Master Plan as a planning document to guide further detailed planning for the staged redevelopment of Ayr Showgrounds
2. Actively pursue external funding for the implementation of the master plan, subject to sufficient community demand
3. Implement the facility developments and upgrades recommended in this master plan as resources, external funding opportunities and user group investments permit
4. Re-introduce a Council-supported management body to oversee the ongoing management of the Ayr Showgrounds. This group should:
5. Assist in the delivery of the identified improvements to the site and the longer-term capital works
6. Work with Council and key community groups in strategising and promoting new user group initiatives for the site
7. Meet on a regular basis and report progress to Council
8. Manage bookings for the grounds and buildings and maintain the facilities and equipment on the site as necessary
9. Arrange and attend one annual meeting involving Burdekin Shire Council staff and representatives of each lessee/user group to review the site’s master plan and to address the overall operation of the site
10. Provide ongoing technology, marketing and governance support for the managing body, with links to local and regional tourism organisations and plans
11. Develop a revitalisation and marketing strategy for the annual show and new events and activities at the showgrounds
3. Introduction

The Ayr Showgrounds Master Plan was commissioned by Burdekin Shire Council to identify the opportunities and constraints of Ayr Showgrounds and to improve the function and long-term sustainability of the site. The plan is intended to guide the use of the showgrounds and leverage the benefits of a coordinated approach to facility management, development and, most importantly, activation.

3.1. Locality

Ayr Showgrounds is located along the Bruce Highway in Ayr, with its formal entry at 9 Edwards Street (Bruce Highway). It is situated approximately one kilometre from the centre of the Ayr township and ten kilometres from the Ayr Airport.
3.2. Master Plan Objectives

The master plan for Ayr Showgrounds is a preliminary blueprint, designed to inform future detailed planning, design, budgeting and staging.

The objectives of the Ayr Showgrounds Master Plan are to:

- Prioritise infrastructure improvements to ensure long-term viability of the site
- Prioritise infrastructure improvements to minimise maintenance costs
- Enable a reintroduced management body to prioritise the maintenance and promotion of the site, as well as manage the operations and future direction of the facility
- Provide opportunities for expansion of user groups, capitalising where possible on appropriate shared and multi-use facilities
- Improve car parking and vehicle and pedestrian access and circulation
- Reactivate community interest in the annual show

3.3. Purpose of the Master Plan

Ayr Showgrounds is currently an underutilised site with ageing infrastructure, prompting the need for a master plan to ensure publicly-funded improvements on the site are prioritised effectively.

The main infrastructure challenges of the site are:

- Ageing electrical infrastructure
- Ageing buildings
- Lack of adequately-sited amenities
- Poor site drainage around existing buildings and trafficked areas
- Inadequate onsite all-weather parking
- Vegetation causing problems with infrastructure

The community consultation conducted during the master planning process sought to identify local community priorities and provide opportunities for increased community use, encouraging higher levels of participation in show activities, horse and field sports and community events.

“Agricultural Shows have been a part of the Australian culture since 1822, engaging, educating and entertaining the community. Agricultural Shows are strongly connected to local communities through volunteerism and the educational, competitive and cultural experiences they provide.”

Revitalisation of the annual show and the site will ensure the long-term sustainability of the site and strengthen the local community’s identity.

The purpose of this master plan therefore is to provide direction for future upgrades to address the above challenges, guide investment, and improve usage and opportunities over the next 20 years. As well as a strategic document, this master plan is necessary to enable Burdekin Shire Council to apply for future government funding opportunities.

---

1 www.queenslandshows.com.au
3.4. Stakeholder Consultation

Consultation with user groups and key stakeholders informed the recommendations of the master plan. This consultative approach should continue as the implementation of the plan progresses. A comprehensive consultation program was conducted between September 2017 and February 2018, with most community feedback being received from showgrounds users.

Stakeholders consulted included:

- Burdekin Shire Councillors and the Mayor
- Burdekin Shire Council officers, led by Dan Mulcahy
- User groups:
  - Ayr Pastoral Agricultural and Industrial Association Inc. (Ayr Show Society)
  - Burdekin Cruisers Car Club Inc.
  - The Golden Octopus Foundation Ltd.
  - Burdekin Artisan Community Association Inc.
  - Burdekin Water Festival Committee Inc.
  - Burdekin Woodchipping
  - Burdekin Netball Association Inc.
  - Burdekin Track and Field Club Inc.
  - Queensland Police Citizens Youth Welfare Association – Burdekin PCYC
  - Lions Club of Ayr Inc.
  - Rotary Club of Ayr Inc.
- Broader community

Details of the results of consultation are included at section 5.

3.5. Ayr Showgrounds Vision

This plan presents a staged vision for the Ayr Showgrounds. This vision includes upgrading facilities in line with the proposed master plan to optimise community utilisation, while simultaneously providing opportunities for user groups to maximise membership, participation and revenue-earning potential.

Ayr Showgrounds has the potential to expand the annual agricultural show. Potential showgrounds improvements, subject to verified community demand, include improved horse stables and day yards, an upgrade of the cattle yards, a potential future covered arena and grandstand, and other improved infrastructure and amenities.

These infrastructure improvements, including upgraded electricity supply, entry statements, amenities, internal roads, parking and lighting, will also result in the site becoming a more desirable venue for community users and visitors, further diversifying site usage, creating a more sustainable showgrounds precinct.

The Ayr Showgrounds Master Plan will provide a useful tool for Council to trigger the formalisation of an ongoing showgrounds user group to manage the operations and future direction of the facility.
4. Site and Situation

4.1. Ayr Showgrounds

Ayr Showgrounds is located at the northern end of the township of Ayr and hosts events including the annual Burdekin Show. The site is bordered by Mackenzie Street to the south, Craig Street to the east, by the Bruce Highway to the north and the Ayr Cemetery to the west. The total area of the site is approximately 10.348 hectares.

The facility is located on Lot 45 on GS490 and Lot 88 on SP250568. The land is held as a Deed of Grant in Trust for Showground Purposes under the trusteeship of Burdekin Shire Council.

The trustee has the responsibility to manage the land according to its dedicated purpose. Until recently, the land was leased to the Ayr Pastoral Agricultural and Industrial Association Inc. Currently, Council manages the site as the association did not have sufficient funding to maintain the infrastructure and the grounds.

