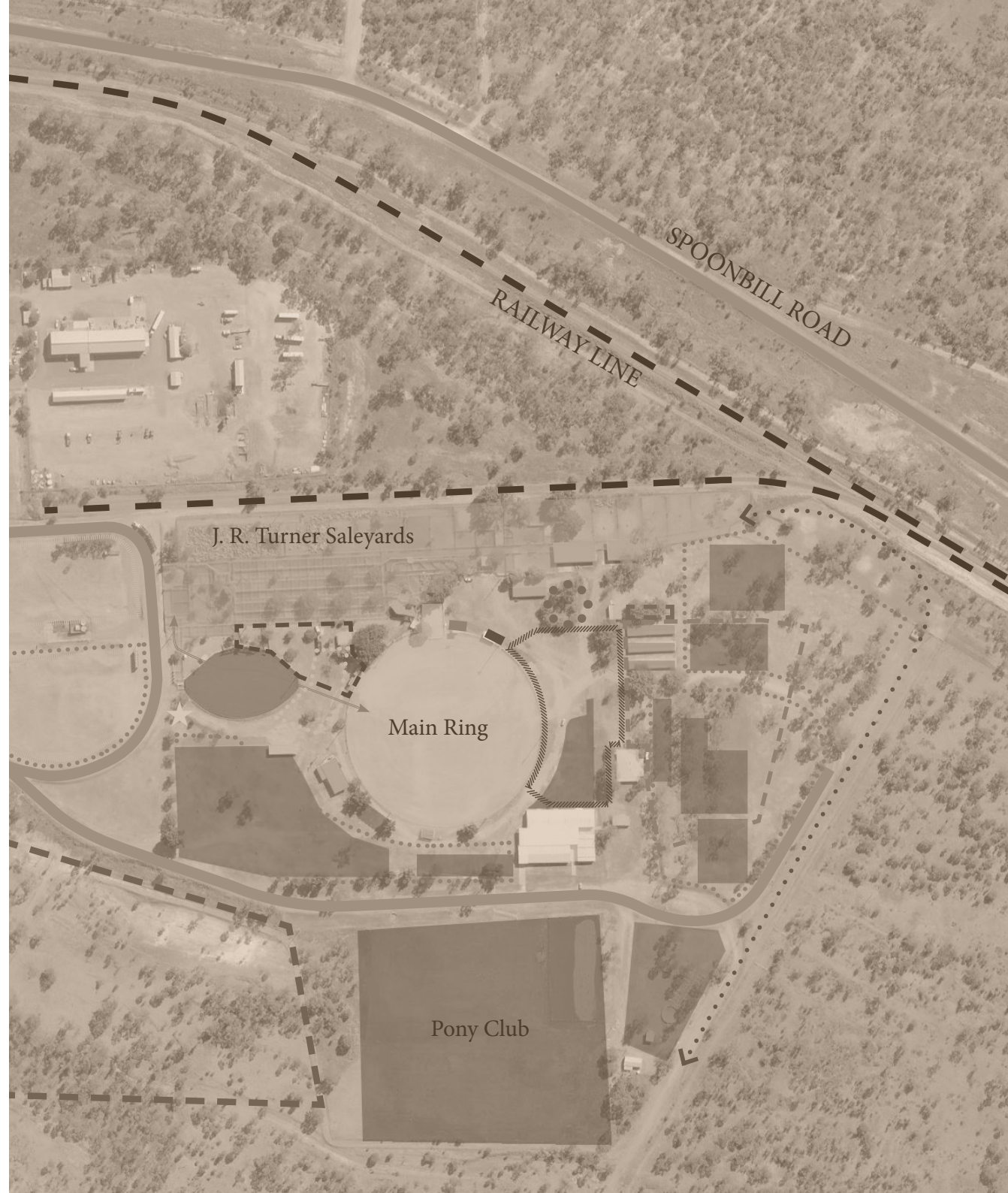


Masterplan Report

Clermont Saleyards
& Showgrounds
Revitalisation Project

March 2019



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Executive summary

The Clermont Saleyards and Showgrounds Revitalisation Masterplan project has been a collaborative project between Isaac Regional Council, key stakeholder groups and a multi-disciplinary team. The team, comprising of Wall Planning & Environmental Consulting together with Designtek have developed a plan for a multipurpose precinct that plans for the long term future of the precinct.

In consultation with Council and a wide range of stakeholders, the following Vision was established that helped guide the decision making and the evaluation of different design options throughout the project:



Master Plan Vision

The Saleyards & Showgrounds will continue to embrace Clermont's rich history and showcase our Region and its industries to the World. Our community and family values will be reflected in the facilities and events and provide opportunities for our youth to build confidence and skills. Our unique community venue offers sustainable, modern, adaptable and accessible facilities that support dynamic event opportunities.

Purpose of the Master Plan

The Clermont Saleyards and Showgrounds Master Plan (the Master Plan) provides a vision, principles and projects for the precinct to guide development and use of these facilities over the next 20+ years. Isaac Regional Council have secured funding through the State Jobs Regional Growth Fund for a revitalisation project for the Clermont Saleyards and Showgrounds Precinct. The Master Plan Project is an early component of this overall funding. Further funding support will be required to implement the MP initiatives.

The Master Plan supports Council's Vision of ***"Isaac...helping to energise the world; the Region that feeds, powers and builds communities"***. It will focus on the delivery of tangible social, community and economic development outcomes. The Master Plan will be reviewed bi-annually by the Master Plan Working Group with a complete review by the Clermont Show Revitalisation Advisory Committee every 5 years.

Implementation of the Master Plan will be subject to appropriate resources and funding. Sequencing of projects is dependent on funding sources and availability.

Clermont Saleyards & Showgrounds Precinct

Clermont is home to one of Queensland's oldest Agricultural Shows and the only Show hosted in the Isaac Region. The precinct is 64.254 hectares in area.

The Clermont Show was first held in 1868, and in 2018 celebrated its 150th anniversary. The Showgrounds precinct creates tangible economic and social benefits for the Isaac community, including, ensuring strong connections to the local community, families have fun which increases wellbeing and happiness, young people gain life skills and confidence and competitors have the opportunity to showcase talent and livestock. Economic benefits include money spent locally, sponsors promoting businesses and products, and competitors and tourists visiting and staying in town.

The current Clermont Saleyards complex was built in 1982. The Saleyards now sell 12,000 head of cattle per annum (pa) and temporarily host 65,000 head of transit cattle (pa). The Saleyards make a significant contribution of approximately \$2 million (pa) to the Region's economy.

*The information is provided as a flexible guide – changes in user group priorities or earlier opportunities for funding may alter this information.

1.0 Introduction

1.2 Master Plan Objectives

The Master Plan objectives are to:

1. Deliver a Master Plan to guide the development of the Clermont Saleyards and Showgrounds Precinct over the next **20+ years**;
2. To ensure the Master Plan articulates **adaptive pathways** for economic, social and community development for Clermont, its surrounding districts and the region and State as a whole;
3. To identify **priority signature revitalisation projects** for the Saleyards and Showgrounds; and
4. To identify **priority projects** beyond the scope and timeframe of the Revitalisation Project, consistent with Objective 2, to be “shovel ready” for future funding opportunities.

1.3 Team and Process

Council has established a formal Advisory Committee (under the Local Government Act) to oversee and advise the Council in relation to the revitalisation project. The Advisory Committee includes representatives of the Clermont Saleyards Committee, Rodeo and Show Society and Council to the Advisory Committee. The Advisory Committee formally reports through Council's Planning Environment and Community Services Standing Committee to the Council's Ordinary Meeting.

The Advisory Committee has nominated a Working Group to undertake the Master Plan Brief. The Working Group is convened by the IRC Director Planning, Environment and Community Services (DPECS) and the development of the Master Plan is jointly led by DPECS and the Planning Consultant (Wall Planning & Environmental Consulting).

A key expectation is that there will be continuous engagement with the key stakeholder groups represented on the working group and Advisory Committee throughout the development of the Master Plan. Once a draft Master Plan and Action Plan for the Revitalisation Project are completed, a community engagement will be undertaken to inform the completion of these two output documents.

The Master Plan will be reviewed bi-annually by the Working Group with a complete review by the Clermont Show Revitalisation Advisory Committee every 5 years.

The key elements in the development of the Master Plan were:

- Precinct Site Analysis and Context;
- Social, Community and Economic Benefit and Trend Analysis;
- Development of Masterplan Report;
- Development of Priority Signature Revitalisation and Future Project Plans;
- Community Engagement; and

- Development of the Masterplan.

The projects, improvements and developments identified in this Master Plan for the Clermont Saleyards and Showgrounds Precinct are aspirational over the next 20 plus years. They will be beyond the capacity of Isaac Regional Council to fund in its own right and will be dependent on major alternative funding programs and sources. Likewise, while the Master Plan identified a series of timelines and priorities for these projects, the future sequence of delivery of these projects will be driven by the nature of and conditions attached to funding sources at the material time.

2.0 Site Analysis and Context

2.1 Overview

The Clermont Saleyard and Showground precinct is located approximately 2km from the Clermont Local Post Office and in the south eastern part of Clermont. The precinct is accessed off Spoonbill Road. Wattle Hill Road, the main internal access road, is sealed. The precinct has a total area of 70.426Ha.

The J.R. Turner Saleyards (referred to as the 'Saleyards') includes:

- Monthly Sales
- Bi-weekly Cattle Trains
- Road/Rail Interchange
- Vital rail loading Facility
- Selling Centre for the Isaac Region

The E.H. Faint Memorial Showgrounds (referred to as the 'Showgrounds') include:

- Annual Isaac Region Show
- Campdraft events
- Rodeo events
- Pony Club
- Isolated Children and Parents Association Sports Camp
- Distance Education Camp
- Horse Spelling
- Events camping (overflow from Caravan Park)



Figure 1: Proposed Site Overview Image



Figure 2: Aerial Photograph of Clermont Show

Isaac's agribusiness industry contributes:

- The agricultural sector is the Isaac Region's second highest industry employer and third largest exporter.
- Isaac has the second largest cattle herd in Queensland
- Clermont Saleyards sells 12,000 head of cattle per annum
- Further, Clermont Saleyards temporarily host 65,000 head of transit cattle per annum
- By contrast, Emerald Saleyards (approximately 100km south of Clermont) sells 70,000 head of cattle per year.
- Clermont is also home to one of Queensland's oldest Agricultural Shows and the only Show hosted in the Isaac Region
- Last year, the Clermont Show celebrated 150 years since its first Show
- Visitor numbers to the Clermont Show – the Isaac Region's Show continue to rise with approximately 4,000 people attending each Show since 2013 – 2018.

2.2 Ownership and Management

The Clermont Showground is situated on approximately 70Ha parcel of land, held by the Isaac Regional Council. Land directly to the east of the development is a Railway Reserve, held by QRN Property Pty Ltd. Details of the ownership are set out in the table below.

