

“Connected futures”

**Economic and community
plan for the Maranoa**



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Maranoa Economic and Community Plan

Our economic and community development visions:

- Our businesses and industries are sustainable
- Every working-age Maranoa resident has access to a job
- The Maranoa region provides quality lifestyles
- We are building local futures for the next generations

To achieve these visions, we must have plans that focus on providing local jobs and quality lifestyles. Employment is always provided by businesses where those businesses can be government, private enterprise, community enterprise, retirement or personal. Quality lifestyles are created by connections to the local and regional communities and by access to services and facilities. To build local futures for the next generations, our local communities need to be sustainable. This requires flexibility, innovation and technological adaptations.

Without jobs, we cannot have quality lifestyles. If we cannot provide quality lifestyles, we have fly-in and fly-out workers. Quality lifestyles are defined as having access to services such as housing, education, health and shops as well as access to sport, recreation, arts and culture and to safety and inclusiveness.

As sport, recreation, arts, health and shopping (for example) are as much a part of business as they are elements of quality lifestyles, it follows that business and lifestyles are closely linked.

This *Maranoa Economic and Community Plan* recognises those linkages and draws them together in a series of inter-linked strategies. There are four Maranoa-wide sets of strategies targeting specific activities that can provide significant combined economic and lifestyle benefits from clear region-wide strategies:

1. Business and industry
2. Tourism
3. Arts and culture
4. Sport and recreation

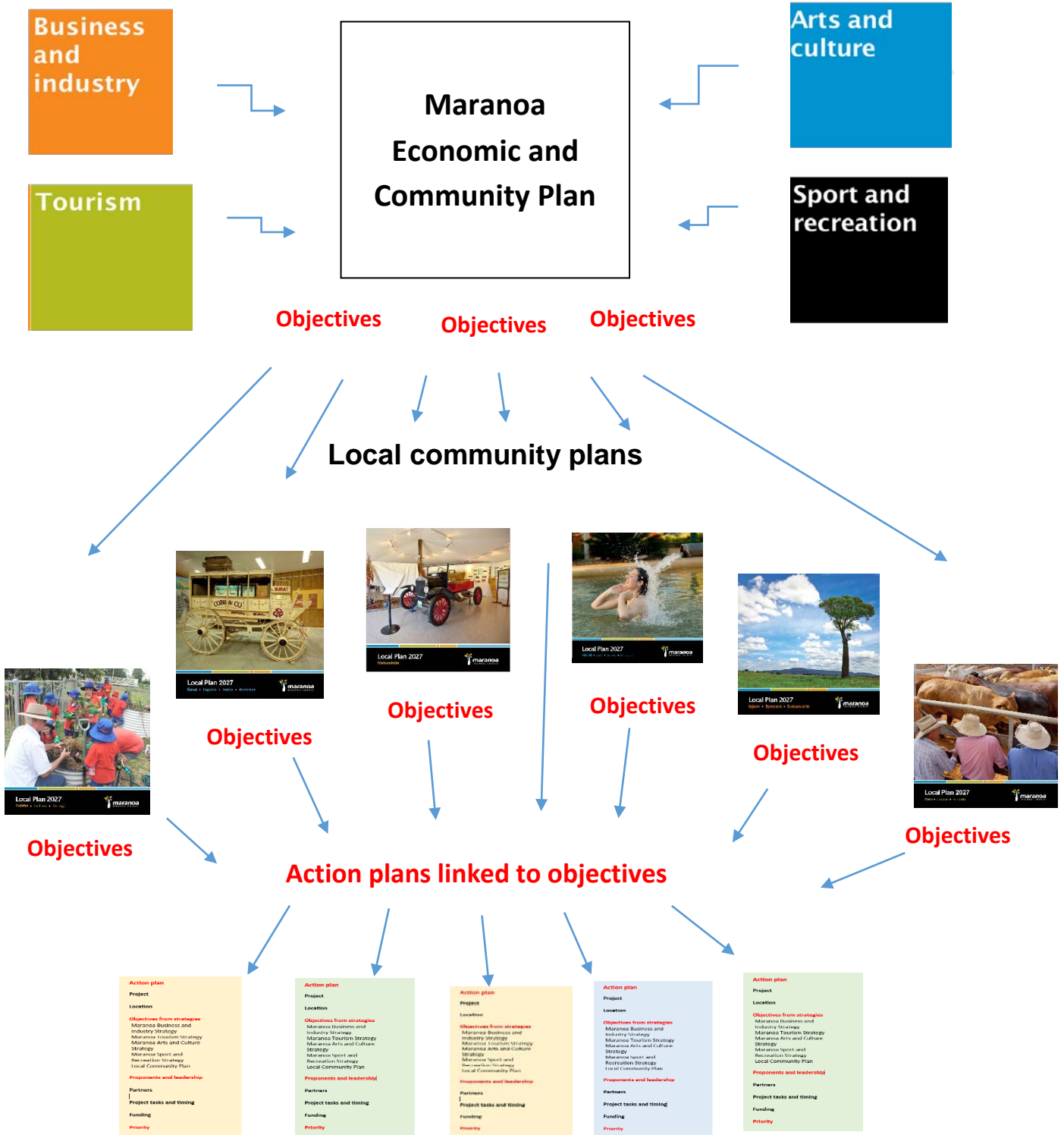
These four Maranoa-wide strategies are part of the *Maranoa Economic and Community Plan* which sets objectives that cover all aspects of regional life, incorporating additional elements such as aged care, youth, transport, telecommunications, etc. From this *Maranoa Economic and Community Plan*, a series of local plans are developed for each community.

All of the strategies and plans specify objectives. These objectives describe “what” we want to achieve. Separate action plans are needed to set out “how” the objectives will be achieved. Some objectives are Maranoa-wide and others are specific to a particular local community.

Diagram 1 shows the connections between all the strategies plans. Taken together, all of the plans constitute economic and community development strategy for the Maranoa region.

Plan structure

Diagram 1



Implementation

The *Maranoa Economic and Community Plan*, in conjunction with each local community plan, is intended to provide direction and encourage cohesiveness in the action plans of the Council, community, business and other agencies.

Although Council will have responsibility to take action for implementing some of the objectives described in this document, many of the objectives require action by communities, businesses or other government and non-government agencies.

Most objectives can only be achieved through partnerships between government, community and business.

Implementation of the objectives in the plans will depend on a series of action plans.

It is possible for one action plan to support the implementation of multiple objectives. *(For example: the action plan for construction of a museum may support the implementation of objectives in both arts& culture and tourism)*

Similarly, a single objective may need a number of action plan for implementation.

The leadership required and the priorities for the implementation of each objective will be negotiated in the action plans for implementation.



Links to other plans and strategies

The *Maranoa Economic and Community Plan* builds upon the foundations provided by the previous Maranoa community plan and the legal framework for development in the Maranoa region provided by the *Maranoa Planning Scheme*, especially its strategic plan for development. It also takes account of existing local community plans and community feedback.

In compiling the *Maranoa Economic and Community Plan* for the region, there are related national, state and regional strategies which influence the directions taken and the projects, services and partnerships required.

National, state and regional strategies include:

Darling Downs Regional Plan (statutory document)

Queensland Drive Tourism Strategy 2013-2015

Outback Queensland Destination Plan 2014-2020

Queensland's Agriculture Strategy (to 2040)

Forest and Timber Industry Plan 2012-2040

Surat Cumulative Management Area (CSG)

State Infrastructure Plan (2016)

Advancing our cities and regions strategy (Renewable energy component)

For the Maranoa Regional Council, the plans in the Maranoa Economic and Community Development Strategy link to the following Council statutory documents:

- Maranoa Regional Council corporate plan
- Maranoa Regional Council operational plan
- Maranoa Regional Council revenue policy



The objectives

The next four sections present the four strategies targeting selected activities that can provide significant combined economic and lifestyle benefits from clear region-wide strategies. The strategies in order are:

Section 1

1. Business and industry

Section 2

2. Tourism

Section 3

3. Arts and culture

Section 4

4. Sport and recreation

Section 5

Section 5 draws together all key objectives into the set of *Maranoa Economic and Community Plan* objectives which takes account of the four targeted activities and covers all aspects of regional life, incorporating additional elements such as aged care, youth, transport, telecommunications, etc. From this *Maranoa Economic and Community Plan*, a series of local plans are developed for each Maranoa community.