There are a range of building types on the site, most in ageing condition. The majority of the existing buildings were erected between 70 and 50 years ago, with the showgrounds hall being constructed in the 1980s. The original caretaker’s residence was replaced with a two-bedroom cabin in 2012. Recent government funding resulted in the design and construction of a new multi-purpose building on the site in 2014, which is currently operated by the local branch of the PCYC.

The Town Planning Zone designation for the site is ‘Public Purpose’. Any other uses would require development approval under the provisions of Burdekin Shire Council’s Planning Scheme. The primary purpose of the trust land is for showgrounds (exhibitions, funfairs, rodeo yards, showgrounds and travelling circuses). The Department of Natural Resources, Mines and Energy’s policy for the secondary use of trust land provides for uses inconsistent with the purpose of the trust land in certain cases, however any proposed use must not diminish the purpose of the trust land.

The annual Burdekin Show is held onsite, as well as other community events. The showgrounds hall is hired out on a regular basis. Details of the regular user groups and their buildings are provided below:

- Lions Club of Ayr Inc.
  - Building: Lions Shed

- Rotary Club of Ayr Inc.
  - Building: Rotary Club Shed

- Burdekin PCYC
  - Building: Multi-purpose building

- Burdekin Cruisers Car Club Inc.
  - Building: Bosworth Bar Building

- Ayr Pastoral Agricultural and Industrial Association Inc.
  - Burdekin Annual Show
    - Note: All user groups are required to make their buildings available free of charge to the show society for a period of two weeks each year for the Burdekin Annual Show

- Caretaker

---

The caretaker resides on the site to assist with the maintenance of the showgrounds. Under the current Caretaker’s Agreement, the caretaker is engaged for 20 hours per week and is entitled to occupy the caretaker’s residence free of charge in lieu of wages.

The site and lot boundaries are illustrated on the following aerial photograph.
4.2. Current Levels of Usage

As displayed in the graphs below, the usage of the showgrounds site and facilities is quite low for the hire opportunities available. The highest amount of days the facilities have been hired for per year was in 2017 with 94 of the 365 days.

**Grounds Vs Hall Hires Per Year (Days Hired)**

**Days Hired Per Year (by Activity)**

Note: Data in tables above provided by Burdekin Shire Council. 2018 data represents period of January 1 2018 to May 2 2018.
4.3. Ayr Showgrounds History

The Ayr Showgrounds has hosted the annual Burdekin Show since 1909. Council was appointed trustee of the showgrounds site in 1983. Prior to this date, the land was under the control of individual trustees on behalf of the show society. The local Lions and Rotary Clubs have sheds on the site, used for their storage needs. Burdekin Cruisers Car Club Inc. has a signed agreement with Council since for the use of the Bosworth Bar Building.

Historically, the Ayr Showgrounds land was leased to the Ayr Pastoral Agricultural and Industrial Association Inc. In 2010, the association did not have the funds to maintain the infrastructure and grounds. Management of the site was then passed to Council.

There is a resident caretaker on the grounds, who assists with the upkeep and maintenance of the grounds. The caretaker’s residence was demolished in August 2012 due to the building being beyond reasonable repair. Council and the show society replaced the building in December 2012 with the current demountable cabin.³

In 2013 a land management plan for the site was completed and adopted by Council. As a result of feedback following the adoption of the land management plan, it was decided to limit camping or motorhome activities on the site to showgrounds related use only, in accordance with the primary purpose of the trust land for showgrounds and the state government’s secondary use of trust land policy.

A new multi-purpose building was constructed in 2014 and is currently managed as a local PCYC.

³ Ayr Showgrounds Land Management Plan. Burdekin Shire Council, September 20130
4.4. Regional Context

The Burdekin Shire covers over 5,000km² and has a population of over 17,000.\(^4\)

The following sections provide a brief overview of population trends and employment statistics of the area. This data proved valuable in setting the context for the consultation and research conducted in the development of this master plan.

4.4.1. Burdekin Shire Population

In 2016, the population of the Burdekin Shire was approximately 17,074, with the average age being 44 and the majority of the population living in a family unit with an average of 1.9 children.

![Graph of population trends](http://www.censusdata.abs.gov.au)

Whilst the population of Burdekin Shire is predicted to rise to 19,500 by 2031, its growth is slower in comparison to Northern Queensland, and Queensland trends.

![Graph of population growth](www.economyprofile.com.au)

4.4.2. Burdekin Employment

It is estimated that 7,719 people work in Burdekin Shire, with the main working population aged between 25 and 64 years old. The local working age breakdown is demonstrated in the following graph:

![Graph showing the local working age breakdown in Burdekin Shire.]


The main industries in the area are agriculture, forestry and fishing, followed by manufacturing.

![Table showing jobs by industry in Burdekin Shire.]

### 4.5. Existing Showgrounds Infrastructure

The table below lists the main facilities at Ayr Showgrounds, together with a snapshot of their current condition.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Construction Type</th>
<th>Structural Appearance</th>
<th>Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main arena</td>
<td>Natural grass; Steel post and rail fencing</td>
<td>Good</td>
<td><img src="image1.jpg" alt="Main arena Image" /></td>
</tr>
<tr>
<td>Main Showgrounds Hall</td>
<td>Block on slab with Colorbond roof</td>
<td>Very good</td>
<td><img src="image2.jpg" alt="Main Showgrounds Hall Image" /></td>
</tr>
<tr>
<td>Multi-purpose building</td>
<td>Tilt panel and mixed construction on slab</td>
<td>Very good</td>
<td><img src="image3.jpg" alt="Multi-purpose building Image" /></td>
</tr>
<tr>
<td>Show society office</td>
<td>Timber weatherboard on slab and stumps with corrugated roof</td>
<td>Fair but ageing</td>
<td><img src="image4.jpg" alt="Show society office Image" /></td>
</tr>
<tr>
<td>Bosworth bar</td>
<td>Painted block with corrugated roof</td>
<td>Fair</td>
<td><img src="image5.jpg" alt="Bosworth bar Image" /></td>
</tr>
<tr>
<td>Wood workers</td>
<td>Painted block with corrugated roof</td>
<td>Fair</td>
<td><img src="image6.jpg" alt="Wood workers Image" /></td>
</tr>
<tr>
<td>Poultry pavilion</td>
<td>Painted block with corrugated roof</td>
<td>Fair</td>
<td><img src="image7.jpg" alt="Poultry pavilion Image" /></td>
</tr>
</tbody>
</table>