Property Description	Ownership	Tenure	Land Area
Clermont Showground: Lot 228 CLM63	Isaac Regional Council	Estate in Fee Simple 1. Rights and interested reserviced to the Crown by Deed of Grant No. 30165103 2. Lease No. 717707910 Clermont Pony Club Inc of Lease A on SP 272783 (10 year lease agreed 12/12/2016)	64.4904Ha
Clermont Showground: Lot 177 on CLM572	Isaac Regional Council	Reserve Showground and Saleyard	5.9360Ha
Adjoining Land: “Aurizon Land” (not part of Saleyards and Showgrounds Precinct) Lot 345 on SP129972	QRN Property Pty Ltd ACN 145 991 724	Trustee Purpose: Railway Sub-purpose: Ballast	6.73Ha

Table 1

Isaac Regional Council, the owner of the precinct, are responsible for the management and maintenance of the Saleyards and Showgrounds precinct. The management of the precinct is undertaken by the Manager of the Saleyards/ Showgrounds. Council undertakes the vast majority of the grounds maintenance, apart from the Pony Club grounds which is maintained by the Pony Club volunteers. Fields and outdoor spaces are used throughout the year, whilst some internal spaces are underutilised.

2.2 User Groups

The saleyards and showgrounds precinct is used for a variety of purposes by a broad range of users. There are approximately 9 regular user groups who access the facilities within the precinct. The user groups, event and frequency is set out in the table below.

User Group	Even	Frequency
Clermont Rodeo and Show Society	Clermont Show	End of May. 4 days per year
Clermont Rodeo and Show Society	Clermont Rodeo	End of March/ early April. 1 per year
Clermont Rodeo and Show Society	Committee Meeting	1 per month
Clermont Saleyards	Cattle Sales	Monthly plus 5 bull sales per year
Clermont Rodeo and Show Society	Clermont Gold Cup Campdraft	Mid June. 1 per year. Runs for 3 or 4 days.
Clermont Pony Club (approx. 25 members)	Pony Club Campdraft	Early June. 1 per year. Runs for 2 days.
Isolated Children and Parents Association (ICPA)	ICPA Sports Camp	1 week per year
Distance Education	School Camp	1 week per year
Hoch and Wilkinson	Clermont Beef Expo	End of October. 1 day per year

Table 2

All of the above groups, with the exception of the Pony Club, that has a 10 year lease expiring 10/10/2026, hire the grounds and facilities from the Isaac Regional Council for a fee. In addition there are one-off event hirers and less frequent community users group who hire the facilities from the Isaac Regional Council.

2.3 Planning Context

Regional Plan

Clermont is included in the “Urban Footprint” of the Mackay Isaac Whitsunday Regional Plan 2012. The Regional Plan outlines the main strategic goals and outcomes for the Region, including, economic, social and environmental outcomes for the Region. The Regional Plan recognises the Agricultural production industry as a leading economic driver of the Isaac Region, as well as the tourism as potential industry for expansion within the region. Community development is outlined as essential to the regions sustainability, as well as the preservation of heritage areas and activities, the development of high quality community facilities in the Clermont Saleyards and Showgrounds precinct provides a unique opportunity to develop key social infrastructure and bolster the economic viability of the regions vital agricultural industry.

The Saleyards and Showground precinct thus supports and implements the outcomes as set out in the Regional Plan.

The Belyando Shire Planning Scheme 2008

In accordance with the Planning Scheme, the Clermont Showground complex is included in the “Industry Zone”. The Industrial Zone accommodates a wide range of industrial activities and public utilities. Within the Industrial Zone, “industrial activities” are consolidated within an identifiable area, so as to ensure other “uses” in the locality are protected from any adverse impacts associated with “industrial activities”; and are not prejudiced by the intrusion of incompatible “uses”.

Proposed Isaac Regional Council Planning Scheme (V.3, April 2018)

A draft Isaac Regional Planning Scheme is in development to replace the current Belyando Shire Planning Scheme governing development in the area. While the scheme is yet to be completed or implemented, it is likely to come into effect during the development horizon for the Clermont Showgrounds Masterplan Project. The site is included in the Industrial Zone. The Draft Isaac Regional Planning Scheme outlines the purpose of the Industrial Zone “is to provide for: a variety of industry activities; and other uses and activities that: support industry activities; and do not compromise the future use of premises for industry activities”.

2.4 Site History

Saleyards

Between the 1940s and 50s there was a shift in the type of cattle being bred, transitioning from traditional British breeds such as Shorthorn Herefords and Aberdeen Angus to Brahman Cattle. This was mainly for their hardiness to the harsh conditions of a lot of

Queensland. Today it is difficult to find herds without Brahman blood in them. The transition to Brahman stock meant that the fat cattle yards at the old saleyards complex (located on the site where the Clermont Golf Club’s number 4 and 5 fairways now stand) were not suitable as they were neither high nor strong enough.

The Saleyards part of the Showground complex was named the JR Turner Saleyards in honour of Jim Turner’s contribution to the complex as Chairman of the Shire at the time, and was built and opened 31 August 1982.

Showgrounds

From humble beginnings in 1868, the Clermont Show has carved itself out as a key piece in Clermont’s history. With 2018 marking the 150 year celebration since the first Clermont Exhibition, the event has remained a vital part of Clermont’s past.

The 3rd of June 1868 marked the inaugural Clermont Show. Known then as the Clermont Exhibition, the event was held in the yards of the Hibernian Hotel near the racecourse. From a small selection of events in its early years, the show grew closer to the spectacle it is today by 1908, which saw dairy and farm produce sections, poultry, fruits, flowers, school section, painting and culinary attractions had become staples of the event, alongside the traditional sheep, cattle and horse showings. With the event drawing crowds from throughout the Peak Downs region, there is no doubt that the show has played a large part in Clermont’s development.

However, this has not come without years of struggle. 1889 saw no show held in Clermont, with a disappointing show the following year, a show was held after a 5 year absence in 1895 and with the event not returning until 1908 after a further 13 year absence. However, a

recorded outstandingly successful show in 1911 saw the event enter a new era of popularity and prosperity.

With the 1920’s seeing the event transition towards one with more focus on Buckjumping and Bushsports events, the Clermont Show has seen the rise of a multitude of new attractions throughout the course of its development. With the show introducing attractions for both industry and family alike, the shows history has seen the beginning of fat cattle competitions, working dog competitions, Cattleman’s challenges, art shows, photography, junior and intermediate events, as well as bull and cattle sales.

The Showgrounds were named the EH Faint Memorial Grounds, complex on 31 August 1982. The Rodeo and Show Society funded the design and build of the Heritage Building, which was designed for Rodeo and Show Society functions, such as the annual Beef Dinner.

While the show and its events have helped to build Clermont into the community it is renowned for, the show has also provided essential services within the town with opportunities for fundraising. With the showgrounds commemorating EH Faint and his many charitable contributions to the community, the show has endeavoured to raise funds for the Monash Lodge aged care facility since 2006.

With a rich history vital to the towns development, the Clermont Show has played a key part in the towns development over the past 150 years. While the events and attractions have changed, the show still remains at the heart of the Clermont community and it is essential that the future of the Clermont Show is envisioned for the generations to come.

2.5 Existing Facilities and Operational Performance

An overview of the major infrastructure, entrances and use of the Clermont Saleyards and Showgrounds precinct is below:



Saleyards

Include the following facilities:

- Double-decker access
- Full deck weighbridge
- Triple trailer access from the North and West
- All-weather access
- Water troughs in all yards
- Upgraded herringbone yard
- Upgraded Bull ring
- Onsite truck-wash and wash-down bay for weed control
- Dipping and spelling facilities
- 108 Sale Pens
- Cattle yarding average: 3,000



Showgrounds

Main Arena

(Used for Equestrian events during Show; Occasional use by Pony Club; ploughed for Camp Draft events and then reseeded for Show events)



Main Pavilions

W.E. Faint Pavilion

R.C.B. Whelan Pavilion

Rural Youth Pavilion

Joined together by skillion roof dining area

(used by Show during Show events; Beef Expo and occasional hire by businesses and other organisations)



Main Entry

Entrance to Saleyards and Showgrounds precinct.
(Council maintenance buildings either side of main entrance road. Poor sense of arrival)



Rodeo Entrance

Entrance to Rodeo
(Poor sense of arrival)



Entrance and Horse Access to Ring

(Photo of pathway from existing horse stables to main ring)



Catering Buildings

Include the following:

- Main bar and annexe
- Kiosk at Agents office
- Kitchen in W.E. Faint Pavillion

(Photo of existing main bar and annexe)



Heritage Building

(Contains Precinct memorabilia; kitchen; small toilets/ shower, host to Beef Dinner; Sponsors Breakfast during Show; Miss Showgirl events and Show Committee Meetings)



Administrative Buildings including Secretary's Box and Announcers Box

Funds available to replace the showground grandstand and announcers box. Agents kiosk includes toilet facility.

(Photo of announcers box and secretary's box)



Horse Stables

4 bays of horse stables. 12 of the stables are uncovered and 72 stables are covered. Poor condition i.e. the existing chain link fence resulting in safety concerns. Stables are hired at a rate of 80 – 90% capacity during Show – more demand however less hire due to condition. Used intermittently by people travelling with horses*

*The following is a list of the Stable usage from 2005 to 2017:

2017 - 68 stables	2010 - 89 stables
2016 - 64 stables	2009 - 88 stables
2015 - 80 stables	2008 - 96 stables
2014 - 73 stables	2007 - 66 stables
2013 - 76 stables	2006 - 74 stables
2012 - 118 stables (waiting list)	2005 - 79 stables
2011 - 97 stables (waiting list)	



Stud Cattle Area

Includes stud cattle ring and Bull Sheds 1 – 3

(Photo of stud cattle ring and bull shed no. 3)



Rodeo Arena

Currently, portable panels are used to reduce the size of the Rodeo Ring during competitions

(Photo of Rodeo and Bar area included in the Rodeo Ring)



Amenities Buildings

3 amenities blocks within the Precinct

(Amenities near horse stables, pavilions and bar and rodeo ring)



Pony Club

Pony Club have separate lease from Council. Pony Club grounds used for car parking during Show

(Photo of Pony Club grounds)

Overview of the Saleyards and Showgrounds precinct, noting the positives and areas for improvement is set out in the table below:

Positives	Areas for Improvement
Access, Circulation and Public Safety	
<ul style="list-style-type: none"> The site is a large open area with plenty of space The Type 2 (triple) road train access to the railway network All buildings and facilities on site can be accessed by vehicles and pedestrians 	<ul style="list-style-type: none"> Internal wayfinding lacks legibility making it difficult to locate specific buildings Location of the horse stables and entrance for horses to main arena is not safe for the public. Resulting in a psychological separation of the Trade Display area, Cattle area and announcers box from the rest of the Show precinct The Announcers Box and Grandstand (already funded) will increase the pedestrian flow to the northern portion of the main ring Limited formalised internal car parking No dedicated internal pedestrian pathways Limited all abilities access throughout the site
Infrastructure and Grounds	
<ul style="list-style-type: none"> Main Ring in reasonable condition and well maintained Trade display pavilions provide multi-use opportunities for events Interim project works planned to upgrade, Water on site include revitalisation of both the recycled water irrigation system and potable water distribution system Interim project works planned to upgrade, Electricity supply on site to more efficiently and safely distribute power to support activities at the Saleyards and Showgrounds Interim project works for IT to provide high speed microwave data connection to the Saleyards and reticulation to the Showgrounds to create a “Smart precinct” Funding available for upgrade of Grandstand and Announcers Box Location of Scale House in the Saleyard precinct problematic 	<ul style="list-style-type: none"> The site contains a number of ageing buildings and infrastructure which appear to have been developed on an ad-hoc basis Rodeo Ring aged and requires new fencing/ ring and chute Saleyards require upgrade and expansion to accommodate predicted numbers Saleyard development scenarios need to take into account: <ul style="list-style-type: none"> Buyer safety Animal welfare Regulatory and market obligations Accommodation of 1500 – 2000 head sale capacity to optimise the pool of buyers in attendance Accommodation of spelling and rail cattle concurrently with the preparation and holding of prime/ store/ bull sales Logical sequencing of work and functional transitions to operate with “old” and “new” sections in an integrated fashion Introduction of technological developments in relation to the administration of sales, live streaming for sales and better engagement of producers, agents, buyers and transporters Scoping of opportunities to progressively add shade/ cover structures to selling pens and other areas