Section 1

Business and industry objectives

Introduction

Business and industry are the foundations of community sustainability. To build futures for the next generations, we need sustainable businesses and industries. We need to help foster the environments that will nurture business sustainability. Some aspects require pragmatic consideration of locational advantages and disadvantages, enhanced predictability and risk reduction. Longer term sustainability will inevitably demand creativity, innovation, business modification and the willingness to let go of outdated business processes. All markets are going to be subject to change, even if the changes are slow in evolving.

Our visions of the future see every Maranoa resident of working age having access to a job. This necessarily calls for businesses to create jobs and for residents to develop the skills required for those jobs. Even self-created employment generally obliges the self-employed to enhance their skill levels and to understand business management practices. Realistically, every employee of any business runs a personal self-hire business. Retirement is a business and volunteering is a form of employment.

One of our core strategies is attracting, encouraging and creating new business, building on our four economic pillars of primary production, resources industries, government services and tourism. Success may call for advertising our advantages, facilitating investment and reducing risks for potential investors. Land use management through the Council planning scheme can play a key role in providing predictability and risk reduction for proposed investment. Keeping businesses which are already established is a second core strategy. Providing access to information, encouraging inter-business networks and communications, local product purchasing, increasing accessibility and visual amenity are all useful aspects of business support.

Another core strategy for business and industry sustainability is to encourage population growth and to increase the number of visitors coming to the region. Increasing visitors means increasing tourists numbers, arts & culture visitors and sport and recreation visitors as well as friends and family visitors. Close alignment of the business and industry objectives with the other objectives is therefore essential. We must continue to leverage our existing facilities, land and other resources for sustainable business and industry. The opportunities will evolve and change in ways which may not be predictable so leveraging requires flexibility over time and occasional swift-footed action. Waste reuse and energy production are potential examples of opportunities. Some fundamental infrastructure, like roads, is not immune to rapid cycles in demand with scope for under and over investment.

Enhanced local delivery of education and training and fostering of entrepreneurship is fundamental to community sustainability through adaptability and responsiveness to change. A crucial element is the provision of skilled labour to support business development and investment. The business and industry objectives recognise that we will be more successful if there is effective community

engagement in the alignment of business activity, council programs and community aspirations, including empowering local communities to develop their economy and lifestyle. We must encourage community leaders to participate in the development and promotion of the region.

For state and national stakeholders, this plan, especially where it has strong tourism alignment, demonstrates the efficiency and effectiveness of investment in the Maranoa facilities and services for promoting attractive regional lifestyles and regional employment. Implementation of the business and industry objectives depend on a series of action plans and partnerships contained in a separate series of documents.



Maranoa Business and Industry Strategy

Our visions:

1. Every working-age resident can have a job
2. Quality lifestyles for residents
3. Business and industry is energetic, adaptable and responsive
4. Building futures for the next generations

Our Strategies:

Attracting, Encouraging & Creating New Business

- 1.1 Ensure the region provides locational advantages for business
- 1.2 Facilitate new & diverse business investment
- 1.3 Reduce risks associated with new business establishment
- 1.4 Develop and execute an investment attraction marketing campaign

Supporting & Assisting Current Business

- 2.1 Provide support to local business
- 2.2 Facilitate local and regional business networks
- 2.3 Provide business with access to local economic data
- 2.4 Whole of council service delivery to local business
- 2.5 Physical improvements to enhance business accessibility and visual amenity for customers and service providers
- 2.6 Enhance the visual amenity of our towns

Attracting New Residents and Visitors

- 3.1 Growing the population of the Maranoa
- 3.2 Attracting more visitors to the Maranoa

Leveraging Existing Facilities, Land and Resources

- 4.1 Leverage existing transport assets
- 4.2 Leverage existing industrial infrastructure
- 4.3 Provision of land and utilities for work camps
- 4.4 Pursue external funding and partnerships for infrastructure improvements
- 4.5 Utilise waste products from Council and business facilities

Developing skills and entrepreneurship

- 5.1 Provide learning and skill development strategies adapted to regional conditions
- 5.2 Foster business, social and environmental entrepreneurship
- 5.3 Support and assist regional workforce development

Building Community Partnerships

- 6.1 Work with the community to ensure alignment of council programs and community aspirations
- 6.2 Empower local communities to develop their economy and lifestyle
- 6.3 Encourage community leaders to participate in the development and promotion of the region

Attracting, Encouraging & Creating New Business

Objectives:

1.1 Ensure the region provides locational advantages for business

- 1.1.1 Document regional locational advantages for business and industry
- 1.1.2 Facilitate new and diverse business investment
- 1.1.3 Facilitate increasing the skill base and attraction and retention of labour to the region
- 1.1.4 Monitor housing availability and affordability issues and opportunities in all towns across the region
- 1.1.5 Plan for the supply of industrial and commercial land across the entire region
- 1.1.6 Advocate for infrastructure improvements, mainly transport & community facilities
- 1.1.7 Facilitate alternative, affordable energy supplies

1.2 Encourage new & diverse business investment

- 1.2.1 Identify growth industries
- 1.2.2 Assess gaps in the supply chain
- 1.2.3 Partner with Innovation/Incubation business services
- 1.2.4 Provide investor information in a range of media formats
- 1.2.5 Facilitate an introduction service & site visits for prospective business investors
- 1.2.6 Support development and address changing demands through continuous review of local planning guidelines
- 1.2.7 Facilitate entrepreneurship opportunities
- 1.2.8 Leverage key assets as economic development hubs i.e. Airports/Roma saleyards

1.3 Reduce risks associated with new business establishment

- 1.3.1 Provide universal access to key investor information, including local development guides, via electronic media
- 1.3.2 Create streamlined development approvals for targeted industries

1.4 Develop and execute an investment attraction marketing campaign

- 1.4.1 Promote the locational advantages of establishing a business in the Maranoa
- 1.4.2 Ensure key regional agencies have access to necessary information about locational advantages
- 1.4.3 Collaborate with strategic partners to develop and execute the investment attraction campaign
- 1.4.4 Compile an investment prospectus based on the investment attraction campaign
- 1.4.5 Ensure the website supports the execution and delivery of the investment attraction campaign

Supporting & Assisting Current Business

2.1 Provide support to local business

- 2.1.1 Educate and market the business support programs available from private and public sector organisations
- 2.1.2 Facilitate introductions to regional small business advisory services
- 2.1.3 Monitor, publish and create access points the relevant economic and social data, trends, challenges and opportunities for existing industries
- 2.1.4 Partner with key agencies to affect positive outcomes for existing business and industry
- 2.1.5 Enhance the ability of local businesses to participate in the regional supply chain
- 2.1.6 Build on the success of the Business Awards

2.2 Facilitate local and regional business networks

- 2.2.1 Promote and support local and regional chambers of commerce and industry groups as primary facilitators of business networks for the region
- 2.2.2 Develop and implement a program of regular engagement between Council and local businesses across the region
- 2.2.3 Maintain and make accessible a database of regional business and their goods and services to increase awareness of the products and services produced locally
- 2.2.4 Explain and market the “My Maranoa” campaign to increase awareness of the products and services produced locally
- 2.2.5 Advocate and support local business networking functions under the My Maranoa Brand
- 2.2.6 Promote local identity within the regional My Maranoa campaign

2.3 Provide business with access to local economic data

- 2.3.1 Create access points to relevant economic and social data compiled by Government and business
- 2.3.2 Provide access to town planning and infrastructure information

2.4 Whole of council service delivery to local business

- 2.4.1 Internal awareness raising for whole-of-council service delivery to assist local business and industry
- 2.4.2 Ongoing process improvement for whole-of-council service delivery for the benefit of local business and industry
- 2.4.3 Ensure the principles of whole-of-Council service delivery are enshrined in Council policies for its employees

2.5 Physical improvements to enhance business accessibility and visual amenity for by customers and service providers

- 2.5.1 Continue implementation of the Regional CDB's improvement program
- 2.5.2 Continue implementation of improvements to parking availability in CBD's
- 2.5.3 Continue implementation of the Regional placemaking projects

Attracting New Residents and Visitors

3.1 Maintain and grow the population of the Maranoa

- 3.1.1 Identify and promote the regional lifestyle advantages for residents
- 3.1.2 Monitor and publish population trends
- 3.1.3 Identify and support the drivers of population growth in the Maranoa
- 3.1.4 Develop the liveability of communities within the region
- 3.1.5 Ensure the planning scheme provides for the whole range of land uses necessary to support business and lifestyle
- 3.1.6 Ensure that development supports the cultural and lifestyle heritage of the region
- 3.1.7 Maintain the positive presentation of towns and surrounds
- 3.1.8 Provide a safe and secure environment for communities
- 3.1.9 Facilitate a supply of affordable and diverse accommodation
- 3.1.10 Conduct a targeted marketing campaign to reach potential residents
- 3.1.11 Investigate and address regional youth migration