From left to right – Bosworth Bar, Wood workers, poultry pavilion
<table>
<thead>
<tr>
<th>Building</th>
<th>Description</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canteen building</td>
<td>Concrete block with corrugated roof</td>
<td>Fair</td>
</tr>
<tr>
<td>Radio building</td>
<td>Painted block with corrugated roof</td>
<td>Fair</td>
</tr>
<tr>
<td>Sibby Saitta</td>
<td>Painted block with corrugated roof</td>
<td>Fair</td>
</tr>
<tr>
<td>Bar building</td>
<td>Concrete block with Colorbond roof</td>
<td>Fair</td>
</tr>
<tr>
<td>Storage shed</td>
<td>Colorbond on slab; Solar power generation system installed on roof</td>
<td>Good</td>
</tr>
<tr>
<td>Toilet block</td>
<td>Block with corrugated roof</td>
<td>Poor condition internally</td>
</tr>
<tr>
<td>Building Type</td>
<td>Material Details</td>
<td>Condition</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Rotary club shed</td>
<td>Colorbond on slab</td>
<td>Good</td>
</tr>
<tr>
<td>Lion's club shed</td>
<td>Colorbond on slab</td>
<td>Good</td>
</tr>
<tr>
<td>Ergon compound/building</td>
<td>Concrete block with Colorbond roof, Chain wire fenced compound area</td>
<td>Poor</td>
</tr>
<tr>
<td>Maintenance shed</td>
<td>Corrugated iron on slab</td>
<td>Fair but ageing</td>
</tr>
<tr>
<td>Caretaker's residence</td>
<td>Demountable steel-clad building on stumps</td>
<td>Very good</td>
</tr>
<tr>
<td>Mackenzie Street ticket booth</td>
<td>Block with corrugated roof</td>
<td>Fair but ageing</td>
</tr>
<tr>
<td>Horse entrance with 2 x ticket booths</td>
<td>Steel; Concrete block</td>
<td>Fair but ageing</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-----------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Car club &quot;Go-to-Wo&quot; pad</td>
<td>Concrete slab</td>
<td>Good</td>
</tr>
<tr>
<td>Shade sails over Polly's craft area</td>
<td>Synthetic with steel poles</td>
<td>Good</td>
</tr>
<tr>
<td>Horse day yards</td>
<td>Steel</td>
<td>Fair but ageing</td>
</tr>
<tr>
<td>Cattle yards</td>
<td>Steel</td>
<td>Fair but ageing</td>
</tr>
<tr>
<td>Wash bay</td>
<td>Block</td>
<td>Fair but ageing</td>
</tr>
<tr>
<td>RV dump point</td>
<td>As manufactured</td>
<td>Good</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------</td>
<td>------</td>
</tr>
</tbody>
</table>

| Fig tree | NA | In need of formative pruning |

Ayr Showgrounds rodeo area and grandstands
4.6. Opportunities and Constraints

The opportunities and constraints for the Ayr Showgrounds identified during the master planning process are presented in the table below.

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Constraints</th>
</tr>
</thead>
<tbody>
<tr>
<td>The site has been progressively developed as an important community precinct since the first Burdekin Show in 1909</td>
<td>Ad hoc and uncoordinated development of the buildings on the site has led to architectural idiosyncrasies</td>
</tr>
<tr>
<td>Ayr Showgrounds comprises a significant land area (10.348 hectares)</td>
<td>Most buildings are aged and many are in need of repair and/or replacement</td>
</tr>
<tr>
<td>There is good visibility into the site from the Bruce Highway</td>
<td>Amenities are ageing and in poor condition</td>
</tr>
<tr>
<td>The proximity of Ayr Showgrounds to the Ayr CBD (&lt;1 km), enables the showgrounds to capitalise on accessibility from schools, other sport, recreation and community venues and retail precincts, and adjacent residential areas</td>
<td>The annual show has had declining interest over recent years</td>
</tr>
<tr>
<td>The site is proximate to the Bruce Highway</td>
<td>Limited onsite sealed roads and car parking creates congestion around the showgrounds during busy events, particularly in wet weather</td>
</tr>
<tr>
<td>Sewerage, potable water, electricity, and telecommunications services are available at the site</td>
<td>Electrical supply infrastructure and lighting is in need of upgrading</td>
</tr>
<tr>
<td>The site’s flat topography is suitable for its use for a variety of uses</td>
<td>Signage around the showgrounds is inconsistent and there is limited directional and way finding signage</td>
</tr>
<tr>
<td>No remnant vegetation is identified on the site(^5)</td>
<td>Paid advertising signage on the showgrounds fencing addressing the Bruce Highway may need to be updated or removed</td>
</tr>
<tr>
<td>The recently-constructed multi-use building provides for a wide range of uses in all weather conditions</td>
<td>There is no logical, single entry statement to the showgrounds</td>
</tr>
<tr>
<td>The not-for-profit users of the showgrounds may be eligible for government grants to contribute to the costs of upgrading the facilities on the site</td>
<td>The limited current financial capacity of the Ayr Pastoral Agricultural &amp; Industrial Association limits the association’s ability to invest in facility upgrades</td>
</tr>
<tr>
<td></td>
<td>There is an obligation of the Management Agent to ensure activities conducted upon the trust land are done so in accordance with the purpose of the trust land and the land management plan</td>
</tr>
</tbody>
</table>

\(^{5}\) *Queensland Government Regulated Vegetation Management Mapping. Department of Natural Resources, Mines and Energy, April 2018*
5. Stakeholder Engagement

The consultation program for the Ayr Showgrounds Master Plan was designed to seek the best possible input from user groups and to encourage genuine collaboration between stakeholders.