Positives	Areas for Improvement
Infrastructure and Grounds (continued)	
	<ul style="list-style-type: none"> • Several buildings lack functionality for multi-use and some are single purpose • Main Ring needs to be ploughed for Campdraft events and then re-seeded/ grass established for the Main Ring events • Consider moving the agents kiosk to the south of the scale house. Consider canteen underneath the agents kiosk. • Herring bone yards in dipping and scale area, move to increase functionality. • Opportunity for the Pony Club to use the centre ring, however the cost is prohibitive. The Pony Club have a 10 year lease (commenced 12/12/2016). • Pavilions are not air-conditioned. Refurbishment required including lining for sound in ceiling and acoustic treatment. • Horse stables in poor condition. Need to be upgraded for human and animal welfare • Rodeo arena currently uses portable panels to reduce the size of the rodeo during competitions. • Rodeo ring requirements replacement due to condition of ring and chute gates
Entry	
<ul style="list-style-type: none"> • Opportunity to address main entry and create a sense of arrival that is also safer for patrons and separates the 'back of house' buildings from the main public thoroughfare • Opportunity to create separate heavy vehicle access to Saleyards, Rodeo and Campdraft events • Opportunity to create light vehicle/ patron entrance during events and increase safety and sense of arrival 	<ul style="list-style-type: none"> • No dedicated entry for service vehicles for cattle, horses, etc • No drop off point close to main pedestrian entrance • All abilities access to be considered
Environmental	
<ul style="list-style-type: none"> • Large, useable open space areas • Recycled water irrigation system used on site • Native vegetation and large shade trees in places • Rich cultural history 	<ul style="list-style-type: none"> • Opportunity to consider viability of solar panels • Opportunity to share rich history and agricultural nature of the site

Positives

Areas for Improvement

Amenity

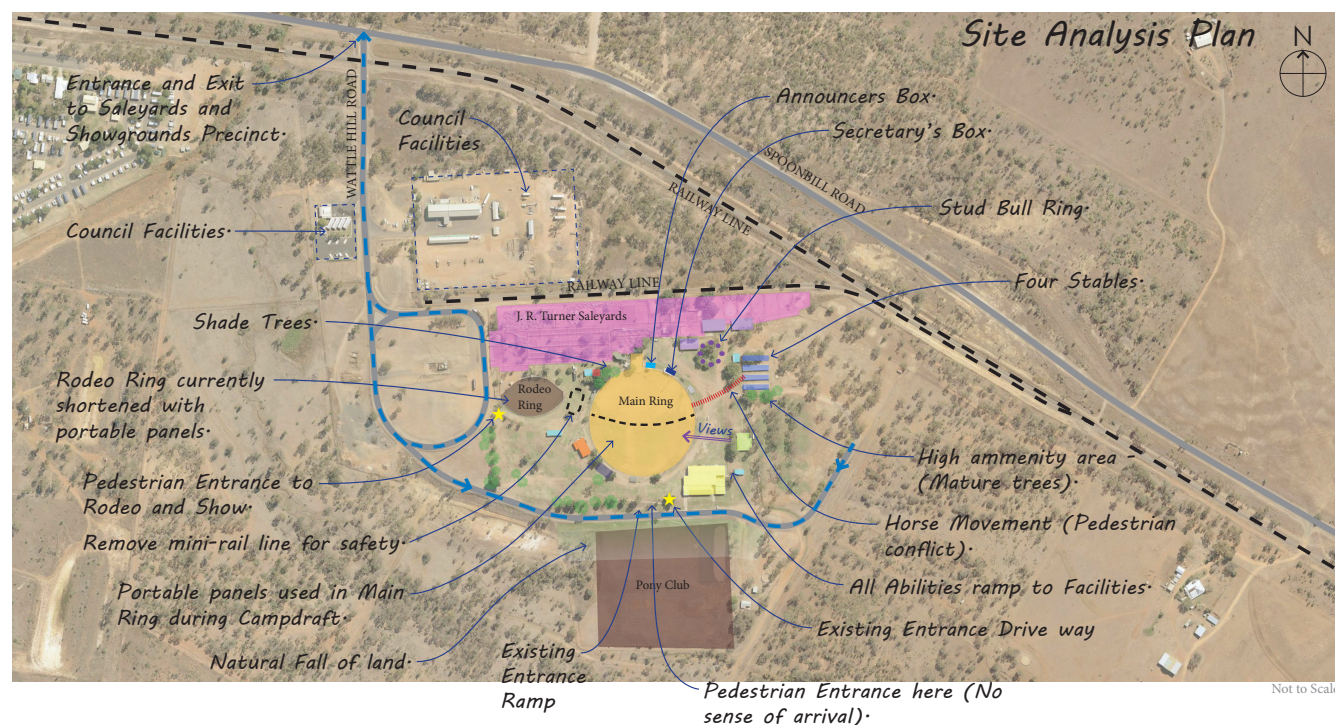
- Attractive setting in keeping with Clermont's rural character
- Opportunity to retain the shade trees located at the eastern section of the Showground. The area is shady, cool and pleasant for the public
- Topography of site provides for natural viewing areas and opportunities
- Poor sense of arrival, i.e. main entry via maintenance buildings, to precinct
- Improve greater utilisation of grounds all year round
- Opportunity for tourists

Table 3

2.6 Site Analysis

One on one consultations and meetings with representatives of the Rodeo and Show Society (including Campdraft), Pony Club and Saleyard and Master Revitalisation Master Plan Working Group.

From the initial consultations, a Site Analysis Plan was produced that demonstrates the existing infrastructure and facilities and identifies positive features and areas for improvement on the site. A copy of the Site Analysis Plan is set out following.



Prepared by:

designtek

In association with:

Wall Planning & Environmental Consulting

LEGEND:

Main Ring - Horse Events	Amenities	Side Show Alley	★ Entry
Saleyards [Cattle (CD)]	Stables	Bar Annexe	
Bull Sheds	Heritage Building	Pony Club Ring	
Stud Bull Ring	Pavilion	Kiosk	

3.0 Social, Community and Economic Benefit and Trend Analysis



Figure 3: Clermont Show, Saleyards and Rodeo images

3.1 Research and Review Summary

Background research and a literature review has been undertaken to properly identify current and emerging trends for saleyards and showgrounds including a focus on how social, community and economic benefits can be optimised. Key expectations for revitalised facilities include an emphasis on maximising opportunities for facilities to be used by multiple users, for high levels of facility utilisation.

The Saleyards Committee have researched relevant best practice opportunities identified from a recent series of field visits by the Saleyards Manager of 10 regional saleyards in Queensland and New South Wales.

In Australia, agricultural show numbers are on the decline. However, Queensland is bucking the trend, with a 13% increase in attendance at Queensland Shows (2009 – 2011).

Across Queensland there are 128 Agricultural & Show Societies ranging from very small local events with community populations of 300 or less to large multi-day extravaganzas. 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.

The First Show Exhibition in Queensland was held in Clermont in 1868! Clermont recently celebrated 150 years of Show in 2018. Clermont is one of the largest rural/ regional Shows in Queensland in terms of attendance and number of event sections. Generally Shows range from 200 – 300 attendees and then there is a large jump in attendance to 10,000 upwards. Clermont Show numbers continue to rise with approximately 4,000 people attending each Show since 2013 – 2018.

3.2 Social and Community Benefit

Saleyards

- Cattle sales are held monthly (at least) and therefore provide an opportunity for producers, buyers and agents to come together and connect with each other for both business and social purposes

Shows

- Agricultural shows create tangible economic and social benefits for communities.
- Shows ensure strong connections to the local community, through volunteerism and the education, competition and cultural experience they provide.
- Community building benefits include teams of volunteer workers, support for charities and a blending of attitudes of young and old.
- Families have fun which increases wellbeing and happiness.
- Festivals can provide rural communities with coping mechanisms at times of drought and economic hardship, and catalyse community in the name of fun.
- Young people gain life skills and confidence and feel part of the community.
- Competitors have the opportunity to showcase talent and livestock.

3.3 Economic Benefit

Saleyards

- Queensland has 11.1 million of the total 26.2 million national cattle numbers (30 June 2017).
- The Australian red meat and livestock industry directly employed just over 191,800 people (2016 – 2017).
- Saleyards often recognise the revenue contribution and adapt a strong business management approach.

Shows

- Community attend and spend money locally.
- Sponsors promote businesses and products.
- Showmen, competitors and tourists visiting and staying in town

3.4 Trend Analysis



Figure 4: Clermont Saleyards, Isaac Regional Council website

Saleyards Trends

The biggest influences on Saleyards markets are seasonal conditions and the reputation of the saleyards. These are the most important drivers influencing which saleyards vendors send their stock to and which yards buyers attend to purchase stock. Expected prices are also important drivers for vendors, whilst the quantity and reputation of the livestock motivate buyers to purchase from a particular saleyard.

Future trends emerging in the Industry include:

- National saleyard network will be more regionalised with significant numbers of the smaller saleyards closing down, either unable to comply with increasingly stringent government regulations and/or unable to source sufficient capital to provide a level of technology comparable to their regional counterparts.
- Broadband, digital technology, the removal of on-line selling charges and the ability to set up internet systems with minimal overheads have helped “on-line selling systems” to become a real alternative for selling livestock. Electronic on-line web-based auctions that allow commodity transaction, reserve price setting and legal change of ownership without the seller, buyer or product having to come together physically at the time of the sale.
- To be viable in the long term, saleyards need sufficient throughput to cover the overhead costs incurred in meeting the cost of government regulations, associated technology and on-going maintenance needs.