3.2 Attracting more visitors to the Maranoa

- 3.2.1
- 3.2.2 Develop and distribute event attraction marketing material (in conjunction with
- 3.2.3 Identify and support unique Destination Events in each town
- 3.2.4 Consolidate tourism branding for the region and develop signage opportunities
- 3.2.5
- 3.2.6 Explore opportunities for eco, agri and industrial tourism

Leveraging Existing Facilities, Land and Resources

4.1 Leverage Roma as a major regional centre

- 4.1.1 Continue to promote Roma as a regional centre capable of supporting higher-order services, especially government services
- 4.1.2 Ensure skills development in health, aged care and social services to support higher-order services delivery is a component of local education and training
- 4.1.3 Encourage existing and new businesses to provide the [appropriate](#) standards of supporting services expected by higher-order service providers
- 4.1.4 Enhance strong linkages between Roma and surrounding communities so that the benefits of higher order service delivery are shared.

4.2 Leverage existing transport assets

- 4.2.1 Locate compatible land uses in proximity to the airport
- 4.2.2 Advocate for sufficient, frequent and affordable air, road and rail services
- 4.2.3 Coordinate with tour and event operators to package low capacity flights
- 4.2.4 Monitor opportunities presented by new Toowoomba Range crossing, Inland Rail and Wellcamp airport
- 4.2.5 Develop the airport as a commercial enterprise to attract air and associated services including freight, training and tourism
- 4.2.6 Advocate for type 2 road train access through Roma to the Roma Saleyards

4.3 Leverage existing industrial infrastructure

- 4.3.1 Pursue and develop business opportunities surrounding the existing industrial infrastructure
- 4.3.2 Pursue and develop business opportunities surrounding the Roma Saleyards
- 4.3.3 Maintain sufficient operational quarries to supply a diversity of quarry products
- 4.3.4 Expand and improve reticulated gas network in Roma to industrial lands to attract new businesses

4.4 Provision of land and utilities for work camps

- 4.4.1 Monitor existing worker camps and facilitate locations for short-term worker camps

4.5 Pursue external funding and partnerships for infrastructure improvements

- 4.5.1 Identify potential infrastructure constraints to expansion of targeted development areas
- 4.5.2 Advocate for infrastructure projects that have a critical role in improving economic and lifestyle outcomes of the region
- 4.5.3 Ensure that well-developed (shovel ready) plans are ready for high priority projects
- 4.5.4 Planning scheme supports easier implementation of high priority projects

4.6 Utilise waste products from Council and business facilities

- 4.6.1 Support projects that promote recycling for the environmental benefit of the community

Developing skills and entrepreneurship

Provide learning and skill development pathways adapted to regional conditions

- 5.1.1 Investigate methods for integrating education, training, employment and business development in the Maranoa
- 5.1.2 Pursue establishment of education and training hub in Roma as an initial step in a broader strategy for enhanced delivery of education, training, employment and business development
- 5.1.3 Incorporate supported e-learning facilities as a fundamental element of the education and training hub in Roma
- 5.1.4 Provide early intervention, holistic approaches to education, training and employment for at-risk regional youth

- 5.1.5 Influence national and state education, training, employment and business development reviews to adopt strategies that foster regional education and training opportunities

5.2 Foster business, social and environmental entrepreneurship

- 5.2.1 Support existing education, training, employment and business development entities to develop their capacity to foster entrepreneurship
- 5.2.2 Investigate, cultivate and support regional entrepreneurship through the use of alternative education, training, employment and business development settings
- 5.2.3 Ensure that regional entrepreneurship encompasses social and environmental entrepreneurship
- 5.2.4 Ensure that the cultivation of large and small social enterprises and the facilitation of renewable energy, recycling and internet-based business are components of regional entrepreneurship
- 5.2.5 Influence national and state education, training, employment and business development reviews to adopt strategies that foster regional entrepreneurship
- 5.2.6 Support targeted programs that encourage entrepreneurship, including regional courses and speakers who can help encourage community adaptability and responsiveness to change
- 5.2.7
- 5.2.8 Promote the region as an innovation and entrepreneurial hub, which creates
- 5.2.9 Promote regional entrepreneurial successes with a view to attracting new investment

5.3 Supporting and assisting regional workforce development

- 5.2.1 Identify innovative training solutions to support our priority and growth industries
- 5.2.2
- 5.2.3 Ensure the availability of skilled labour to support future development and investment

Building Community Partnerships

6.1 Work with the community to ensure alignment of council programs and community aspirations

- 6.1.1 Integrate identified opportunities in the community planning process with Council's planning scheme
- 6.1.2 Identify and capitalise on opportunities from the Maranoa Community Plan

6.2 Empower local communities to develop their economy and lifestyle

- 6.2.1 Partner with the local community to progress viable local projects
- 6.2.2 Use My Maranoa program to facilitate local economic development project delivery

6.3 Encourage community leaders to participate in the development and promotion of the region

- 6.3.1 Establish a program for prominent local people to promote the region externally
- 6.3.2 Establish an Ambassador program for the promotion of the region

Section 2

Tourism objectives

Introduction

Our communities value the contributions that the visitor economy makes to employment in the Maranoa region. The tourism industry helps us build futures in our region for our youth by providing business opportunities across a wide spectrum of skills and interests. The industry is sustainable and fertile. Our vision is for every visitor to become a tourist and for every visitor to want to stay for another night. With a committed and responsive Maranoa tourism industry, we will have the businesses and employment that nourish long term futures for our younger generations.



The visitor economy has great growth potential. To release this potential, Maranoa region must be featured as a destination and its ability to attract international tourists strengthened. There must be a region-wide commitment to enhancing our visitor economy through partnerships within and across other regions and sectors.

Domestic visitor numbers in the Outback region increased by 9.1% over a three year average, of whom holidaying visitors had a 2.6% growth and VFR (visiting friends and relatives) grew 6.1%. About 44% of all Outback region visitors were business travellers (the second highest rate in Queensland). Of our total domestic visitors, 632,000 were from intrastate and 160,000 from interstate.

97% of all international visitors in Queensland visit SEQ while only 1% visit the Outback region. Outback region visits by international tourists have been stable at around 26,000 per year on a three year rolling average with the holiday component increasing by nearly 6.5%.

We have distinct transport advantages over many destinations in Outback Queensland. Roma is within one hour flight time of the Brisbane and Gold Coast domestic and international airports on 74 seater Q400 aircraft and from the Sunshine Coast domestic airport. Roma is also just within Q400 flight range of Sydney. The Q400 is one of the largest aircraft capable of using the Roma runway. The Westlander rail service runs twice weekly services from Brisbane through the Maranoa and there are daily Bus Queensland services. Travel time from Brisbane to Roma is 6 hours. Nearly all towns in the Maranoa are within one hour of Roma. These transport options give the Maranoa great potential for

the short break market in addition to the longer-stay travellers who presently drive themselves or come on bus tours.

Our focus should be on continuing to grow our domestic market while setting in place strategies to grow our international market. Over the long term, the international market holds enormous potential growth if we can get the right destination branding, marketing, packaging and products.

For the Maranoa to have growing visitor appeal to the domestic and international markets, we need to have the “hero” experiences that establish the Maranoa as a destination.



In the short term, the best investments are in enhancing existing high profile products, (especially The Big Rig, Roma Saleyards, Cobb & Co and Great Artesian Spa and events such as Easter in the Country) which will play key roles in the frameworks for tourism growth.

For longer term growth, especially for the international tourist market, increasing emphasis can to be placed on the Maranoa as a major rock art destination. To help anchor rock art tourism in the Maranoa, a rock art centre is suggested for Injune which is the base for visiting the Carnarvons.

Few other places in Australia can access

extensive rock art so close to a capital city and in proximity to the tourist hubs of the Gold Coast and Sunshine Coast. There are many key themes that can be integrated with the rock art experience (Aboriginal culture, Carnarvons, bushrangers, geology, natural environments)

The “Great 8” tourist loops is proposed for further investigation in regional branding and marketing to help bring greater short term attention to the Maranoa as a destination, especially while the Maranoa develops its capacity to provide high quality experiences to international tourists drawn by the aboriginal rock art. Short break, bus tours, grey nomads and family groups can travel the Maranoa “Great 8” double loop tourist route. Its path describes a figure 8 on a map and it links 8 important Maranoa features (Surat-Yuleba-Wallumbilla-Roma-Injune (Carnarvons)-Mitchell- Amby-Muckadilla).