The purpose of the stakeholder engagement program was to:

- Engage with the existing user groups on the site to identify their current and future needs. Consultation included details relating to each user group’s:
  - Historical, current and forecasted uses of the site
  - Strategic direction
  - Ideas for the showgrounds
- Seek information, data and supporting evidence to support the need for new, refurbished or expanded facilities
- Determine realistic timeframes for recommended developments
- Engage with the local community, including nearby residents

The stakeholder engagement program involved:

- Inception meeting with Council, Wednesday 6 September 2017
- Show society meeting, Wednesday 6 September 2017
- Questionnaire distribution, November 2017
- Meeting with Council Officers, Mayor and Councillors, Tuesday 12 December 2017
- Attendance at show society AGM and master plan discussion, Tuesday 12 December 2017
- Follow-up discussions with user groups, between December 2017 and February 2018
- Draft master plan meeting with Council, May 2018

The sections below provide a summary of the outcomes of consultation with each key stakeholder group.

5.1. Burdekin Shire Council

Burdekin Shire Council officers understood and supported the master planning process and revitalisation of the showgrounds site. They acknowledged the following range of benefits to the community:

- Economic benefits
- Social benefits and community connectivity opportunities
- Educational and opportunities for competition
- Recreational and physical health benefits
- Inclusiveness and participatory community benefits

Overall, officers acknowledged the ageing infrastructure issues, lack of use and need for improvements to the site. Council is aware of the unreliable electricity supply to the site. Council officers indicated the need to minimise operational expenses through external capital investments (e.g. state and Commonwealth Government grants) and ongoing maintenance, resulting in a site that is easier to maintain, providing the Show Society with an opportunity to recommence site management.
The following significant points were raised during consultation with Council officers, Councillors and the Mayor during the master planning project.

<table>
<thead>
<tr>
<th>Site Strengths</th>
<th>Site Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Well located close to town</td>
<td>Lack of toilets</td>
</tr>
<tr>
<td>Sufficient parking</td>
<td>Lack of use</td>
</tr>
<tr>
<td>Resilient multi-purpose building</td>
<td>Poor drainage</td>
</tr>
<tr>
<td></td>
<td>Power upgrades needed</td>
</tr>
<tr>
<td></td>
<td>Ageing built structures</td>
</tr>
<tr>
<td></td>
<td>Need for upgraded internal roads, paths, marshalling areas and access</td>
</tr>
<tr>
<td></td>
<td>Fencing and signage needs updating</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Constraints</th>
</tr>
</thead>
<tbody>
<tr>
<td>RV park – income potential</td>
<td>Sewerage system</td>
</tr>
<tr>
<td>Major events</td>
<td>Cost/benefit of upgrades</td>
</tr>
<tr>
<td>Subleasing</td>
<td>Hire costs</td>
</tr>
<tr>
<td>Relocation of buildings</td>
<td>Tenure/zoning limited for RV park potential</td>
</tr>
<tr>
<td>Multi-purpose building can accommodate more users</td>
<td>Legal issues regarding caravan park</td>
</tr>
<tr>
<td></td>
<td>Multi-purpose building is not suitable for sports</td>
</tr>
<tr>
<td></td>
<td>Small number of active people on the show society management committee</td>
</tr>
<tr>
<td></td>
<td>Limited availability of volunteers</td>
</tr>
</tbody>
</table>

5.2. Ayr Show Society

Representatives of the show society were consulted throughout the project. This engagement was very important to the project, given the show society’s long history at Ayr Showgrounds.

The show society raised the following points for consideration in the master plan during the consultation process:

- Motor home facilities are a potential revenue source, however zoning and prior issues would make it difficult
- The show society office is very far from main hall
- Toilets are in very bad condition and are not cleaned regularly enough
- Equestrian is the main sports use potential
  - A covered arena would be beneficial (horse training, rodeos, performance horse club)
  - The current fence is not livestock proof
- Seating around the main arena is insufficient
- The circus used the site but left it in a bad condition
- The main hall and multi-purpose building are used for social activities but they are not used to capacity. The multi-purpose building can’t accommodate volleyball or basketball and is difficult to use as a show pavilion or display area
- There is limited demand for other sports to use the grounds
- The show society had to relinquish its lease because the society couldn’t afford to run a show and fully maintain the grounds
- Interest in the local show has waned. In 1959 it was a big show, but is now an ‘old-school’ show. Young people are not actively involved in the show. The show society acknowledges that the entertainment value of the show has declined in comparison to what else is available locally
- There are only a few dedicated volunteers at the show society, increasing the risk of volunteer burnout
- Sealing the internal roads is needed
5.3. Other Users

The Lions Club of Ayr and the Rotary Club of Ayr were consulted. Both club representatives agreed that the lack of seating and shade at the showgrounds needs to be addressed. They both also agreed that the sealing of internal roads and rectification of drainage issues would be strongly supported.

The president of the Lions Club mentioned that a long-term management committee for the showgrounds is needed to avoid confusion for the public. The Rotary Club support the upgrade of the canteen kitchen facilities as they are in need of a commercial kitchen in close proximity to their shed and the multi-purpose building for possible future disaster management.

The secretary of the Rotary Club discussed the need for activation of the showgrounds to bring more business to the township of Ayr. It was discussed that the Golden Octopus are arranging rodeos with popular bands, and that this could be an exciting starting point for larger events on the site.

Discussions were held with the PCYC Branch Manager. It was agreed that the works proposed in the master plan need attention and most facilities need repair. There was concern about the show losing momentum, and the site being unpopular due to being ‘out of town’. Boxing is the main activity held at the multi-purpose building on the site, however if the kitchen was better, if the hall was air-conditioned and if line-marking was on the floor it might be considered for other activities. However, the Branch Manager pointed out that people may still be hesitant to use the multi-purpose building because the showgrounds are out of town. Regarding the potential of holding new events at the showgrounds, it was agreed that the event would need to be large and only once or twice a year to bring people to the site, and most importantly something unique that isn’t already offered in surrounding areas. Most smaller events usually held at showground sites are already being held at other sites in the Burdekin, such as at Home Hill or surrounds.

The option of the show society using office space in the multi-purpose building was discussed. PCYC noted that they have responsibility for the maintenance and management of the building, so PCYC would have to sub-lease the office and related facilities to the show society. Given that the building is not used at its full capacity, and that it is sometimes used by others (e.g. the Ayr show accesses the multi-purpose building for two weeks each year), it was considered a viable option to avoid the need to build a new office for the show society.