Showgrounds Trends

Globally, there are many challenges and opportunities facing shows including:

Challenges	Opportunities
<ul style="list-style-type: none"> • Remining relevant to progressive farmers; • Appealing to young people; • Streamlining governance structure to enable greater engagement and turnover; • Effective committee structures; • Continuing financial viability; • Securing sufficient 'enabling finance' • Obtaining the necessary skills amongst trustees; • The threat of technical events and declining agricultural content at shows; • Weather, disease, security and increased regulation; • Future sustainability of small local shows; • Loss of public support and credibility; • Maintaining trust and reputation; • Inability and being slow to embrace change and reluctant to adopt new technologies. 	<ul style="list-style-type: none"> • Engaging in educational initiatives; • Maintaining the positive impact of farming; • Inspiring consumer confidence; • Raising the profile of agriculture to a growing urban audience; • Promoting the highest standards of animal welfare; • Biosecurity and disease control; • Utilising technology to enhance visitor experience at shows and to capture valuable data; • Embracing digital media for modern market and promotion; • Diversifying out-of-show income streams; • Exploring new and innovative ways to deliver charitable aims; • Increasing communication and member loyalty; • Development of future leaders; • Sharing information and best practice with other organisations

The following industry trends with relation to Showgrounds developments have been identified following consultation with Showground Managers, research and literature review and best practice more generally. The general trends regarding the utilisation of showgrounds across Australia and in Queensland include:

- Outdoor events and spaces and showgrounds are increasing being redeveloped as venues that support a range of community functions and uses.
- Facilities are becoming more flexible so that they can provide for different user requirement as well as for a variety of types of events of differing sizes (thereby optimising use and revenue). "Multi-purpose facilities"

- Assessment management is important and designs that allow low maintenance make the facility more viable.
- Facility managers (and Councils) are being proactive in securing events – it is no longer appropriate to sit and wait for a booking
- Successful securing and conduct of events is increasingly the result of collaborations with local tourism authorities, event organisers and business interests
- Where possible, facilities are being co-located with retail, entertainment and accommodation facilities

- Exhibitor utility requirements are increasing for services such as communications, compressed air, water, waste and power
- Contemporary expectations of facility quality, as well as legal and code requirements, demand a higher standard of facility that has been provided, or accepted, in the past
- Caterers are requiring larger, more sophisticated kitchens to meet legislative requirements
- Exhibitor utilising requirements are increasing for services such as communications, lighting, audio and power

- Increasing importance of green ‘technologies’ such as water harvesting and reducing water requirements, using solar power and energy efficient lighting
- Storage requirements, car parking and public amenities are a key component of facility design
- Recent Biosecurity Guidelines outline the importance of more stringent control of livestock facilities (particularly at showground sites)
- Provide facilities that can generate income (e.g. activities such as caravan and camping, kiosk/ canteen to service events, etc)
- Exhibition spaces with large clear span floor space that is flexible enough so that it can be divided into smaller areas to suit differing user needs
- Consider alternatives to a fixed stadium/ grandstand seating. Fixed seating is one of the more costly pieces of infrastructure to install and maintain and is often rarely used
- Include an appropriate events centre that will attract various cultural events, meetings and training events, host large social functions, conduct seminars, meet the needs of businesses and commercial activities and to play an integral support role in events held on site
- Provide facilities that the general community can utilise for example to provide recreation activities such as walking and cycling
- Consider shade without reducing the use of event open space

Rodeo Trends

The Australian Professional Rodeo Association, is one of the largest Rodeo groups in the country and has seen a steady increase in membership since it was established in 1944. The growth in rodeo membership has occurred despite a significant decline in the general rural population and a dwindling number of jobs on farms for traditional rodeo participants. However, rodeo is one of the social and sporting highlights of the year for many rural and regional communities, raising millions of dollars for community projects and charities.

Campdraft Trends

Campdrafting is one of only three sports officially recognised as Australian-developed and – according to some estimates – it’s the fastest growing. Most campdrafts are community based events that rely on competitors, contributors and volunteers. Campdrafting also has its more glamorous side, with the introduction of Paradise Lagoons Campdraft, inland from Rockhampton in Central Queensland, that includes prize money upwards of \$200,000 and is focused on tourism with added entertainment, attractions and accommodation offerings.

Pony Club Trends

Pony Club commenced in Australia in 1938. There are now over 900 clubs across all states and more than 55,000 members – making Pony Club the largest equestrian organisation in Australia. Pony club is a youth organisation whose aim includes encouraging young people to enjoy all kinds of sport and pleasure connected with horses and riding.

3.4 Summary of Social, Community, Economic Benefits and Trend Analysis

There is a strong opportunity for the Clermont Saleyards to further develop to capture the revenue generated by the facility in the region. An opportunity exists for the establishment of increased technology in ensure to that the Saleyards remain competitive with its regional counterparts.

The Clermont Show has a strong agricultural history, having started as an event to showcase local produce and talent in the area. An opportunity exists for Isaac to retain the connection to the past agricultural shows and provide a modernised, multi-purpose community and entertainment hub, whilst respecting the values of the past and seeking to capitalise on the potential economic spinoffs for the local economy.

The other events held within the Saleyard and Show precinct include, Rodeo, Campdraft and Pony Club. These events contribute to the development of communities by providing an important opportunity of regional and rural communities to socialise, encourage participation and involvement of young people, provide opportunities to raise money for charity and reliance on the many competitors, contributors, sponsors and volunteers. These events form the heart of the community.

A range of policy documents were reviewed as part of the background research to set the study in context and to ensure study outcomes are aligned with Council’s corporate direction.

4.0 Background Research

4.1 Literature Review

The following table sets out the Strategic context emerging from the background literature.

Strategy Relating to Clermont Saleyards and Showgrounds	Source
<p><i>The Isaac Region 2020 Vision, 2009-2019.</i> This document outlines a number of strategic outcomes for which the Isaac region aims to reach by 2020. The Clermont Showgrounds Masterplan Project has been developed to further the region in line with the aim of the vision.</p> <p>The Isaac Region 2020 Vision outline strategic community objectives for the development of the region over the next decade, including:</p> <ul style="list-style-type: none">• <i>“Preservation of our unique heritage and histories for future generations</i>• <i>Maintenance, upgrading and replacement of well utilised and ageing facilities</i>• <i>Engagement of the broader community in the development, management and implementation of community based arts and cultural projects</i>• <i>Development of regional Community Hubs”</i> <p>This is supported by actions outlined as vital to the successful implementation of these objectives, including:</p> <ul style="list-style-type: none">• <i>“Encourage art and culture by engaging the broader community in the development, implementation and review of a regional Arts and Cultural Policy</i>• <i>Encourage heritage preservation and appreciation by engaging the broader community in the development, implementation and review of a regional Museums Collection and Acquisition Policy”</i> <p>Additionally, economic development objectives outlined in the vision include:</p> <ul style="list-style-type: none">• <i>“Maximising opportunities to develop tourism, heritage tourism and industrial tourism</i>• <i>Engagement of the broader community in the development, management and implementation of community-based economic development initiatives”</i> <p>These provide the Clermont Showgrounds Masterplan Project with an opportunity to better the future of the region in line with the Council’s vision.</p>	<p>Isaac Region 2020 Vision, 2009-2019</p>

Strategy Relating to Clermont Saleyards and Showgrounds	Source
<p><i>The Isaac Regional Council Community Strategic Plan 2035.</i> The Strategic Plan outlines the Isaac Regional Council's 20 year strategic vision for the development of the region and outlines key actions in achieving these outcomes. The Clermont Showgrounds Masterplan Project seeks to work towards these outcomes.</p> <p>The Isaac Regional Council Community Strategic Plan 2035 additionally outlines the significance of the agriculture industry on the regional economy. Along with this the plan conducts a SWOT analysis outlining the strengths weaknesses opportunities and threats regarding the current state and future of the region, relevant notes include:</p> <p>Strengths:</p> <ul style="list-style-type: none"> • <i>“Long standing heritage towns such as Clermont, Nebo and St Lawrence with strong supportive cultures</i> • <i>Areas of high tourism value/significance</i> • <i>Areas of high agricultural soil quality”</i> <p>Weaknesses:</p> <ul style="list-style-type: none"> • <i>“Ageing infrastructure across the region,</i> • <i>Low levels of State and Federal investment in regional infrastructure”</i> <p>Opportunities:</p> <ul style="list-style-type: none"> • <i>“Increased beef, agriculture, fisheries and aquaculture farming opportunities</i> • <i>Heritage, arts and culture tourism development opportunities</i> • <i>Enhanced infrastructure in the region promoting economic diversification, efficiency and social wellbeing”</i> <p>Threats:</p> <ul style="list-style-type: none"> • <i>“Inability to maintain existing infrastructure or fund future development”</i> <p>With these identified as key factors in the region's future development it is essential that the Clermont Showgrounds Masterplan Project aims to capitalise benefits and mitigate risks wherever possible.</p>	<p>Isaac Regional Council Community Strategic Plan 2035</p>

Strategy Relating to Clermont Saleyards and Showgrounds	Source
<p><i>The Isaac Regional Council 5 Year Corporate Plan.</i> In 2015, the Isaac Regional Council adopted the 5 Year Corporate Plan. This document outlines the implementation strategies of the Isaac Regional Council in achieving the outcomes of the Isaac Regional Council Community Strategic Plan 2035.</p> <p>The Isaac Regional Council 5 Year Corporate Plan outlines the corporate steps undertaken by the council to achieve the objectives outlined in the Isaac Regional Council Community Strategic Plan 2035, these include:</p> <ul style="list-style-type: none"> • <i>“C1: Provide, operate and maintain venues and community facilities to deliver, safe, efficient and cost effective services.</i> • <i>C2: Facilitate a focused range of social, cultural, sporting, recreational, health and education services and programs that build thriving, connected and resilient communities.</i> • <i>EC1: Plan, design and provide sustainable infrastructure, facilities and services that encourage and support economic growth and development.</i> • <i>EC5: Promote and advocate for the region and our diverse range of industries, to attract people to live, invest in and visit the region.</i> • <i>EC6: Proactively promote and support local businesses within the region</i> • <i>I6: Ensure that the assets maintained and constructed are appropriate to the current and future needs of the region’s industries.”</i> <p>The Clermont Showgrounds Masterplan project provides a unique opportunity to achieve or further many of these outcomes as established in the regions corporate plan.</p>	<p>Isaac Regional Council 5 Year Corporate Plan</p>
<p><i>The Clermont Urban Design Framework, 2010.</i> This document outlines a number of urban design strategies and outcomes aiming to improve planning design outcomes for Clermont over a 10-20 year window. These include a number of design principles intending to improve tourism, economic development and general amenity through better planning practices.</p> <p>Outlined in the Clermont Urban Design Framework are three primary objectives,</p> <ul style="list-style-type: none"> • <i>“Develop a framework that reflects community aspirations, the capacity of the local environment and the principals of good urban design</i> • <i>Facilitate the development of a more attractive, enriching and vibrant public realm</i> • <i>Create a sustainable environment capable of supporting enterprise and providing valuable community facilities and infrastructure for the long term”</i> <p>The Clermont Showgrounds Masterplan Project, directly contributed to high quality public facilities while also aiming to support local and regional enterprise, as well as improve the amenity and functionality of the public realm.</p>	<p>Clermont Urban Design Framework, 2010</p>

Table 4

5.0 Consultation

5.1 User Groups and Stakeholders

Both the Saleyards and Showgrounds have been independently engaging in longer term planning for some time. The Clermont Saleyards Committee commenced focussed business planning and facility master planning approximately one year ago. Since that time the Clermont Rodeo and Show Society has held a structured stakeholders' workshop to commence long term planning for the Showgrounds. Both of these efforts recognised that there are independencies between the two facilities, and the efforts are commendable, but the process had not progressed to the point where any competing interests were fully explored, understood or reconciled from a whole of precinct viewpoint.

As owner of the precinct and facilities, the Council is keen to adopt a master plan for the whole precinct which addresses the Masterplan Project Objectives describe above and which has been developed from a bottom-up perspective with a robust community engagement-based endorsement.

The Director Planning Environment and Community Services (DPECS) is the project sponsor, convenes the masterplan working group, and has accountability to deliver the masterplan in accordance with the project brief.