The “Great 8” route presently has The Big Rig (especially the Night Show) and the Roma Saleyards tours, the Great Artesian Spa at Mitchell and the Cobb & Co journey between Surat and Yuleba as its stronger elements. The newly created networks of local drive routes can be linked in to the “Great 8” loops.

The focal point of the “Great 8” is Roma where both the northern and southern loops of the figure 8 both meet. This is where we have most of our regional accommodation concentrated along with our major airport and rail stop. This is where we can foster two of our “hero experiences” with The Big Rig and the Roma Saleyards. Because of Roma’s central location in the Maranoa, The Big Rig also has a key role in being the main visitor information centre for the Maranoa and as a booking facility for coordinating activities and services across the Maranoa.

Some of the visitor assistance roles of other communities include recognising Surat as the main entry point for southern tourists, Injune as the base for the Carnarvons (and rock art experiences) and Mitchell as the gateway to (and from) the rest of Outback Queensland. The role of Yuleba as a visitor information service point for the visitors driving from SEQ needs further consideration.

With cooperation between local communities, the “Great 8” route could be enhanced by:

- Upgrading the Night Show and creating experiential features at The Big Rig
- Expanding Roma Saleyards interpretation facilities for the cattle selling story in conjunction with the popular saleyards tours
- Establishing a rock art centre at Injune
- Establishing a bushranger and cattle duffing (experiential) museum being established at Mitchell with links to all of the Maranoa sites and towns associated with these stories
- Using Yumba at Mitchell to show living Indigenous culture
- Expanding the Cobb & Co Changing Station facilities and creating an interstate visitors’ entry point at Surat
- Expanding the outback fishing story at Surat
- Strengthening the Cobb & Co related information and facilities at Yuleba and along the Cobb & Co coach route
- Placing Wallumbilla at the centre of the railway and grain stories
- Developing gas industry on-site tourism at Wallumbilla South and north of Yuleba
- Enhancing the scar tree story at Amby
- Developing the mud bath story at Muckadilla
- Expanding the range of tour experiences and on-property accommodation and lifestyle experiences
- Greater packaging, use of charter flights and flexibility in rental car returns.

Jackson and Mungallala sit at each end of the Warrego Highway running east-west through the Maranoa region. Their roles as entry and exit points to the region need further development. Every local community (including Noonga, Eumamurrin, Dunkeld, Begonia and Teelba) has potential roles in the tourism plan. We need local and regional cooperation in choosing these roles for the development of attractions, marketing and supporting services, especially for the sharing of the telling of the bushranger, cattle duffing, timber, sheep, cattle, early settlement and Indigenous culture stories.

Social history collection, collation, preservation and presentation as a coordinated strategy across the region is essential to telling our stories. This is a part of the Maranoa Arts and Culture Strategy.



As tourism is everyone's business and our vision is for every visitor to become a tourist, the integration of the Maranoa's sport and recreation plan and the arts and culture plan with the Maranoa tourism plan is fundamental to sustainability and growth of the visitor economy.

Events and business travellers are major components of our visitor economy. Conversion of

event visitors and business visitors to tourists requires event organisers and local businesses to encourage visitors pre-plan other activities while in the region, ranging from town recreation and heritage walks to local tours. Local residents can add significant value to the visitor economy through encouraging visiting friends and relatives to attend events and engage in local sport and recreation, tours and visiting attractions.

The tourism objectives see greater use of electronic tools for marketing, organising, pre-planning providing local information, creating virtual images of former towns and sites and providing multi-language visitor services.

The Maranoa tourism objectives provides direction for the regional growth of sustainable tourism. Implementation of the tourism plan depends on a series of action plans and partnerships to be developed by business, community organisations, Council and government agencies.

Maranoa Tourism Strategy

Visions:

5. Every visitor becomes a tourist
6. Every visitor wants to stay another night
7. Building a future for the next generations
8. Committed and responsive Maranoa tourism industry

Key strategies:

1. Position the Maranoa as a destination of Outback Queensland
2. Enhance the network of Maranoa attractions and link them to the Big Rig
3. Big Rig progressively upgraded and expanded to become a “must see” attraction in Outback Queensland with a focus on oil, gas and geology
4. Attract and feature high quality events while promoting tourism in every event
5. Enhance “experience” and “adventure” tourism with quality “must do” activities
6. Maximise the potential of transport links to develop inbound tourism
7. Convert business, event, function and sport visitors and friends and relatives and travellers into tourists
8. Continue to enhance marketing of the Maranoa
9. Partner, partners and more partners in every aspect of tourism

1. Position the Maranoa as a destination in Outback Queensland

Objectives:

- 1.1 Establish short and long term branding strategies for the Maranoa as a destination (*in conjunction with the Section 8 objectives for enhanced marketing*)
- 1.2 Capitalise on the Maranoa with its one day driving distance from Brisbane and SEQ and its airport as a one hour flight from Brisbane.
- 1.3 Enhance the existing attractions and infrastructure and create new ones so that all Maranoa communities are part of visitor economy, in particular strengthening:
 - The Big Rig
 - Roma Saleyards
 - Great Artesian Spa
 - Yumba
 - Cobb & Co Way
 - Calico Cottage and heritage precinct
 - Key rural properties (such as Bonus Downs, Wallaroo, Sandstone Park)
 - Support for private business development of tourist product
- 1.4 Develop the “Great 8” or some similar concept to establish clear internal self-drive and bus tour loops within the Maranoa linking all our major attractions (*in conjunction with the Section 8 objectives for enhanced marketing*)
- 1.5 Refine a network of drive trails that feature short break options in addition to refining existing longer drive trails
- 1.6 Use ancient Aboriginal rock art as a destination anchor for the Maranoa region, especially in promoting the region to international and short break visitors
- 1.7 Integrate bushrangers and cattle duffing with the rock art as key stories with international and national visitor appeal.
- 1.8 Establish a rock art centre at Injune and a bushranger and cattle duffing living history facility in Mitchell (with links other places in the region)
- 1.9 Partner with Outback Queensland Tourism Association and other key stakeholders to ensure the Maranoa region is a destination.
- 1.10 Concentrate on social media and other innovative and low cost options to promote the Maranoa as a destination (*in conjunction with the Section 8 objectives for enhanced marketing*)



2. Enhance the network of Maranoa tourism experiences and infrastructure

Objectives:

- 2.1 Implement a region-wide process to seek consensus of all visitor economy partners about themes, stories and tourism focus of each of the towns of the Maranoa. Suggested stories and features include:
- Roma strengthened as the hub of the tourism region with The Big Rig telling the oil, gas and geology stories and the Roma Saleyards gives the cattle selling story. The Big Rig continues to be enhanced as a major visitor stopping point and visitor dispersal facility. The Big Rig Light Show continues to be developed to become a “hero” experience in the Maranoa.
 - Injune is strengthened as the base to the Carnarvons and the Indigenous cultures of the sandstone country. Rock art experiences in the Carnarvons are focused through Injune by establishing a rock art interpretive centre in the town.
 - The Great Artesian Spa in Mitchell tells the artesian water history. Mitchell could provide the base for the bushranger and cattle duffing stories through an interpretive centre featuring living history. The interpretive centre would link to all the other places in the Maranoa connected to these stories. Mitchell seeks to be seen as the physical gateway to the Mitchell grass and

the Outback and tells some of the sheep stories. Part of the role of the Mitchell visitor information facilities is to service visitors coming to the Maranoa from other parts of Outback Queensland.

- Mungallala already features the Ooline story with Ooline Park and this can be strengthened. It has scope to include part of the timber story
- Amby has the scar trees as a dominant town feature.
- Muckadilla could feature the mud bath stories, perhaps in conjunction with stories about early outback health services.
- Surat is enhanced as the main entry point for visitors from Victoria and NSW and to tell the Cobb & Co story in conjunction with Yuleba. Surat features the outback fishing story and part of the sheep story
- The Cobb & Co Way and associated stories are shared between Yuleba and Surat. It can also tell the outback communications and timber stories as well as having connections to the bushranger stories.
- Wallumbilla could feature the grain and railway stories. Wallumbilla has the first grain silos to be seen by a visitor entering the Maranoa from the east. It has the historical grain shed and is near a major railway disaster site. It could possibly tell “movies in the Outback” stories if access was available to the former movie theatre.
- Jackson could tell part of the bushranger stories in conjunction some of the early settlement stories.
- All towns can share parts of the Indigenous heritage stories with the Yumba facility being developed as a major cultural facility.