5.4. Stakeholder Questionnaire

A community and stakeholder questionnaire was distributed to local community members on November 13, 2017 via Council’s Facebook page and email. A summary is outlined below.

32 responses were received from a total of 10 clubs and the local community. The largest number of respondents was from Burdekin Cruisers Car Club.
5.4.1. Summary of Questionnaire Responses - Organisation Represented

<table>
<thead>
<tr>
<th>Organisation Represented</th>
<th>Percentage</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anon/Community</td>
<td>19.35%</td>
<td>6</td>
</tr>
<tr>
<td>Ayr Pastoral &amp; Indust</td>
<td>9.68%</td>
<td>3</td>
</tr>
<tr>
<td>Burdekin Artisans</td>
<td>3.23%</td>
<td>1</td>
</tr>
<tr>
<td>Burdekin Cruisers</td>
<td>29.03%</td>
<td>9</td>
</tr>
<tr>
<td>Burdekin Netball</td>
<td>3.23%</td>
<td>1</td>
</tr>
<tr>
<td>Burdekin Show</td>
<td>6.45%</td>
<td>2</td>
</tr>
<tr>
<td>Burdekin Track&amp;Field</td>
<td>6.45%</td>
<td>2</td>
</tr>
<tr>
<td>Burdekin Water Festival</td>
<td>3.23%</td>
<td>1</td>
</tr>
<tr>
<td>Burdekin Woodchipping</td>
<td>3.23%</td>
<td>1</td>
</tr>
<tr>
<td>Golden Octopus</td>
<td>9.68%</td>
<td>3</td>
</tr>
<tr>
<td>Rotary Club Ayr</td>
<td>3.23%</td>
<td>1</td>
</tr>
<tr>
<td>Uncategorized</td>
<td>3.23%</td>
<td>1</td>
</tr>
</tbody>
</table>

Respondents provided the following feedback on what upgrades would allow their organisation and other groups to make better use of Ayr Showgrounds. The main areas identified as needing improvements were the toilet blocks, lighting, seating and internal roads.
5.4.2. Summary of Questionnaire Responses - Suggested Improvements

<table>
<thead>
<tr>
<th>Item</th>
<th>Improvement Percentage</th>
<th>Improvement Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>400m track</td>
<td>8.33%</td>
<td>2</td>
</tr>
<tr>
<td>Cafe</td>
<td>4.17%</td>
<td>1</td>
</tr>
<tr>
<td>Camping area</td>
<td>8.33%</td>
<td>2</td>
</tr>
<tr>
<td>Disability Access</td>
<td>8.33%</td>
<td>2</td>
</tr>
<tr>
<td>Drainage</td>
<td>8.33%</td>
<td>2</td>
</tr>
<tr>
<td>Electricity</td>
<td>12.50%</td>
<td>3</td>
</tr>
<tr>
<td>Hall upgrade</td>
<td>4.17%</td>
<td>1</td>
</tr>
<tr>
<td>Horse stalls</td>
<td>12.50%</td>
<td>3</td>
</tr>
<tr>
<td>Internal Roads</td>
<td>20.83%</td>
<td>5</td>
</tr>
<tr>
<td>Irrigation</td>
<td>12.50%</td>
<td>3</td>
</tr>
<tr>
<td>Kitchen upgrade</td>
<td>8.33%</td>
<td>2</td>
</tr>
<tr>
<td>Lighting</td>
<td>33.33%</td>
<td>8</td>
</tr>
<tr>
<td>Multi Purpose Shelter</td>
<td>20.83%</td>
<td>5</td>
</tr>
<tr>
<td>PA System</td>
<td>12.50%</td>
<td>3</td>
</tr>
<tr>
<td>Plumbing</td>
<td>4.17%</td>
<td>1</td>
</tr>
<tr>
<td>Reduced Hire</td>
<td>4.17%</td>
<td>1</td>
</tr>
<tr>
<td>Seating</td>
<td>29.17%</td>
<td>7</td>
</tr>
<tr>
<td>Shade</td>
<td>20.83%</td>
<td>5</td>
</tr>
<tr>
<td>Toilet Block</td>
<td>58.33%</td>
<td>14</td>
</tr>
<tr>
<td>Waste removal</td>
<td>4.17%</td>
<td>1</td>
</tr>
</tbody>
</table>
Respondents also provided the following feedback about improvements for the annual show. The main items for improvements were to include more toilets, seating and shade, and to provide improved display equipment.

5.4.3. Summary of Questionnaire Responses - Areas for Improvement
6. Literature Review

Whilst the consultation outcomes focused on site infrastructure improvements, the challenges of waning community interest in the annual show and the site itself were also raised. The future of agricultural shows is discussed and challenged across the world, with growing urbanisation and disconnect from the historical context of the purpose of the show.

In his 2016 report titled “Agricultural societies and shows: where do we go from here?”, Aled Rhys Jones highlighted the need to:

12. Explore the relationship between “the society” and “the show”, and
13. Highlight the challenges and opportunities for societies and shows to remain relevant, viable and sustainable in an increasingly diverse agricultural industry.

Jones’ key messages, which are strongly linked to the needs of Ayr Showgrounds, included:

- Agricultural societies and shows play important roles in promoting farming and food production to the wider public
- Sound financial management and business planning are key to secure the long-term sustainability of societies and shows
- Strategic planning and proper governance structures are fundamental to the effective delivery of charitable aims
- A society is more than just a ‘show’, and people need to know about it
- People are one of our most important resources, and societies and shows need to invest to grow future leaders
- Technology, data analytics and digital marketing will play an important role in the way societies and shows conduct their business in future.

Interest in agricultural shows across Australia is showing signs of increasing, with growing community interest in understanding where our food comes from and how it is produced. “Organisers have become increasingly worried about their shows’ future, due to a lack of volunteers and a declining interest among young people.” "It used to be an event that you had to go to; now it’s an event that you want to go to." “Today we’ve got programs run by a lot of shows that are education programs, so they’re about improving the knowledge of kids about where all our food comes from and the way Australia needs to think about feeding itself in the future.”

Diversification of the show program to appeal to a wide audience is equally important however. "Entertainment … has offered small country shows leverage in drawing new and diverse crowds, from motocross and rodeo events to young farmers’ challenges, which often involve quirky tasks such as repairing a quad bike and moving hay bales against competing teams."