5.2 Feedback on Draft Master Plan

The key mechanisms to provide feedback on the Masterplan (Version 7) were as follows:

- One on One Meetings with interested Stakeholders;
- Onsite Briefing Session: Approximately 20 people were present at the first session of the Onsite Briefing Session. Approximately 9 people were present at the second session of the Onsite Briefing Session;
- Community Feedback Forms

Topic	Comments/Concerns	Proposed Amendments in Response
Access, Carparking and Entrances	<ul style="list-style-type: none"> • Satisfied with access, carparking and entrances • Satisfied with Aurizon land concept • Satisfied with Pony club near the carpark • Satisfied with rodeo entrance • Has access to emergency services been considered? • Has access for trucks using Spoonbill Road been looked into? Currently not wide enough and very unsafe • Would like to see recognition of aboriginal rodeo riders in either large storyboards or a dedicated space such as an interpretive display 	<ul style="list-style-type: none"> • Include recognition of aboriginal rodeo riders in the heritage walk/ rodeo entrance
Multi-purpose Spaces	<ul style="list-style-type: none"> • If side show alley moved to the eastern side of the precinct, consider location of power and adequacy of power • Need PA speaker systems • IT and wi-fi capabilities supported • Bar uncovered on both sides to enable view to Rodeo Ring and Main Ring • Need to review long term location of the bar • Grand stand – need to consider sufficient room for all events and spectators and users • Consider long term movement of pavilions so that they are placed around the arena with shade to both sides • Movement of the “Show/ Public Bar” to an area so other recreational events may find value in its use. Current bar faces away from rodeo arena and views the rear of main arena – as such the building is not suitable for either the rodeo or the campdraft which are the two other major events held annually 	<ul style="list-style-type: none"> • Consider relocation of side show alley and adequacy of power • Ensure PA systems, IT and wi-fi capacity • Consider long term location of bar

Topic	Comments/Concerns	Proposed Amendments in Response
Horse stalls, stud cattle ring, rodeo ring and spelling yards	<p>Horse Stalls</p> <ul style="list-style-type: none"> Horse stalls – not accurate for existing use. How will it work? As far as animals horse/ camping – it is not going to work. Placement of horses into one area for east of use for campdraft, show, rodeo and pony club. Centralisation of all areas. Staging of horse stables – roofed stables, 80 stables plus 10 stables and each stable 4m x 4m Use portable panels in horse stables in the interim Confirm horse stable relocation can match power upgrades and timing 40 stables at the pony club Shift horses – dog trials If the horse stables are moved to the western side of the precinct – consultation required with the Showmens Guild <p>Stud Cattle Ring</p> <ul style="list-style-type: none"> Relocation of stud bull ring not supported. The stud bull ring functions very well and is attractive in its current location Pedestrians can view the fat cattle stalls etc that are situated west of the Stud Bull shed Agents kiosk and bullring location and access <p>Rodeo Ring</p> <ul style="list-style-type: none"> Covered Rodeo Ring could be used for Supercross events <p>Spelling Yards</p> <ul style="list-style-type: none"> New spelling yards – efficient use. Opportunities to expand. Need to promote Saleyards Shower/ toilets required to wash down bay for truck drivers Scale house and agents kiosk combined 	<p>Horse Stalls</p> <ul style="list-style-type: none"> Do not move horse stalls to proposed location 80 stables plus 10 stables at 4m x 4m required (Consider 2 L-shaped buildings, 80m and 8m long) Portable panels to be used in the short term. Manage pedestrian conflict In the longer term, consider relocating horse stables to western side of the showground Consultation required with the Showmens Guild for the long term relocation of horses <p>Stud Cattle Ring</p> <ul style="list-style-type: none"> If the horses are not required to be moved, the stud bull ring can remain in its current location <p>Rodeo Ring</p> <ul style="list-style-type: none"> Consider covered rodeo ring and additional use for supercross events <p>Saleyards</p> <ul style="list-style-type: none"> No amendments required

Topic	Comments/Concerns	Proposed Amendments in Response
Adjoining Neighbours	<ul style="list-style-type: none"> Concern with access and noise associated with the carpark at the proposed Aurizon land Check the easement to the north of the Aurizon land Aurizon land is a timbered paddock and acts as a privacy screen/ buffer, noise barrier and dust pollution barrier between the facilities and our property. An alternative option for the carpark is to use the existing Council land located west of the Pony Club. 	<ul style="list-style-type: none"> Consider timber screen block/ mature trees/ colourbond fence Investigate easement north of the Aurizon land
Other	<ul style="list-style-type: none"> Pony Club use of Main Ring - Any club membership use of the grounds should be annual membership fee and hold 4 events per year Facilities are currently cost prohibitive • Consider woodchop near the bar or in the covered arena or rodeo ring 	<ul style="list-style-type: none"> Council to review fees and charges and possible incentive for Clubs Are the Clubs filling in the correct forms with Council?

	What elements of the draft masterplan do you like the most?	What elements of the draft masterplan do you like the least?		Any other comments
Response 1	<ul style="list-style-type: none"> Area for carparking allows access for disabled, buses and older generation. Movement of scalehouse and saleyard upgrades 	The present suggestion for horse stables	<ul style="list-style-type: none"> Placement of horses into one area for ease of use for campdraft, show, rodeo and pony club. Centralisation of all areas. 	<ul style="list-style-type: none"> Long term moving of Pavilions so that they are placed around the arena with shade to both sides. Has access to emergency services been considered? Has access for trucks using Spoonbill Road been looked into? Currently not wide enough and very unsafe. PA speaker systems
Response 2	Likes that they are looking for change	<ul style="list-style-type: none"> Horse stables, it is not accurate for existing use. How will it work? As far as animals horse/ camping it is not going to work 	<ul style="list-style-type: none"> Not enough room to write 	<ul style="list-style-type: none"> Masterplan is too messy and split up

6.0 Master Plan: Clermont Saleyards and Showgrounds Revitalisation

The final Master Plan outlined in this section visually illustrates the concepts and proposed projects discussed to date. The proposed footprint sizes of the facilities are based on consultation with the various user groups, stakeholders and the community. During the future conceptual and detailed design phases, the figures and the footprint geometry will need to be refined.

6.1 Vision Statement

The Saleyards & Showgrounds will continue to embrace Clermont's rich history and showcase our Region and its industries to the World. Our community and family values will be reflected in the facilities and events and provide opportunities for our youth to build confidence and skills. Our unique community venue offers sustainable, modern, adaptable and accessible facilities that support dynamic event opportunities.

6.2 Master Plan Principles

- **Safe and accessible public spaces** (ease of movement, accessibility and legibility).
- **A community entertainment and event hub.** A great place to spend time with family and friends and tourists to enjoy.
- **Multi-purpose facilities** that encourage economic development opportunities (e.g. hosting local, regional and State level events).
- **Celebrate the rich history** and iconic nature of the precinct.
- **High quality built form.** Multi-functional and sustainable facilities. Spaces that are adaptable and flexible, embrace technology, are low maintenance and durable.

6.3 Master Plan Signature Projects

Access, Carparking and Entrances

MASTER PLAN PRINCIPLES

Safe and accessible public spaces (ease of movement, accessibility and legibility).

Celebrate the rich history and iconic nature of the precinct.

DESIGN CONSIDERATIONS

- The **Main entrance** is seen as the 'traditional welcome mat' of the Saleyards and Showgrounds precinct.

- Create new **Showground entrance** and new carparking through the acquisition of the (adjacent) Aurizon land. This project would also provide for separation of the entrance to the working cattle transport loading and other 'back of house' facilities, improving safety and efficiency and providing separate pedestrian/ light vehicle access.
 - o Upgrade signage at main entry points and at areas of high visibility as part of internal/ external wayfinding strategy
 - o Potential for greater night-time presence of entry signage
- Consider creating new **Pedestrian Entrance** to the north of the Pony Club for pedestrians to the showground, thus improving public safety and sense of arrival.



Potential for greater night-time presence of entry signage.
Source: Clermont Urban Design Framework (August 2010)

- Create a **Heritage Walk**, using bollards to pedestrian entrance with historical information (printed on plaques) about the precinct.
 - o Consider lit timber bollards (possible solar powered) to main pedestrian entrance to the show.
 - o Surfaced pathway to include Landscaping and Lighting
 - o Incorporate road side drop off point, 'kiss n ride zone'



Consider lit timber bollards (possible solar powered) to main pedestrian entrance to show. Surfaced pathway to include landscaping and lighting. Source: Google image.



Consider timber bollards to pedestrian entrance with historical information about the precinct. Source: Google image.

- Consider a long term **access/car parking area** on **the current Pony Club** site in addition to/ instead of the Aurizon land (paying particular attention to disability/ all abilities access).
- Upgrade **Rodeo Entrance** to include Welcome signage and acknowledgement of 'Clermont Champions'.
- Review and relocate **disabled parking** (for people with disability, older people, parents with young children and people with temporary injuries) to access key facilities across the site (e.g. Rodeo Ring, Function Centre, Southern Show Pavilion) or consider bus to Main Ring to Drop Off and Pick Up zone.

Multi-Purpose Spaces

MASTER PLAN PRINCIPLES

Community entertainment and event hub.

A great place to spend time with family and friends and tourists to enjoy.

Multi-purpose facilities that encourage economic development opportunities (e.g. hosting local, regional and State level events).

High quality built form. Multi-functional and sustainable facilities. Spaces that are adaptable, flexible, embrace technology, are low maintenance and durable.

DESIGN CONSIDERATIONS

- **Infrastructure Upgrades to IT** to occur as part of Interim Project Works. To include wi-fi, scale house, PA system, Announcers Box, Livestream of section during Show, Bull Sales and Campdraft to create a "smart precinct".
- **Infrastructure Upgrades to Electricity** to occur as part of Interim Project Works to include installation of new 250 AMP electricity distribution board.

- **Infrastructure Upgrades to Water** to occur as part of Interim Project Works to include revitalisation of both the recycled water irrigation system and potable water distribution system.
- **Building Design Guidelines** as part of the detailed Master Plan to guide high quality built form, multifunctional space, adaptable, flexible, embrace technology, low maintenance, durable and sustainable (environmental, social and economic principles).
- **Landscape and Signage** review as part of the detailed Master Plan to enhance the precinct and assist way-finding.
- **Development of Public Open Space** that is available to families, youth and tourists. The space should provide shelter, shade and lighting, consider terraced seating, include low maintenance landscaping, BBQs and Playground and cater to a range of user groups and host public events, such as:
 - Live music venue
 - Outdoor cinema
 - Markets
 - Expo
 - Functions
 - Wedding ceremony



Example of seating and landscaping. Source: Shutterstock.



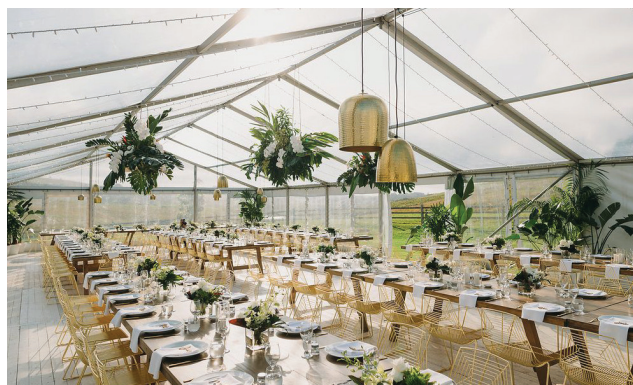
Example of path and native landscape design. Source: Google image.



Art and photography exhibition space. Source: Shutterstock.



Example of outdoor cinema. Source: Shutterstock



Function Space. Source: Google image.



Example of Function Centre. Source: Google images.

- Consider location of main bar and whether an extension and second storey include a potential high roof area to create two storey function centre or build a new 2 storey **Multipurpose Function Centre** to include dining area, function room, viewing deck, serviceable lift and commercial kitchen.
- Integrate and upgrade administration facilities and create an **Administration Precinct** including, Announcers Box, First Aid Room, Grandstand, Canteen, Secretary's Box and Agents Kiosk. Extend existing Secretary's Box with skillion roof style extension to cater to the administrative functions of the precinct.