- 2.2 Ensure that each Maranoa town has at least one attraction that will encourage a tourist to stop and allow each town to dominate a particular theme
- 2.3 Ensure that every attraction is on a drive trail
- 2.4 Create a unique food, beverage and souvenir for each town
- 2.5 Undertake an audit of tourism infrastructure and gaps
- 2.6 Continue to improve signage and way-finding
- 2.7 Continue to create innovative information and information sources for the network of Maranoa attractions
- 2.8 Use electronic technology to recreate lost townscapes and features on visitor iPads and other devices.
- 2.9 As potential first points of contact for many visitors, ensure that the Big Rig and the other visitor service centres actively promote all the attractions in the Maranoa

3. The Big Rig upgraded to become a “must see” attraction in Outback Queensland with a focus on oil, gas and geology

Objectives:

- 3.1 The Big Rig to be enhanced as a major attraction in Roma and the Maranoa with the Night Show as one of its “must see” experiences
- 3.2 Night Show developed to be the “hero” experience of The Big Rig, especially in the short term.
- 3.3 The Big Rig incorporates the visitor information centre for Roma, being one of the five primary visitor information centres of the Maranoa (others at Injune, Surat, Wallumbilla and Mitchell with supporting VICs in Jackson, Yuleba, Muckadilla, and Mungallala)
- 3.4 Roma VIC to act as a dispersal centre to other parts of the region, and include commercially viable activities such as booking services
- 3.5 Integration of The Big Rig, museum facilities, indigenous culture and educational facilities is explored as part of the enhancement of The Big Rig
- 3.6 Investigate commercial opportunities arising from The Big Rig and its associated attractions
- 3.7 Renew The Big Rig masterplans , including preparation of staged development plans for the enhancement of The Big Rig
- 3.8 Partner The Big Rig with other Outback Queensland attractions and the resource industries



4. Feature high quality events while promoting tourism in every event

Objectives:

- 4.1 Identify and put promotional energy and support for tourism into a limited number of high quality events
- 4.2 Use the high quality events to promote other events
- 4.3 Ensure tourism promotion of other Maranoa attractions is always integrated into each event
- 4.4 Remain prepared to integrate the Maranoa as a venue or one of the venues for major events (eg long distance cycling events)
- 4.5 Encourage packaging of events
- 4.6 Encourage early integration of tourism in all events



5. Enhance “experience” and “adventure” tourism with quality “must do” activities

Objectives:

- 5.1 Review all the existing “experience” and “adventure” tourism opportunities in the Maranoa and the possibilities and trends, including using OQTA and TEQ research and expertise
- 5.2 Identify “experience” and “adventure” tourism opportunities that are incubation priorities in trending markets and build these into tourism strategies and action plans
- 5.3 In particular, target “must do” experiences that are unique to the Maranoa within the wide range of experiences and adventures that are needed to support Maranoa tourism
- 5.4 Identify and partner those proponents with the capacity and enthusiasm to expand the “experience” and “adventure” tourism market
- 5.5 Ensure that indigenous cultural tourism is a component of Maranoa “experience” and “adventure” tourism
- 5.6 Identify the forms of support that may assist market development for “experience” and “adventure” tourism and help facilitate this support
- 5.7 Link “experience” and “adventure” tourism to weddings, events (including local races and agricultural shows) and conferences, and cultural tourism markets and tourism packaging
- 5.8 Use the business development objectives (for Council and private business) in the Maranoa Business and Industry Strategy to help produce good tourism product.



6. Maximise the potential of transport links to develop inbound tourism

- 6.1 Increase the development of packages for tourists and other types of visitors.
- 6.2 Target charter and scheduled flights to Roma from other major airports across Australia as growth markets
- 6.3 Create charter flight prospectuses with local partners, including fly/drive and event operators
- 6.4 Seek regional partners for a multiple stop charter flight prospectus
- 6.5 Distribute the charter flight prospectus to charter flight operators as a priority in addition to small scale package operators
- 6.6 Work with Qantaslink to better understand trends, opportunities and operating environment, especially low-demand flight patterns
- 6.7 Strengthen roles of Maranoa airports as tourism facilities and their ability to perform VIC functions
- 6.8 Develop the commercial opportunities of Roma airport for tourism
- 6.9 Work with bus and rail tour operators to better understand trends, opportunities and operating environment and create bus and rail tourism prospectuses with local partners



7. Convert business, event, function and sport visitors and friends and relatives and travellers into tourists

Objectives:

- 7.1 Produce guides for residents to give (or email) to visiting friends and family on things to do in the Maranoa
- 7.2 Encourage residents to invite friends and family to the major local events (*Easter in The Country, Food & Fire Festival, local races and agricultural shows*)
- 7.3 Encourage local health, education, finance, engineering, farm supply businesses to consider promoting tourist opportunities to their business visitors (especially in advance of their visits)
- 7.4 Encourage local transport, accommodation, and facility providers to provide tourism information to business visitors when they book services
- 7.5 Ensure all accommodation providers and free camp sites have tourist information available.
- 7.6 Encourage sport event and function organisers (weddings, birthdays, etc) using Maranoa venues to promote tourism in sport and function information packages and at functions
- 7.7 Provide “curiosity” and facility hooks for pass-through travellers
- 7.8 Continue promoting the message “tourism is everyone’s business”
- 7.9 Explore ways of encouraging residents and event organisers to use social media to make visitors aware of the tourist experiences and services of the Maranoa and to extend their visits.(in conjunction with the Section 8 objectives for enhanced marketing)



8. Continue to enhance marketing of the Maranoa

Objectives:

- 8.1 Develop and implement a new consumer-centric destination brand for the Maranoa
- 8.2 Monitor and communicate effective marketing trends in tourism and implications of those trends and audit current tourism marketing strategies for the Maranoa
- 8.3 Continuously review all current marketing strategies for effectiveness and improvement and remain flexible to adopt innovations in marketing
- 8.4 Strengthen the use of social media as major influencer in marketing of both the destination brand and individual products and packages
- 8.5 Create a regionally endorsed hierarchy for national, state, regional and local tourism promotion of the Maranoa
- 8.6 Emphasise “story-telling” and “everybody has a story” in Maranoa marketing
- 8.7 Ensure that marketing strategies include cultural tourism, experience and adventure tourism, health and well-being tourism, wedding and event tourism
- 8.8 Enhance tourism product packaging for the Maranoa
- 8.9 Strengthen the roles of Maranoa VICs as attractors and dispersal agents for visitors and co-locate visitor information services with other attractions to increase their mutual effectiveness, cost efficiencies, cross-subsidisation and commercialisation opportunities
- 8.10 Strengthen the role and displays of each Maranoa visitor information centres in each town to excite visitors about the particular theme allocated to that town
- 8.11 Ensure all Maranoa attractions and visitor information centres cross-promote other attractions and VICs
- 8.12 Incorporate “Carnarvon” into promotional messages to leverage its brand recognition
- 8.13 Ensure that websites and social media platforms under the control of Council, Visit Roma and other visitor economy organisations and businesses are nimble and responsive tourism internet platforms
- 8.14 Ensure that print media and e-brochures are regularly reviewed and updated
- 8.15 Encourage training for businesses, volunteers and staff involved in marketing, promotion and delivery of tourism products

9. Partner, partners and more partners in every aspect of tourism

Objectives:

- 9.1 Support a Maranoa regional group to coordinate unified approaches to branding, sharing of stories and themes and integration and deliver of local visitor economy strategies across the region
- 9.2 Monitor and communicate trends in tourism and implications of those trends
- 9.3 Identify all strategies which have an effect on tourism in the Maranoa and use opportunities to influence those strategies
- 9.4 Identify local aspects of regional and state strategies affecting tourism in the Maranoa
- 9.5 Ensure integration between tourism, broader economic development and land use planning strategies (which include transport and business development)
- 9.6 Ensure integration between visitor, tourism, sport, recreation, arts and culture strategies and local community plans
- 9.7 Encourage local communities to consider the opportunities offered by these strategies and by “theming” towns.
- 9.8 Encourage facility providers to maintain quality in service delivery, maintenance, safety, multiple uses and innovation
- 9.9 Continue to create the understanding and commitment in all facility operators about the roles they have in tourism and economic development
- 9.10 Create guidelines to help tourism business proponents to seize the opportunities and navigate government rules
- 9.11 Partner with strategy makers and partner with those who influence strategy makers
- 9.12 Partner with those who implement strategies and partner with those who influence strategy implementation
- 9.13 Encourage local communities and local businesses to seek partnerships in tourism product creation and delivery
- 9.14 Support and promote volunteers as crucial partners in tourism service delivery
- 9.15 Engage in partnerships so that links are established across local, regional, state and national boundaries

Section 3

Arts and Culture objectives

Introduction

Our communities value the contributions that arts and culture makes to lifestyle and employment in the Maranoa region. The arts and culture industry helps us build futures in our region for our youth by providing attractive lifestyles and business opportunities across a wide spectrum of skills and interests. The industry is sustainable and fertile.