The University of Wollongong published a research paper titled “Reinventing rural places: The extent and impact of festivals in rural and regional Australia”. One of the research aims was to see if rural festivals can generate regional income and sustain cultural identities. The results of the research stated that festivals, on the whole, recorded small funding bases, limited turnover and only made modest profits. However, job creation for small towns was notable; “4.1 full-time and 5.1 part-time jobs per festival in the planning stage; 13 full-time jobs and 12.6 part-time jobs on average created at the time of operation.”

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6 Jones, Aled Rhys, Agricultural societies and shows: where do we go from here, 2016, p.3
7 ibid, p.3
8 Coote, G, Country shows continue to play vital role in Australian culture, ABC Central West, 9 October 2017
9 ibid
10 Gibson, C. R. & Stewart, A., Reinventing rural places: The extent and impact of festivals in rural and regional Australia, University of Wollongong, 2009, p.5
The community building benefits were also significant with teams of volunteer workers, support for charities, and the blending of attitudes of old and young. "Festivals provide rural communities with coping mechanisms at times of drought and economic hardship, and catalyse community in the name of fun." ¹¹

These studies reinforce the need to ensure the operational and strategic improvements of the Burdekin Annual Show are equally valued with infrastructure improvements, and that sourcing and planning of a diverse range of events is also important for the future viability of the site.

¹¹ ibid. p.5
7. Ayr Showgrounds Master Plan
**Key**

1. Horse wash bay
2. Horse day yards to repair
3. New horse day yards
4. Informal horse entrance with 2 x ticket booths
5. Future toilet block portable event toilet location
6. RV dump point
7. Car club “Go-to-Wo” pad
8. Main hall
9. Potential location for new sealed car park
10. New signage at pedestrian entry
11. Brick wall - assess and rectify/replace with chain wire
12. Existing fig tree - possible root pruning/border works
13. Main arena
14. Show Society office - future show society location TBC
15. Future toilet block portable event toilet location
16. Bosworth bar
17. Wood workers
18. Poultry pavilion
19. New carparking area
20. Former radio building
21. Canteen building
22. Sibby Satta building
23. Potential future covered arena/grandstand location
24. Current rodeo area
25. Show ride zone
26. Parking area
27. Former bar building
28. Ergon compound/building
29. Toilet block
30. Multi-purpose building
31. Storage shed
32. Rotary Club shed
33. Lion’s Club shed
34. Review cattle yards
35. Maintenance shed
36. Caretaker’s residence
37. Storage shed
38. Former dog club area
39. Ticket/vehicular entry
40. Parking/tractor pull area

**Short-term Priorities**
- Assess, rectify and underground existing electrical infrastructure (incl. camping areas)
- Assess upgrading of amenities including toilets, showers and accessible toilets
- Provision of drainage plans and implementation of new drainage infrastructure around existing buildings and trafficked areas
- New sealed car parking including formalised accessible car parking spaces
- Formalised entry node
- Arboricultural assessment and removal/root pruning of problematic existing trees/vegetation
- Repair horse day yards

**Medium-Term Priorities**
- New 4m x 4m day horse day yards
- Upgrade site services as required - e.g. sewage upgrades
- New amenities block/s and/or provision for portable toilets
- Kitchen upgrade (canteen building)
- Upgrade the fence around the main arena as necessary to ensure showground user safety
- Inspection and replacement of ageing boundary fencing (particularly along Mackenzie St)
- Upgrade of fencing between the showgrounds and the adjacent cemetery
- Install shaded spectator seating - bench seating, trees and portable grandstands
- Review animal/cattle yards - downsize and upgrade. Add Biosecurity Queensland compliant biosecurity area
- Design and planning for installation of upgraded and new lighting as follows:
  - General lighting of pedestrian areas
  - Lighting of internal roads
  - Lighting in and around amenities buildings
  - Upgraded lighting of participation areas (e.g. main arena)
- Lighting for night activities

**Long-term Priorities**
- Investigate future location for show society
- Install a permanent irrigation system to the main arena to improve the quality of the arena surface
- Install a PA system to cover all activity areas of the showgrounds site
- Upgrade livestock holding areas to accommodate large bulls
- Potential future covered arena

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**Legend**

- Property boundary
- Fire hydrant
- Water mains
- Water valves
- Sewer manhole
- Sewer line
- Drainage lateral
- Pump station
- Optic fibre pit/cable

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**Ayr Showgrounds Master Plan**

**Client:** Burdekin Shire Council  
**Date:** 17.07.18  
**Final Issue Scale:** 1:1500  
**Issue:** G  
**CPRGROUP connelly project resources**
8. Implementation

The inclusion of elements in the master plan does not represent a commitment from Burdekin Shire Council to fund proposed improvements, works or upgrades. Master plan elements identified in the implementation plan below are indications of future improvements or enhancements and are not a guarantee of implementation.

Council should support user groups in their endeavours to obtain funding for recommended facility upgrades and new infrastructure, subject to confirmation of community demand at the time of implementation. All projects will be subject to user group commitments, normal budget prioritisation and consideration by Council. The implementation of construction projects recommended in this plan will also be subject to relevant approvals, including Council development and building approvals and land owner consent from the Queensland Government.

The implementation of the Ayr Showgrounds Master Plan is realistically planned over a 10-year project lifecycle. Some of the potential developments will require significant investments from user groups, Council and external funding agencies.

Staging the implementation of the plan will allow capital expenditure to be distributed across multiple budget years, enhance opportunities to access external funding and facilitate the amortisation of costs over a longer period.