Horse Stalls, Stud Cattle Ring, Rodeo Ring and Spelling Yards

MASTER PLAN PRINCIPLES

Multi-purpose facilities that encourage economic development opportunities (e.g. hosting local, regional and State level events).

High quality built form. Multi-functional and sustainable facilities. Spaces that are adaptable, flexible, embrace technology, are low maintenance and durable.

DESIGN CONSIDERATIONS

- The area could be used temporarily for major events and as passive recreation/formal open space when not used for events.
- **Refurbishment of Southern Show Pavilion** to create all weather multiple user space for private, community, industry and government events and functions. Refurbishment, lining, ceiling and air conditioning. This space could be a potential conference space for the region and capitalise on the "smart precinct" IT.
- Relocation/ Replacement of **Horse stalls**. To be completed in phases.
 - o **Stage 1:** Upgrade horse stalls in their current location through the use of relocatable/portable panels. Manage the movement of horses to the main ring and ensure pedestrian safety using a lane way/gate system.

- o **Stage 2:** Consider long term relocation of horses to the western side of the showground precinct. Consider possible show expansion to the eastern side of the precinct.
- **Replacement of Rodeo Ring** with a possibly covered multipurpose facility, along with new holding yards and loading ramps, to improve efficiency of Saleyards and connections between Rodeo Ring and Saleyards. The Rodeo Ring could host other equestrian events. Relocate and resize Rodeo Ring to shorten length and eliminate use of portable panels during Rodeo event. Rodeo Ring and Chute Gate need upgrading and replacing for safety reasons.
- Develop six (6) new **Spelling Yards** as part of the Upgrade of the Spelling Yards to improve Saleyards efficiencies for the growing market of transit cattle taking advantage of the unfettered trip road train access directly adjacent to the Saleyards. The proposed land for the Spelling Yards is south of the rail line along Spoonbill Road and east of the Council depot. The design is to include room for double decker stalls and access over rail line. Development of Spelling Yards to be carried out in stages.
- Staged **Replacement of Sale Pens** to create buyers' access separate from the cattle gates to the pens.
- **Shade structures** for the Saleyards Sale Pens and Spelling Yards to improve human and animal welfare outcomes.



Clermont Saleyards



Clermont National PBR Champion. Source: Google image



Horse Stables. Source: Shutterstock



Bull ring. Source: Google image

6.4 Implementation and Costing

Implementation of the master plan will require strong leadership and allocation of appropriate resources from the Clermont Rodeo and Show Society, State Government Departments and (potentially) Council. This section proposes an implementation plan for the Signature Projects and preliminary costs for the execution of the masterplan.

The implementation of some elements may be opportunistic and potentially brought forward; in other cases the availability of funding or unforeseen constraints may prevent or delay implementation.

In the future the Masterplan document will be used to guide development on the Showground site. Many of the concepts and ideas suggested will require further, more detailed design work they can be implemented.

Indicative-only estimates of capital costs are illustrated in the table below. Further specialist advice is required in order to scope and cost a number of items. The cost of implementing all recommendations in this Master Plan would most likely be beyond the capacity of Council to fund in its own right and would no doubt require external funding and/ or support from stakeholders. Likewise the Master Plan identifies a series of timelines and priorities for each of the recommended projects. The actual delivery of projects will be driven by the nature of and conditions attached to funding sources at the material time. Recommended actions should be reviewed bi-annually with a major review every five years.

The following notional timeframes have been proposed and are set out in Signature Projects table below:

- **Ongoing – 2 years**
- **Short term: within next 2 – 5 years**
- **Medium term: 5 – 9 years**
- **Long term: 10+ years**

*Jobs and Regional Growth Fund (JARG) – Queensland Department of State Development

Master Plan Signature Projects	Source of Funding	Indicative-capital cost
Ongoing – 2 years		
Infrastructure Upgrades to Electricity to occur as part of Interim Project Works to include installation of new 250 AMP electricity distribution board.	Stage 1 Revitalisation initial works JARG Funding confirmed	\$116,600
1. Installation of new 250 Amp distribution board approximately 300m from the main switchboard (including provision of new weatherproof distribution board and direct feed line)		
2. Trenching/ hydrovaccing for new feed line		
3. Supply and installation of 25 Amp breakers to existing “mushroom” distribution heads throughout precinct		
4. Commissioning and testing		

Master Plan Signature Projects	Source of Funding	Indicative-capital cost
<p>Infrastructure Upgrades to Water to occur as part of Interim Project Works to include revitalisation of both the recycled water irrigation system and the potable water distribution system</p> <ol style="list-style-type: none"> 1. Installation of RPZ between Showgrounds and Saleyards 2. Supply and installation of taps and controls in all sectors of the recycled water supply system through the precinct 3. Supply and install upgraded potable water supply outlets to all camping/ service van/ caravan parking sites across the precinct 4. Trenching/ hydrovaccing to access all underground points for these installations 5. Commissioning and testing all of these installations 	<p>Stage 1 Revitalisation initial works JARG Funding confirmed</p>	<p>\$80,500</p>
<p>Infrastructure Upgrades to IT to occur as part of Interim Project Works. To include wi-fi, scale house, PA system, Announcers Box, Livestream of section during Show, Bull Sales and Campdraft</p> <ol style="list-style-type: none"> 1. Trenching/ hydrovaccing to access all underground points for these installations 2. Supply and install weatherproof boxes for display monitors at Agents Kiosk/ Office and at ramps and minor hardware upgrades 3. Supply and install Livestock Exchange Application 4. Commissioning and testing 	<p>Stage 1 Revitalisation initial works JARG Funding confirmed</p>	<p>\$90,200</p>
New Announcers Box and Cover to Grandstand	<p>Works for Queensland Program confirmed</p>	<p>\$230,000</p>
New Ablutions Block near Show Pavilions (extension to ablutions block to support visitors and patrons to the Precinct)	<p>Stage 1 Revitalisation Council's Capital Program confirmed</p>	<p>\$145,000</p>
Development of 6 New Spelling Yards (Stage 1 of Spelling Yard project, 172 panels) to improve Saleyards efficiencies for the growing market of transit cattle taking advantage of the unfettered triple road train access directly to the Saleyards	<p>Stage 1 Revitalisation Master Plan Projects JARG Funding in-principle requiring confirmation</p>	<p>\$300,000</p>

Master Plan Signature Projects	Source of Funding	Indicative-capital cost
<p>Relocation/Replacement of Horse Stalls. To be completed in phases.</p> <p>Stage 1: Upgrade horse stalls in their current location through the use of relocatable/portable panels. Manage the movement of horses to the main ring and ensure pedestrian safety using a laneway/gate system. Horse stalls to include provision for separate stallion stalls.</p>	<p>Stage 1</p> <p>Revitalisation Master Plan Projects</p> <p>JARG Funding in-principle requiring confirmation</p>	<p>\$300,000</p>
<p>Landscape and Signage review as part of Way-Finding Strategy for the Precinct including replacement of major signage</p>	<p>TBC</p>	<p>Not yet costed</p>
<p>Building Design Guidelines as part of the detailed Master Plan to geode high quality built form, multifunctional space, adaptable, flexible, embrace technology, low maintenance, durable and sustainable (environmental, social and economic principles).</p>	<p>TBC</p>	<p>Not yet costed</p>
Short Term (within next 2 – 5 years)		
<p>Create New Showground Entrance and new carparking through the acquisition of the (adjacent) Aurizon land. This project would also provide for separation of the entrance to the working cattle transport loading and other 'back of house' facilities, improving safety and efficiency and providing separate pedestrian/ light vehicle access.</p> <ul style="list-style-type: none"> • Upgrade signage at main entry points and at areas of high visibility as part of internal/ external wayfinding strategy • Potential for greater night-time presence of entry signage • Providing for disabled access 	<p>Stage 2</p> <p>Revitalisation</p>	<p>\$500,000</p>
<p>Replacement of Rodeo Ring with a (possibly covered) multipurpose facility, along with new holding yards and loading ramps, to improve efficiency of saleyards and connections between Rodeo Ring and Saleyards. Relocate and resize Rodeo Ring to shorten length and eliminate use of portable panels during Rodeo event. Rodeo Ring and Chute Gate need upgrading and replacing for safety reasons.</p> <p>Upgrade Rodeo Entrance to include Welcome Signage and acknowledgement of 'Clermont Champions'.</p>	<p>Stage 2</p> <p>Revitalisation</p>	<p>\$700,000</p>
<p>Development of Public Open Space that is available to families, youth and tourists. The space should provide shelter, shade, low maintenance landscaping and lighting, and consider terraced seating, BBQs and playgrounds and cater to a range of user groups and host public events such as: live music venue, outdoor cinema, markets, expo, functions, wedding ceremony. The area could be used temporarily for major events and as passive recreation/ formal open space when not used for events.</p>	<p>Stage 2</p> <p>Revitalisation</p>	<p>\$300,000</p>

Master Plan Signature Projects	Source of Funding	Indicative-capital cost
Development of Public Open Space that is available to families, youth and tourists. The space should provide shelter, shade, low maintenance landscaping and lighting, and consider terraced seating, BBQs and playgrounds and cater to a range of user groups and host public events such as: live music venue, outdoor cinema, markets, expo, functions, wedding ceremony . The area could be used temporarily for major events and as passive recreation/ formal open space when not used for events.	Stage 2 Revitalisation	\$300,000
Refurbishment, lining, ceiling and air-conditioning to the Southern Show Pavilion to create new all-weather multiple-user space to support private, community, industry and government events, engagements, celebrations and functions.	Stage 2 Revitalisation	\$700,000
Relocation of Horse Stalls . Stage 2: Consider long term relocation of horses to the western side of the showground precinct. Consider possible show expansion to the eastern side of the precinct. (This will address safety concerns with the movement of horses through the mainstream pedestrian show areas and improve animal welfare outcomes.)	Stage 2 Revitalisation	\$750,000
Medium Term (5 – 9 years)		
Create new Pedestrian Entrance to the north of the Pony Club for pedestrians to showground, thus improving public safety and sense of arrival. Consider Heritage Walk , using timber bollards to pedestrian entrance with historical information (printed on plaques) about the precinct <ul style="list-style-type: none"> Consider lit timber bollards (possible solar powered) to main pedestrian entrance to the show. Surfaced pathway to include Landscaping and Lighting Incorporate road side drop off point, 'kiss n ride zone' 	TBC	Subject to detailed design Not yet costed
Review and relocate disabled parking (for people with disability, older people, parents with young children and people with temporary injuries) not able to be incorporated into other new-build designs for other Master Plan project, to access key facilities access the site (e.g. Rodeo Ring, Function Centre, Southern Show Pavilion) or consider bus to Main Ring to Drop Off and Pick Up zone.	TBC	Not yet costed
Stage 2 (89 panels) – 3 (113 panels) of Spelling Yards to upgrade Saleyards and improve Saleyards efficiencies for the growing market of transit cattle taking advantage of the unfettered triple road train access.	TBC	\$506,000
Staged progressive reconstruction of existing Spelling Yards – to replace revitalise end of life assets	TBC	Not yet costed
Staged replacement of the sale pens (as distinct from spelling yards). To be setback one metre from the back of the existing pens to create a buyers access separate from the cattle gates to the pens on the opposite sides	TBC	Not yet costed