Our vision is for every resident and every visitor to be an arts and culture participant, in libraries and



literature, galleries and visual arts, theatres, movies, music and performing arts and museums and heritage.

We see our libraries as places which make literature and technology accessible to all residents and as core elements of arts and culture hubs. We also see our libraries as both education resources and as components of innovative education pathways.

The plan calls for our heritage to be protected and accessible while indigenous and outback cultures have continuity, diversity and energy. Our plan calls for local heritage records and artefacts to be collected, collated and safely stored under a Maranoa-wide history collection strategy which integrates the social history collection strategies of each local community, supported by partnerships with bodies

such as the State Library and Qld Museum.

Educators, businesses, agencies, Council and communities collaborate to provide creative spaces and support for creative activity. Our place-making and architecture need to support arts, culture and heritage. Visual arts and performing arts have display and performance opportunities with the Maranoa region able to host visiting national standard exhibitions and performances.

Arts and culture need to be valued as an industry. With a committed, energetic and responsive Maranoa arts and culture industry, we will have the lifestyles, businesses and employment that

nourish long term futures for our younger generations. Every local community has a potential role in the arts and culture plan for the Maranoa region. We need local and regional cooperation in choosing these roles for the development of facilities, attractions, marketing and supporting services and in ensuring engagement with indigenous members of our communities.

There is to be a strong and mutually supportive alliance between the tourism industry and the arts and culture industry. This approach asks the arts and culture industry to follow the themes for each community proposed through the tourism plan.

Our plan for greater integration of arts and culture with tourism proposes the further expansion of the Big Rig and its light show. We see the development of an interpretive centre at the Roma Saleyards in conjunction with saleyards tours as part of our social history. The development of a rock art centre will anchor Injune as the base for exploring the aboriginal rock art and aboriginal culture of the Carnarvons and the surrounding sandstone country. The ancient rock art has enormous capacity to increase international tourism to Outback Queensland.

Other tourism features founded on our history, heritage and culture are a proposed bushranger and cattle duffing museum at Mitchell and the places and stories of Cobb & Co linking Yuleba and Surat.

We see every community in the Maranoa having special and specific stories to tell; ranging from mud baths at Muckadilla, railway and grain stories at Wallumbilla, the vanished village of Noonga early settlement story at Jackson and the Ooline at Mungallala.

This arts and culture plan provides a direction for maximising the value of local energy, creativity and funding in the arts and culture industry. For state and national stakeholders, this plan, with its strong tourism alignment, demonstrates the efficiency and effectiveness of investment in the Maranoa arts and culture industry for promoting attractive regional lifestyles and regional employment.

Implementation of the arts and culture plan depends on a series of action plans and partnerships contained in a separate series of documents. Our success will be driven by partnerships.



Maranoa Arts and Culture Strategy

Our visions:

9. Every resident is an arts and culture participant
10. Every visitor is an arts and culture participant
11. The Maranoa arts and culture industry is committed, energetic and responsive
12. We are building a future for the next generations

Our Strategies:

1. Libraries make literature and technology accessible to all residents
2. Local heritage is protected, valued and accessible
3. Indigenous, outback and other cultures have continuity, diversity and energy
4. Place-making and architecture support arts, culture and heritage
5. Educators, businesses, agencies, Council and communities collaborate to provide creative spaces and creative activity support
6. Visual arts and performing arts have display and performance opportunities
7. Maranoa region can host visiting national standard exhibitions and performances
8. Arts and culture are valued as an industry
9. Alignment of the Maranoa arts and culture plan with the Maranoa tourism plan



1. Libraries make literature and technology accessible to all residents

Objectives:

- 1.1 All Maranoa libraries provide access to the collections of books, ebooks, audio books, music and film available through the national-wide library systems
- 1.2 All Maranoa libraries provide internet and wifi access at high speed internet standards
- 1.3 Expand use of libraries as an alternative learning environment and as a community education hub
- 1.4 Continue to grow library opportunities provided by technology and changing library processes, including virtual branch libraries
- 1.5 Acknowledge and support the role of libraries as a safe place for community members
- 1.6 Continue to further integrate libraries as part of a wider arts and culture hub for each community
- 1.7 Tourist lending programs available through the public library system are highlighted for visitors
- 1.8 Continue to explore avenues for greater tourist access to libraries and cultural facilities , especially on weekends
- 1.9 Ensure staff and volunteer succession and support, especially in smaller communities
- 1.10 Maintain strong partnerships with key bodies including State Library of Queensland, Rural Libraries Queensland network and Australian Library and Information Association

2. Indigenous, outback and other cultures have continuity, diversity and energy

Objectives:

- 2.1 Multi-cultural events (such as NAIDOC Week, Harmony Day, Food and Fire) continue to be embraced for sharing cultural diversity and building connections
- 2.2 Local identity is defined and promoted across all the communities of the Maranoa Regional Council and used in conjunction with the Maranoa tourism plan
- 2.3 Cultural experiences are identified, refined and promoted across all communities and activities in the Maranoa Regional Council
- 2.4 Current and previous outback skills, inclusive of indigenous skills, are identified in conjunction with steps to preserve or reintroduce those skills
- 2.5 Cultural experience and outback skills are presented in the context of cultural tourism to help provide energy for their continuation

3. Heritage is protected, valued and accessible

Objectives:

- 3.1 Local heritage records and artefacts are collected, collated and safely stored under a Maranoa-wide social history collection strategy which integrates social history collection strategies of each local community, supported by partnerships with bodies such as:
 - Qld State Library
 - Qld Museum
 - Work camps under QCS
- 3.2 Local heritage records are made accessible (where appropriate) on the internet and in local libraries, museums and businesses
- 3.3 Local heritage places are protected and interpreted
- 3.4 Local heritage is promoted to visitors (and residents) as part of the Maranoa tourism plan
- 3.5 Land use planning and legal processes are used for heritage protection and adaption of heritage places for community and commercial uses
- 3.6 Local communities collaborate to develop resourcing and volunteer strategies to support the collection, collation, digitisation, use and display of Maranoa history

4. Place-making and architecture support arts, culture and heritage

Objectives:

- 4.1 Place-making plans incorporate community identity, culture, heritage and local tourism themes
- 4.2 Land use planning measures encourage architecture that takes account of place-making plans, community identity, culture, heritage and local tourism themes
- 4.3 Facilities and venues are designed, modified, refurbished to provide opportunities for creative spaces, art promotion and cultural awareness
- 4.4 Town beautification is fostered by land use planning, place-making and compliance programs targeted at unsightly premises
- 4.5 Local communities are encouraged to understand and value our Maranoa landscapes and to promote them to visitors

5. Educators, businesses, agencies, Council and communities collaborate to provide creative spaces and creative activity support

Objectives:

- 5.1 Continue to enlist agency support for arts and culture (including RADF, State Library, Museums and Galleries Queensland, Qld Museum, Flying Arts, ArTour)
- 5.2 Continue to encourage U3A and TAFE programs for arts and culture
- 5.3 Help promote local professional visual arts, performing arts and culture businesses
- 5.4 Businesses see value in promoting private and public art and culture on business premises
- 5.5 Council and communities continue to collaborate in operating art galleries and halls
- 5.6 Continue to encourage mentoring and external tutoring for arts and culture
- 5.7 Continue to use events to showcase and encourage arts and culture participation (ie NAIDOC week, Harmony Day, Food & Fire)
- 5.8 Use games (for example –bridge, chess, go, mah-jong) as bridges for cultural sharing and engagement