The prioritised implementation plan below identifies each master plan element, the rationale for including the element in the plan, and whether the element is to be implemented in the short, medium or longer-term. High-level cost estimates to implement the strategies identified in this plan have been included to help guide Council and user groups as they begin the more detailed planning required for each facility development. Given the early stage of planning for the facility upgrades recommended in this plan, these cost estimates are indicative only. They have not been reviewed by a quantity surveyor or other qualified professional.
## 8.1. Prioritised Implementation Plan

<table>
<thead>
<tr>
<th>Master Plan Element</th>
<th>Detail</th>
<th>Rationale for Inclusion</th>
<th>Priority</th>
<th>Indicative cost estimates¹²</th>
</tr>
</thead>
</table>
| **Electrical infrastructure** | Assess, rectify and underground existing electrical infrastructure | Master plan consultation demonstrated the need for an electrical infrastructure upgrade:  
- The ageing electrical infrastructure is of safety and functionality concern  
- An analysis of electricity supply is needed  
- There are no underground services plans  
- There is a need to ensure all buildings and infrastructure is located correctly prior to undergrounding electricity  
- It is desired to underground all power  
- An upgraded main switch board building was installed when the multi-purpose building was built | Short-term | TBC subject to supply analysis |
| **New and upgraded amenities including toilets, showers and accessible toilets** Master plan key reference: 5 and 15 | Assess the need to upgrade existing amenities OR provide access to the amenities in the multi-purpose building Master plan key reference: 29 | Council and the show society have noted:  
- There is a lack of adequately-sited public amenities  
- The need for new or upgraded toilets was identified as a high priority in 27% of questionnaire responses  
- The need for additional showers was identified in two questionnaire responses  
- There are limited accessible toilets on the site. This was identified as a site constraint through the questionnaire process  
- The removal of the toilet block near the show society building has increased demand on the existing, poorly quality public toilet block  
- The only toilets are behind the multi-purpose building and inside the multi-purpose building and main hall  
- There have been drug issues in the toilets in the past | Short and medium-term | $250,000 |
| **Upgrade camping power infrastructure** | As part of the undergrounding of electrical infrastructure, upgrade camping power access points | Identified as a need through the questionnaire process and in consultation with the show society  
Upgraded camping power will assist the showgrounds to meet the short-term camping needs of the travelling public in line with the DNRME Secondary Use of Trust Land Policy | Short-term | TBC subject to supply analysis |
| **Drainage** | Provision of drainage plans and implementation of new drainage infrastructure around existing buildings and trafficked areas | Council has noted that there is poor site drainage around existing buildings and trafficked areas. These are mainly located around the front of the site on Craig Street. There is no problem with drainage between the cemetery and the showgrounds. The show society has noted water gathers to the east of the main arena. | Short-term | $50,000 |
| **Car parking including formalised, accessible car parking spaces Master plan key references: 9 and 19** | Design and construction of additional sealed car parking areas | Council and the show society have noted that there is inadequate onsite, all-weather parking  
A lack of accessible car parking spaces was identified through the questionnaire process | Short-term | $80,000 |
| **Seal internal roads** | Seal internal road network to provide all-weather access around the showgrounds and to reduce dust | Identified as a need through the questionnaire process and in consultation with the show society | Short-term | $80,000 |
| **Entry statement** | Consideration, design and construction of new entry statement (not on highway) | The need for a formalised entry statement was identified in consultation with Council | Short-term | $30,000 |
| **Vegetation Works** | Areolar assessment and removal or root pruning of problematic existing trees and vegetation  
Brick wall in NE corner of site to be assessed and rectified or replaced with a chain wire fence  
Root pruning and root barriers to be installed if necessary to protect plumbing near amenities buildings | Council noted that there was vegetation causing problems with infrastructure near the amenities in the main hall. This tree has been removed. The large fig tree in the NE corner is moving the brick wall there. Remove the tree or replace wall with chain wire fence. There are no vegetation protection orders on site | Short-term | $5,000 |
| **Repair horse day yards Master plan key reference: 2** | Repair existing day yards as necessary. | The show society has noted the horse yards are too low and uncovered and should be removed. An upgrade would likely attract other users. | Short-term | Nominal |
| **New 4m x 4m day horse day yards Master plan key reference: 3** | Remove existing day yards at master plan key reference 4, and install 20 of 4m x 4m day yards with 2 cattle rails and provision for future cover. | | Medium-term | $30,000 |

¹² NB: Cost estimates are indicative only and have not been reviewed by a quantity surveyor or other qualified professional. These estimates are not intended to be used for Council’s budget deliberations or to inform funding applications.
### Master Plan Element

<table>
<thead>
<tr>
<th>Detail</th>
<th>Rationale for Inclusion</th>
<th>Priority</th>
<th>Indicative cost estimates&lt;sup&gt;12&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services upgrades&lt;br&gt;Upgrade site services as required - e.g. sewerage upgrades (NB: All toilets are connected to sewerage. Main aublons are connected to septic tank which is pumped to the sewerage line)</td>
<td>Identified through questionnaire process and in consultation with Council and show society</td>
<td>Medium-term</td>
<td>TBC subject to required scope</td>
</tr>
<tr>
<td>Upgrade the kitchen in the canteen building&lt;br&gt;Master plan key reference: 21</td>
<td>The extent of the upgrade is to be determined subject to demand at the time of implementation. It is not likely that a full commercial kitchen would be required</td>
<td>Medium-term</td>
<td>$30,000</td>
</tr>
<tr>
<td>Fencing upgrades&lt;br&gt;- Upgrade to a stock-proof fence around the main arena as necessary to ensure the safety of showgrounds users&lt;br&gt;- Inspection and replacement of ageing boundary fencing (particularly along Mackenzie St)&lt;br&gt;- Repair fencing between the showgrounds and the adjacent cemetery as necessary</td>
<td>Main arena fencing upgrade identified through the questionnaire process. Council has noted that the existing fencing, especially on Mackenzie Street, needs to be upgraded. An upgrade to the boundary fencing between the showgrounds and the adjacent cemetery was identified through the questionnaire process</td>
<td>Medium-term</td>
<td>TBC subject to required scope</td>
</tr>
<tr>
<td>Shade (covered areas) and spectator seating&lt;br&gt;Master plan key reference: 13</td>
<td>Install shade trees and fixed and relocatable spectator seating (e.g. portable grandstands) around the main arena</td>
<td>Medium-term</td>
<td>$30,000</td>
</tr>
<tr>
<td>Upgraded lighting&lt;br&gt;- Design and planning for installation of upgraded and new lighting:&lt;br&gt;  ■ General lighting of pedestrian areas&lt;br&gt;  ■ Lighting of internal roads&lt;br&gt;  ■ Lighting in and around amenities buildings&lt;br&gt;  ■ Upgraded lighting of participation areas (e.g. main arena)</td>
<td>■ Lighting upgrades identified through the questionnaire process&lt;br&gt;■ Council has noted the need for increased lighting for night activities. There are ring lights and lights in side show alley which are not very effective. Some light poles were replaced in 2017&lt;br&gt;■ Cabling for lighting upgrades should be undergrounded</td>
<td>Medium-term</td>
<td>TBC subject to finalised scope</td>
</tr>
<tr>
<td>Review and upgrade cattle yards&lt;br&gt;Master plan key reference: 34</td>
<td>Review, downsize and upgrade cattle yards to accommodate large bulks, including Biosecurity Queensland compliant biosecurity area.</td>
<td>Medium to longer-term</td>
<td>$30,000</td>
</tr>
<tr>
<td>New show society location&lt;br&gt;Master plan key reference: 15</td>
<td>Remove existing show society building and design and construct new showgrounds office OR relocate the show society office into the multi-purpose building</td>
<td>Timeframe and cost subject to location of show society office and finalised scope</td>
<td></td>
</tr>
<tr>
<td>Fixed irrigation in main arena&lt;br&gt;Master plan key reference: 13</td>
<td>Install a permanent irrigation system to the main arena to improve the quality of the arena surface</td>
<td>Longer-term</td>
<td>TBC subject to scope</td>
</tr>
<tr>
<td>PA system</td>
<td>Install a PA system to cover all activity areas of the showgrounds</td>
<td>Longer-term</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