Master Plan Signature Projects	Source of Funding	Indicative-capital cost
Relocation of Scale House and Relocation of Agents' Kiosk to improve supervision of whole saleyards operation for increased safety and efficiency. Relocation of Agents' Kiosk to integrate and consolidate saleyards operations and create space for consolidation of Show activities at the northern end of the main ring.	TBC	Not yet costed
Long Term (10+ years)		
Consider location of the main bar and whether an extension and second storey including a potential high roof area to create two storey function centre or build a new 2 storey multipurpose Function Centre to include dining area, function room, viewing deck, serviceable lift and commercial kitchen. This would also meet the emerging trend of more exhibition and demonstration activities (e.g. wood chopping) for Shows occurring under cover	TBC	Not yet costed
Consider a long term access/car parking area on the current Pony Club site in addition to the Aurizon land (paying particular attention to disability/ all abilities access)	TBC	Not yet costed
Shade structures for the saleyards sale pens and spelling yards to improve human and animal welfare outcomes.	TBC	Not yet costed

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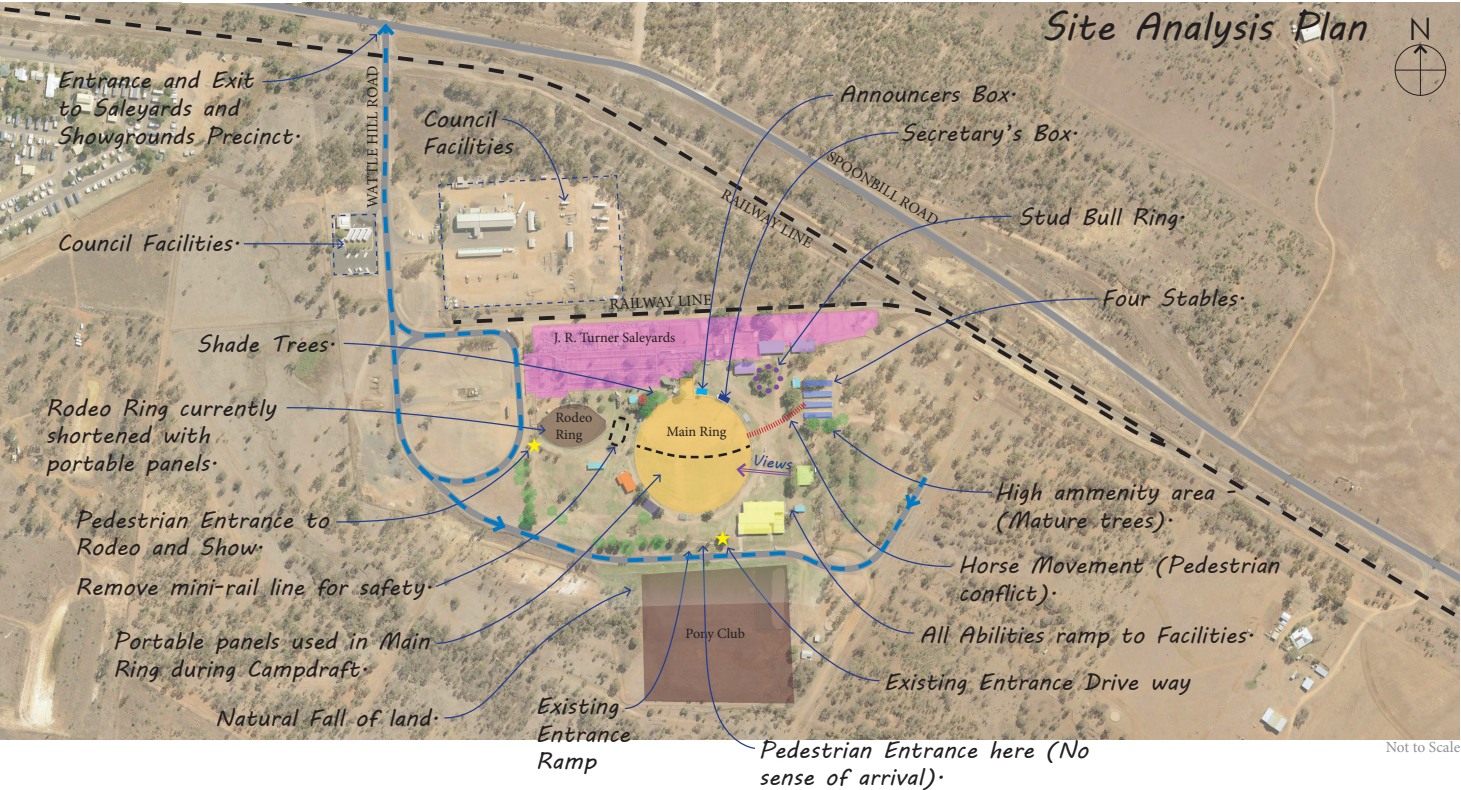
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Appendices

Appendix A – Site Analysis Plan



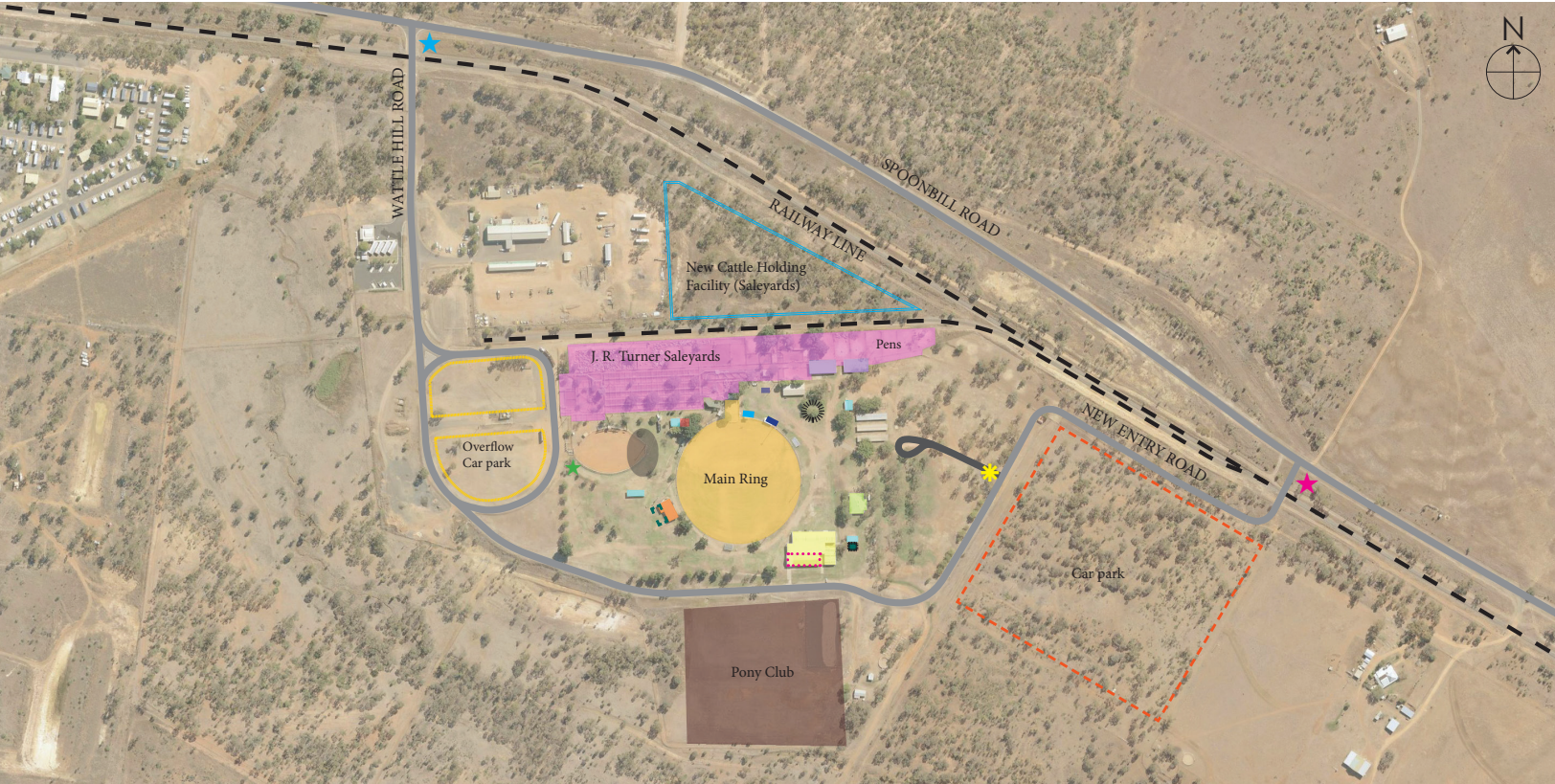
Prepared by:
designtek

In association with:
Wall Planning & Environmental Consulting

LEGEND:


Main Ring - Horse Events	Amenities	Side Show Alley	★ Entry
Saleyards [Cattle (CD)]	Stables	Bar Annexe	
Bull Sheds	Heritage Building	Pony Club Ring	
Stud Bull Ring	Pavilion	Kiosk	

Appendix B – Proposed Master Plan (With Aurizon Land)




CLERMONT SALEYARDS & SHOWGROUNDS PRECINCT MASTER PLAN - Proposed (with Aurizon land) Not to Scale

Prepared by:



In association with:

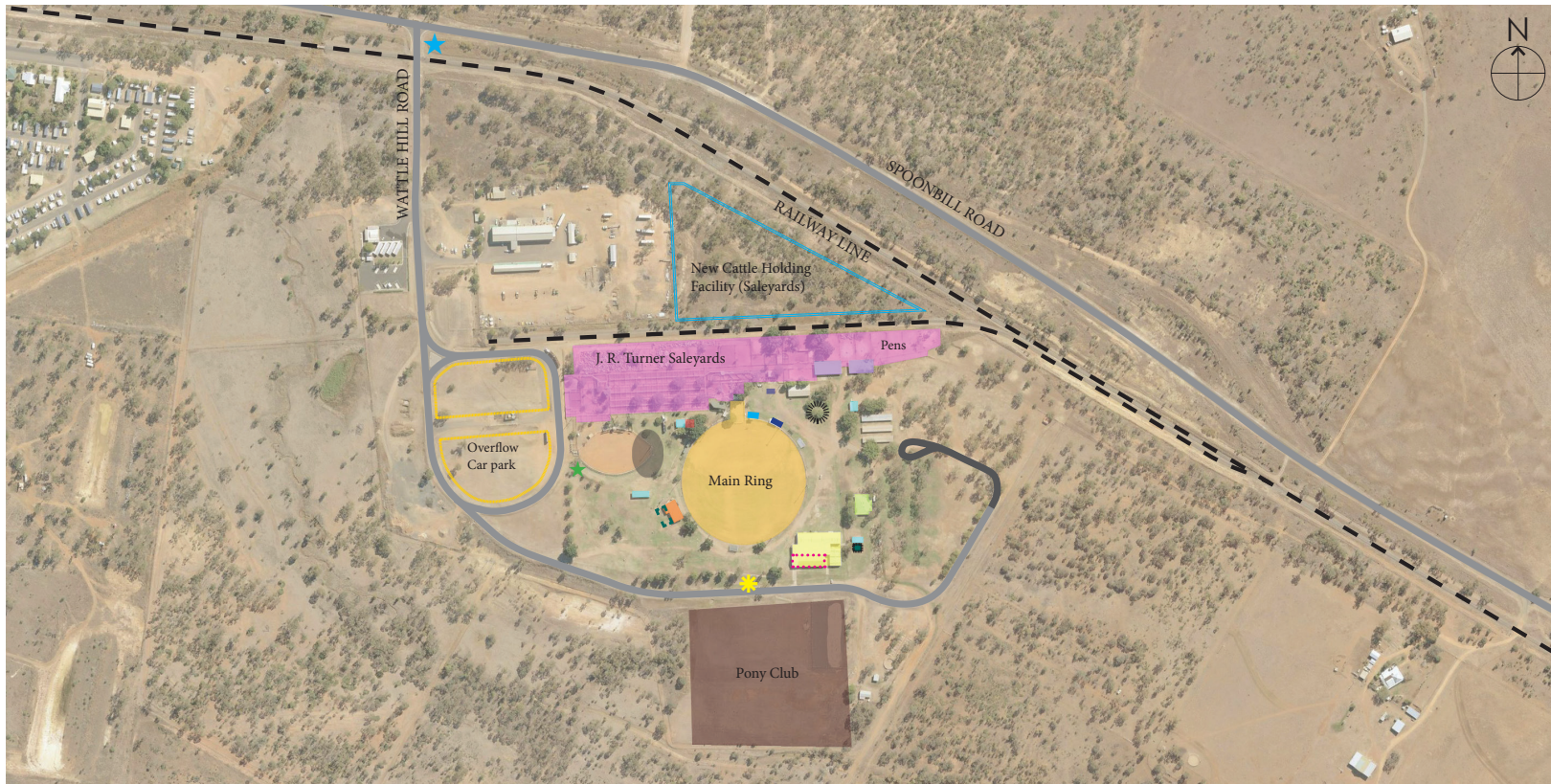


LEGEND:

 Main Ring	 Pony Club Ring (Show Car parking)	 Bar and Annexe	 New Cattle Holding Facility (Saleyards)	 New Announcers Box & Grandstand (Funded)	 Upgrade Rodeo Entrance
 Saleyards	 Rodeo Ring	 Scale House, Canteen, Agents Kiosk	 Function Centre Area	 Secretary's Box	 Show Ground Pedestrian Entry
 Bull Sheds	 Heritage Building	 Amenities Extension (Funded)	 Refurbish Pavilion	 Drop-off Shared Zone. All Abilities Access, Emergency Access	 Light Vehicle Entry
 Amenities	 Pavilion	 Stud Cattle Ring	 Overflow Car Parking		 Heavy Vehicle Entry

Indicative footprints only. Subject to detailed design.

Appendix C – Proposed Master Plan (Without Aurizon Land)



CLERMONT SALEYARDS & SHOWGROUNDS PRECINCT MASTER PLAN - Proposed (without Aurizon land)

Not to Scale

Prepared by:



In association with:



LEGEND:

Main Ring	Pony Club Ring (Show Car parking)	Bar and Annexe	New Cattle Holding Facility (Saleyards)	New Announcers Box & Grandstand (Funded)	Upgrade Rodeo Entrance
Saleyards	Rodeo Ring	Scale House, Canteen, Agents Kiosk	Function Centre Area	Secretary's Box	Show Ground Pedestrian Entry
Bull Sheds	Heritage Building	Amenities Extension (Funded)	Refurbish Pavilion	Drop-off Shared Zone. All Abilities Access, Emergency Access	Heavy Vehicle Entry
Amenities	Pavilion	Stud Cattle Ring	Overflow Car Parking		

Indicative footprints only. Subject to detailed design.

Appendix D – Master Plan Summary Document

Clermont Saleyards and Showgrounds

Revitalisation Project Master Plan

Purpose of the Master Plan

The Clermont Saleyards and Showgrounds Master Plan (the Master Plan) provides a vision, principles and projects for the precinct to guide development and use of these facilities over the next 20+ years. Isaac Region Council have secured funding through the State Jobs Regional Growth Fund for a revitalisation project for the Clermont Saleyards and Showgrounds Precinct. The Master Plan Project is an early component of this overall funding. Further funding support will be required to implement the MP initiatives.

The Master Plan supports Council's Vision of "Isaac...helping to energise the world; the Region that feeds, powers and builds communities". It will focus on the delivery of tangible social, community and economic development outcomes. The Master Plan will be reviewed bi-annually by the Master Plan Working Group with a complete review by the Clermont Show Revitalisation Advisory Committee every 5 years.

Implementation of the Master Plan will be subject to appropriate resources and funding. Sequencing of projects is dependent on funding sources and availability.

"The information is provided as a flexible guide - changes in user group priorities or earlier opportunities for funding may alter this information."

Clermont Saleyards & Showgrounds Precinct

Clermont is home to one of Queensland's oldest Agricultural Shows and the only Show hosted in the Isaac Region. The precinct is 64,254 hectares in area.

The Clermont Show was first held in 1868, and in 2018 celebrated its 150th anniversary. The Showgrounds precinct creates tangible economic and social benefits for the Isaac community, including ensuring strong connections to the local community, families have fun which increases wellbeing and happiness, young people gain life skills and confidence and competitors have the opportunity to showcase talent and livestock. Economic benefits include money spent locally, sponsors promoting businesses and products, and competitors and tourists visiting and staying in town.

The current Clermont Saleyards complex was built in 1982. The Saleyards now sell 12,000 head of cattle per annum (pa) and temporarily host 65,000 head of travel cattle (pa). The Saleyards make a significant contribution of approximately \$2 million (pa) to the Region's economy.

Master Plan Vision

The Saleyards & Showgrounds will continue to embrace Clermont's rich history and showcase our Region and its industries to the World. Our community and family values will be reflected in the facilities and events and provide opportunities for our youth to build confidence and skills. Our unique community venue offers sustainable, modern, adaptable and accessible facilities that support dynamic event opportunities.

Master Plan Objectives

- To deliver a Master Plan to guide the development of the Clermont Saleyards and Showgrounds Precinct over the next 20+ years.
- To ensure the Master Plan articulates adaptive pathways for economic, social and community development for Clermont, its surrounding districts and the region and State as a whole.
- To identify Signature Projects for the development of the Saleyards and Showgrounds precinct, to be implemented in accordance with funding opportunities as they arise.

Master Plan Principles

- Safe and accessible public spaces** (ease of movement, accessibility and legibility).
- A community entertainment and event hub.** A great place to spend time with family and friends and tourists to enjoy.
- Multi-purpose facilities** that encourage economic development opportunities (e.g. hosting local, regional and State level events).
- Celebrate the rich history** and iconic nature of the precinct.
- High quality built form.** Multi-functional and sustainable facilities. Spaces that are adaptable, flexible, embrace technology, are low maintenance and durable.

Clermont Saleyards & Showgrounds Precinct Master Plan - Proposed with Aurizon Land



Clermont Saleyards & Showgrounds Precinct Master Plan - Proposed without Aurizon Land



Signature Projects

Access, Carparking and Entrances

Master Plan Principles

Safe and accessible public spaces (ease of movement, accessibility and legibility).

Celebrate the rich history and iconic nature of the precinct.

Design Considerations

- The **Main entrance** is seen as the 'traditional welcome mat' of the Saleyards and Showgrounds precinct.
- Create new **Showground entrance** and new carparking through the acquisition of the (adjacent) Aurizon land. This project would also provide for separation of the entrance to the working cattle transport loading and other 'back of house' facilities, improving safety and efficiency and providing separate pedestrian/light vehicle access.
- Upgrade signage at main entry points and at areas of high visibility as part of internal / external wayfinding strategy
- Potential for greater night-time presence of entry signage
- Consider creating new **Pedestrian Entrance** to the north of the Pony Club for pedestrians to the showground, thus improving public safety and sense of arrival.

Multi-Purpose Spaces

Master Plan Principles

Community entertainment and event hub. A great place to spend time with family and friends and tourists to enjoy.

Multi-purpose facilities that encourage economic development opportunities (e.g. hosting local, regional and State level events).

High quality built form. Multi-functional and sustainable facilities. Spaces that are adaptable, flexible, embrace technology, are low maintenance and durable.

Design Considerations

- Infrastructure Upgrades** to IT to occur as part of Interim Project Works. To include wi-fi, scale house, PA system, Announcers Box, Livestock of section during Show, Bull Sales and Campdraft to create a "smart precinct".
- Infrastructure Upgrades to Electricity** to occur as part of Interim Project Works to include installation of new 250 AMP electricity distribution board.
- Infrastructure Upgrades to Water** to occur as part of Interim Project Works to include revitalisation of both the recycled water irrigation system and potable water distribution system.
- Building Design Guidelines** as part of the detailed Master Plan to guide high quality built form, multifunctional space, adaptable, flexible, embrace technology, low maintenance, durable and sustainable (environmental, social and economic principles).
- Landscape and Signage** review as part of the detailed Master Plan to enhance the precinct and assist way-finding.

Horse Stalls, Stud Cattle Ring, Rodeo Ring and Spelling Yards

Master Plan Principles

Multi-purpose facilities that encourage economic development opportunities (e.g. hosting local, regional and State level events).

High quality built form. Multi-functional and sustainable facilities. Spaces that are adaptable, flexible, embrace technology, are low maintenance and durable.

Design Considerations

- Relocation/ Replacement of Horse stalls.** To be completed in phases.
 - Stage 1: Upgrade horse stalls in their current location through the use of relocatable/portable panels. Manage the movement of horses to the main ring and ensure pedestrian safety using a lane/water/side system.
 - Stage 2: Consider long term relocation of horses to the western side of the showground precinct. Consider possible show expansion to the eastern side of the precinct.
- Replacement of Rodeo Ring** with a possibly covered multipurpose facility, along with new holding yards and loading ramps, to improve efficiency of Saleyards and connections between Rodeo Ring and Saleyards. The Rodeo Ring could host other equestrian events. Relocate and resize Rodeo Ring to shorten length and eliminate use of portable panels during Rodeo event. Rodeo Ring and Chute Gate need upgrading and replacing for safety reasons.
- Develop six (6) new **Spelling Yards** as part of the Upgrade of the Spelling Yards to improve Saleyards efficiencies for the growing market animal/cattle taking advantage of the unfettered trip road train access directly adjacent to the Saleyards. The proposed land for the Spelling Yards is south of the rail line along Spoonbill Road and east of the Council depot. The design is to include room for double decker stalls and access over rail line. Development of Spelling Yards to be carried out in stages.
- Staged **Replacement of Sale Pens** to create buyers access separate from the cattle gates to the pens.
- Shade structures** for the Saleyards Sale Pens and Spelling Yards to improve human and animal welfare outcomes.

Acknowledgements

A special thank you is extended to the:

- Advisory Committee and representatives of the Clermont Saleyards Committee, Rodeo and Show Society and Council;
- Clermont Saleyards and Showgrounds Working Group, nominated by the Advisory Committee;
- Clermont Rodeo and Show Society - a group of dedicated community minded volunteers who took part and assisted with the development of the Clermont Saleyards and Show Revitalisation Project and development of the Master Plan.



Source: Clermont Urban Design Framework (August 2010)



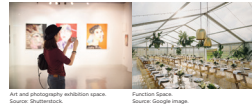
Consider timber bollards (possible solar powered) to main pedestrian entrance to the show. Consider timber bollards to pedestrian entrance with historical information about the precinct. Source: Google image



Example of seating (screen). Source: Shutterstock



Example of seating and landscaping. Source: Shutterstock



Art and photography exhibition space. Source: Shutterstock



Example of seating and landscaping. Source: Shutterstock



Example of seating and landscaping. Source: Shutterstock