### 8.2. Other Ideas Raised

<table>
<thead>
<tr>
<th>Master Plan Element</th>
<th>Detail</th>
<th>Rationale for Inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential future line marking for 400m and 100m running tracks (subject to community demand and user group support)</td>
<td>Consider the need to mark 100m and 400m running tracks inside the main arena. &lt;br&gt;&lt;br&gt;NB: A traditionally-shaped, 400m competition athletics running track will not fit within the round main arena. However, the arena has a circumference large enough to fit a round, 400m running track. The diameter of the arena would also accommodate a straight, 100m running track. Athletics has been addressed separately in Council’s sport and recreation strategy</td>
<td>Identified through questionnaire process</td>
</tr>
<tr>
<td>Potential new covered arena with grandstand seating (subject to community demand and user group support)</td>
<td>Investigate the design and installation of a covered arena and grandstand on the south side of the main arena. Minimum size 60m x 30m, maximum size 80m x 40m.</td>
<td>The opportunity to install a covered, multi-purpose arena at the showgrounds was explored as a longer-term option in consultation with Council and the show society. The arena could be used as a multipurpose area (trade stalls, concerts etc.) but more likely for horse events and rodeo</td>
</tr>
</tbody>
</table>
9. Operational Considerations

The governance and administration of the showgrounds is a non-capital, but essential key to the successful and sustainable management of the site. The re-introduction of a Council-supported managing body will assist in the delivery of the recommended improvements to the site, and the longer-term capital works. This managing body should work with Council and key community groups in strategising and promoting new initiatives for the site to revitalise the showgrounds as the hub for future shows and events.

Operational considerations are summarised below:

<table>
<thead>
<tr>
<th>Operational Considerations</th>
<th>Detail</th>
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</table>
| Facility planning and promotion                 | Consultation highlighted that there are some underutilised facilities at the showgrounds. Identification of possible dual uses of underutilised buildings on site and promotion of spaces to the community for affordable rental opportunities. Possible user groups include:  
  - Additional car clubs  
  - Weddings  
  - Wakes  
  - Birthday celebrations  
  - PCYC activities  
  - Council activities  
  - Lions Club activities  
  - Rotary Club activities  
  - Horse club activities, including Burdekin Performance Horse Club  
  - Local schools activities  
  - Little athletics  
  - Robotics competitions  
  - Gaming competitions                                                                 |
| Funding opportunities                            | There are a suite of capital and non-capital improvements needing funding, identified in the master plan. Council and the future managing body can work together to apply for funding from sources such as Building Better Regions Funds and Sport and Recreation based funding. |
| Securing additional large events                 | Additional large events would reinforce the showgrounds as a significant activity hub of Ayr. Identify and liaise with travelling event groups and organise regional promotion of large local events such as:  
  - Antiques shows  
  - Garden shows  
  - Horse events  
  - Collectorama events  
  - Craft/Quilting shows  
  - Motorcycle shows  
  - Camping and caravan shows  
  - Gymnastics events  
  - Athletics events  
  - Music performances and festivals                                                                   |
### Operational Considerations

<table>
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<td>Show promotion</td>
<td>Council has identified the need to retain the show and has expressed the desire to include a larger variety of elements to the show program. Through the questionnaire process, reintroduction of stock into the show program was identified, as was a need for more inventive and attractive displays. Council and Show Committee to plan a revitalised show program, including the seeking and inclusion of a larger variety of events, additional marketing and new branding.</td>
</tr>
</tbody>
</table>
| General maintenance        | Community feedback indicated that general maintenance is lacking, especially during event times. Improve maintenance during peak and event times, including:  
  - More, strategically-located rubbish bins during events  
  - Intensified maintenance prior to and after events |
10. Conclusion

Regional Queensland communities such as Ayr require well developed, governed and maintained infrastructure and spaces that support the community’s needs. The master plan for Ayr Showgrounds has carefully considered the demographic characteristics of the local community. The plan has been prepared to support community engagement, social inclusion and the long-term sustainability of the facilities of the showgrounds.

Burdekin Shire Council and the not-for-profit user groups at Ayr Showgrounds have an opportunity to upgrade the showgrounds to improve its functionality and sustainability. As the improvements are made, it is vital that the operational side of the master plan is implemented to ensure revitalisation of the show and the site.

The recommendations in this plan are intended to guide stakeholders in the short, medium and longer term upgrading of the showgrounds and to address the ad hoc development that has occurred throughout the precinct’s history. The master plan includes new and upgraded facilities that will improve the linkages between the different areas of the showgrounds and encourage more user groups to enjoy the site.

The upgrading of the showgrounds must be implemented in a way that celebrates the site’s history, while recognising the need for current community-based recreational pursuits to assist in the promotion of use.

By carefully implementing the improvements as recommended in this plan, Council and government will be able to invest in infrastructure upgrades and developments to enable Ayr Showgrounds to become a more valuable facility for Council, the local community and the region.