6. Visual arts and performing arts have display and performance opportunities

Objectives:

- 6.1 Continue to provide art galleries (Injune, Mitchell, Roma and Surat) and halls for display and performance
- 6.2 Continue to explore arts and culture use of facilities originally developed with recreation or education focus
- 6.3 Encourage local businesses to consider using and selling local art
- 6.4 Explore technology innovations for sharing regional and rural visual arts and performing arts and culture

7. Maranoa region can host visiting national standard exhibitions and performances

Objectives:

- 7.1 Maintain the Roma on Bungil Gallery as a category A gallery
- 7.2 Maintain the Roma Cultural Centre as a high quality performance space
- 7.3 Continue to develop Bassett Park as a major event venue
- 7.4 In the planning, development and renewal of community and business facilities, seek to have use of spaces for exhibitions and performances into the design considerations

8. Arts and culture are valued as an industry

Objectives:

- 8.1 Arts and culture activities are linked to tourism wherever feasible
- 8.2 Arts and culture are promoted as an essential component of attractive regional lifestyles which are needed to keep populations and employees living locally
- 8.3 Encourage and support local artists to develop products suited to the tourist markets
- 8.4 Enhanced identification of the business opportunities in many aspects of arts and culture

9. Alignment of the Maranoa arts and culture plan with the Maranoa tourism plan

Objectives:

- 9.1 Link tourism theming of towns to arts and culture theming (stories)
- 9.2 Link cultural events to tourism
- 9.3 Utilise the promotion of local heritage and culture to attract and retain visitors

- 9.4 Incorporate local libraries and art galleries as part of local tourism resources
- 9.5 Focus the development and enhancement of major museums and interpretation centres in accordance with the following proposed major tourism themes:
- Roma to feature the Big Rig and its NOGI (National Oil & Gas Industry) collection with an interpretation centre for cattle sales in the Roma Saleyards.
 - Injune rock art centre developed to feature aboriginal rock art, aboriginal culture and the changes that occurred with white settlement
 - Existing Mitchell museum used to retain social history with a new museum to feature bushranger and cattle duffing stories. Yumba has a key role in presenting and coordinating locations for experiencing indigenous culture
 - Surat and Yuleba museums to feature Cobb & Co story with the Surat museum also covering outback fishing.
 - Wallumbilla heritage precinct to feature the railway and grain stories
- 9.6 Pursue the acquisition and use of mobile light show facilities to be used in Maranoa towns (“light up the town”) in conjunction with events, for advertising events and as an event
- 9.7 Use arts and culture to help define unique Maranoa tourism products, especially experience-based tourism (ie Roma Saleyard and its interpretive centre)
- 9.8 Encourage local business to market art and cultural products

Section 4

Sport and Recreation objectives

Introduction

Our communities value the contributions that sport and recreation makes to lifestyle and employment in the Maranoa region. The sport and recreation industry helps us build futures in our region by providing attractive lifestyles and business opportunities across a wide spectrum of skills and interests. The industry is sustainable and diverse.

Our vision is for every resident and every visitor to be a sport and recreation participant (and volunteer) and for every sport and recreation visitor to become a tourist.



We see our parks, trails, halls, playing fields, showgrounds, pools and other facilities as places which make sport and recreation accessible to all residents. The facilities and services provided by businesses complement the public and community provided opportunities.

The plan calls for our collective sport and recreation assets and services to be optimised. It also sees the differing requirements of cultural groups and people with a range of physical and intellectual

abilities accommodated in sport and recreation activities, including pathways for high performance individuals and teams.

Facility managers (especially education entities), businesses, government agencies, Council and communities need to expand collaborations and partnerships to provide facilities and services. The optimisation process entails increased integration and resource sharing combined with creativity and leadership. Optimisation takes account of capital, operating, maintenance and renewal costs in



conjunction with a one hour travel-time standard. Optimisation creates challenges for communities in “letting go” along with equitable distribution of resources. Local community engagement is fundamental to effective optimisation in regional and rural environments where resources are limited and limiting. Optimisation is essential in delivery of facilities and services needed to support regional and state level competitions

Our place-making, arts, culture and heritage, economic development and tourism plans need to be integrated with sports and recreation facilities and services provision so that they are each mutually supportive. The capacities to host events and develop facilities which are focused on sport and recreation in conjunction with arts, culture and heritage are fundamental to tourism and consequent economic development. Growing strong and mutually supportive alliances between the tourism industry, arts and culture

industry and sport and recreation industry is implicit. The tourism alliance with sport and recreation can be enhanced where the sport and recreation industry is able to follow the themes for each community proposed through the tourism plan.

This sport and recreation plan provides a direction for maximising the value of local energy and leadership, creativity and funding in the sport and recreation industry. Growing local leadership and management skills especially among our young people are essential for sustainable futures.

For state and national stakeholders, this plan, especially where it has strong tourism alignment, demonstrates the efficiency and effectiveness of investment in the Maranoa sport and recreation facilities and services for promoting attractive regional lifestyles and regional employment. Implementation of the sport and recreation plan depends on a series of action plans and partnerships contained in a separate series of documents.

Maranoa Sport and Recreation Strategy

Our visions:

13. Every resident is a sport and recreation participant
14. Every visitor is a sport and recreation participant
15. The Maranoa sport and recreation industry is committed, energetic and responsive
16. We are building futures for the next generation

Our Strategies:

1. Sustainable and shared community leadership for sport and recreation in the Maranoa
2. Local communities and visitors are aware of the diverse sport and recreation opportunities across the Maranoa
3. Funding for sport and recreation facilities and activities is optimised and equitable across the Maranoa
4. Access to sport and recreation facilities is optimised and equitable across the Maranoa for all ages and abilities
5. Every urban community has access to trails which facilitate sport and recreation in conjunction with arts, culture and tourism
6. The Maranoa has the capacity to host inter-regional (and some state) level sporting and recreation events for selected activities and for appropriate arising opportunities
7. Sport and recreation events encourage resident and visitor participation as competitors and spectators
8. Sport and recreation are valued as an industry
9. Alignment of the Maranoa sport and recreation plan with the Maranoa tourism plan

1. Sustainable and shared community leadership for sport and recreation in the Maranoa

Objectives:

- 1.1 Enhance leadership skills through training and mentored experiences
- 1.2 Enhance coaching skills through training and mentored experiences
- 1.3 Provide for succession by encouraging youth leaders, sharing leadership and welcoming new leaders
- 1.4 Enhance organisation management skills through training and mentored experiences
- 1.5 Encourage rolling 5 year plans for sport and recreation organisations and businesses
- 1.6 Sport and recreation groups participate in cross-organisation forums, locally and regionally
- 1.7 Continued engagement with state and national agencies

2. Local communities, visitors and business are aware of the diverse sport and recreation opportunities across the Maranoa

Objectives:

- 2.1 Community organisations and businesses recognise the importance of making residents and visitors aware of sport and recreation opportunities
- 2.2 Communicate sport and recreation opportunities through Council, business and community media partnerships
- 2.3 Promote competitions and events in sport & recreation, arts & culture and tourism media

3. Funding for sport and recreation facilities and activities is optimised across the Maranoa

Objectives:

- 3.1 All communities made aware of costs of establishing, operating, maintaining and renewing facilities, especially on a lifecycle basis
- 3.2 Encourage private enterprise delivery of sport and recreation services and facilities where viable
- 3.3 All organisations and agencies share responsibility for efficient and effective acquisition and use of resources

- 3.4 Shared insurance opportunities for organisations which are not under a state or national sport and recreation association insurance umbrella
- 3.5 Standardise user fees for Council facilities
- 3.6 Ongoing training and support for organisations in grant fund applications and management

4. Access to sport and recreation facilities is optimised and equitable across the Maranoa

Objectives:

- 4.1 Establish and communicate lifecycle costs information for sport and recreation facilities
- 4.2 Community acceptance of access standards for sport and recreation facilities
- 4.3 Access standards to include maximum one hour drive to intra-region competition venues for seasonal sports
- 4.4 State level facilities generally at Roma
- 4.5 Optimise facilities to match funding flows, lifecycle costs, access standards and climatic suitability
- 4.6 Encourage efficiency and flexibility in facility access arrangements including shared and multi-use facilities and use of mobile showers, toilets, lights

5. Every urban community has access to trails which facilitate sport and recreation in conjunction with arts, culture and tourism

Objectives:

- 5.1 All urban communities have trails which facilitate sport and recreation
- 5.2 Trails are integrated with culture, heritage and tourism
- 5.3 Stroller and wheelchair access, in conjunction with shaded seating, is available on at

6. The Maranoa has the capacity to host inter-regional (and some state) level sporting and recreation events for selected activities and for appropriate arising opportunities

Objectives:

- 6.1 For selected sports and recreation activities, the Maranoa has the capacity to host inter-regional level competitions and events

- 6.2 At least one iner-regional level sporting or recreation event held in each local community per year
- 6.3 The Maranoa has the capacity to quickly respond to emerging opportunities for sport and recreation event hosting as appropriate

7. Sport and recreation events encourage resident and visitor participation as competitors and spectators

Objectives:

- 7.1 Sport and recreation events are designed to be inclusive for residents and visitors
- 7.2 Where feasible, sport and recreation events incorporate whole of family participation and opportunities for participation by people with disabilities



8. Sport and recreation are valued as an industry

Objectives:

- 8.1 Communities, government and business are encouraged to recognise the direct and indirect economic advantages of sport and recreation activities
- 8.2 Business opportunities, both direct and indirect, associated with sport and recreation activities are identified and promoted

9. Alignment of the Maranoa sport and recreation plan with the Maranoa tourism plan

Objectives:

- 9.1 Encourage the expanded recognition of tourism as an event funding source and as an income stream for assisting the funding of local sport and recreation activities
- 9.2 Explore the tourism potential of each event and strategies to facilitate tourist engagement in sport and recreation events
- 9.3 Seek to align events with tourism themes for communities
- 9.4 Balance the sporting and recreation events calendars to distribute activities more evenly across the year (always something happening)
- 9.5 Promote sport and recreation events to tourists
- 9.6 Encourage sport and recreation facilities to incorporate heritage, arts and culture elements to increase appeal to both tourists and residents
- 9.7 Business, organisations and organisers are aware of venues, capabilities, alternative uses and income opportunities
- 9.8 Promote tourist use of facilities to sport and recreation organisers

Section 5

Maranoa Economic and Community Plan objectives

Our *Maranoa Economic and Community Plan* sets out Maranoa-wide economic and lifestyle objectives for the communities that collectively comprise the Maranoa region. Specific economic and community lifestyle objectives for each of the communities of the Maranoa region are set out in the 10 local community plans.

The lifestyle of each person in the Maranoa is determined by personal choices, as well as their access to accommodation, health, education, training, transport, telecommunications, retail, financial, legal and social services. Lifestyles are also affected by the availability of employment, sport, recreation and arts and culture opportunities. The visual attractiveness, amenity and safety of the places where people live and visit are part of their lifestyles. Social inclusiveness is also fundamental to lifestyle, along with understandings that local heritage and different cultural backgrounds and practices are respected.

The combined economic and individual lifestyle needs determine the overall needs of a community, and therefore the services which must be provided in order for communities to succeed. To provide these services, it follows that housing, schools, hospitals, medical centres, aged care facilities, kindergartens, shops, offices, hardware and rural supply locations, industrial areas, roads, railways and airports are needed. Parks, sporting facilities, libraries, art galleries, museums, footpaths, cycleways, hotels, motels, tourist attractions and community halls are equally part of the infrastructure for lifestyle. For this infrastructure to function, water, gas, and electricity supplies and sewerage systems and telecommunications are required.

The objectives in the *Maranoa Economic and Community Plan* are influenced by the objectives for *Business & Industry, Tourism, Sport & Recreation, Arts & Culture* and the *Maranoa Planning Scheme*

Roma is the physical and administrative centre of the Maranoa region, and most (but not all) of the major and specialised facilities are in Roma. In a geographically convenient way, Roma is the hub of a wheel with spokes radiating to each of the towns and villages. The largest towns of Surat (south), Mitchell (west), Injune (north), Wallumbilla and Yuleba (east) are, on average, about an hour from Roma. Roma is far enough from Toowoomba and Brisbane that many government agencies and specialised services are located in the town. As Roma grows, its ability to attract more specialised services, especially in critical areas like health and education, will also increase. The growth of Roma is therefore of significant advantage to the surrounding regional communities.

In turn, if Roma is to encourage health and other professionals to live in the region, Roma depends on the surrounding towns to provide interesting and attractive settings for visiting, socialising and living. This is also true for workers and their families in the resource industries. If they are to become permanent residents and part of the local communities, they need to see the Maranoa region as a place where they can access the services and facilities that make for desirable lifestyles.

In a geographically large region, an even distribution of towns across the whole area is beneficial and reflects the history of settlement. However, the development of higher quality roads, more reliable vehicles and better telecommunications has affected the roles of all regional towns. They are the social hubs of their respective districts and this will not change. But they have, in reality, become convenience facilities for the district communities, with major retail purchases and shopping occurring in Roma or, increasingly, via internet suppliers. This evolving trend requires each local town and village to re-invent its commercial base and to do this in a region-wide context. The relationship of Maranoa district communities to other communities, facilities and services in surrounding regions is part of the bigger picture.

The sustainability of smaller rural communities will be determined in many ways by transport, telecommunications and overnight freight services (as essential parts of modern quality lifestyles). The commercial centres of each town may be increasingly dependent on tourists and other visitors. The ability to encourage visitors to stop in each town and village will be influenced by town appearances, local attractions and products, convenience services, parking and shade, accommodation and camping options and quality service. Establishing the Maranoa region as a destination also requires all communities to work together to share stories, promote each other and provide a coherent set of drive trails and tourist packages.

Community cohesiveness in each district and across the region will reflect the quality of local and regional organisations and their willingness and capacity to hold events, operate facilities and develop plans for their communities' futures. Growing leadership from younger generations is essential for community sustainability. Partnerships between government, businesses and community organisations, within districts, across the Maranoa region, and with other regions, are of critical importance.



Objectives (“what” we want to achieve)

	Objectives	Action plans
Theme 1 – Community Life	What we want to achieve...	
	1.1 Together, we will continue to ensure that the Maranoa region is well known for its friendly, relaxed and welcoming community spirit and where every resident is a valued respected member of the	
	To achieve these aims, the <i>Community Life</i> objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community plans	
	<ul style="list-style-type: none"> 1.1.1 Provide opportunities for people of various ages and abilities to participate meaningfully in community life. 	
	<ul style="list-style-type: none"> 1.1.2 Create opportunities for people to share and celebrate their cultural heritage with the community. 	
	<ul style="list-style-type: none"> 1.1.3 Continue to acknowledge and respect the important contribution and richness that our local Indigenous culture brings to our communities, and strengthen partnerships to facilitate knowledge sharing opportunities. 	
	<ul style="list-style-type: none"> 1.1.4 Implement programs that welcome and introduce new residents into the community. 	
	<ul style="list-style-type: none"> 1.1.5 Provide support for residents and visitors who have English as a second language, including provision of access to translation services and development of public communications in relevant languages. 	
	<ul style="list-style-type: none"> 1.1.6 Deliver innovative cross cultural awareness programs which inform, educate and celebrate cultural differences and commonality 	
	<ul style="list-style-type: none"> 1.1.7 Provide services which deliver an environment 	

	Objectives	Action plans
	where residents and visitors feel welcome, safe and secure.	
<i>Community Life</i> objectives for older residents	1.2 Together we will continue to create an environment where our older residents are safe, secure, valued, included and continue to actively participate in community life	
	<p>To achieve these aims, the <i>Community Life</i> objectives for older residents in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community plans</p> <p><i>Community Life</i> objectives for older residents acknowledge that most specialists and high care accommodation services are in Roma</p>	
	<ul style="list-style-type: none"> 1.2.1 Assess accommodation options for older persons within the Maranoa in line with population and demographic trends. 	
	<ul style="list-style-type: none"> 1.2.2 Ensure older persons have access to a range of quality services to support independent living, and to enable them to safely remain in their own homes. 	
	<ul style="list-style-type: none"> 1.2.3 Provide affordable, independent living options and supported transitional aged care facilities to meet the accommodation needs and lifestyle choices of older people. 	
	<ul style="list-style-type: none"> 1.2.4 Provide quality respite accommodation and services to meet client need and support carers. 	
	<ul style="list-style-type: none"> 1.2.5 Develop innovative local and regional transport solutions to meet the needs of older people which are affordable, cost effective and reliable. 	
	<ul style="list-style-type: none"> 1.2.6 Council and district communities review disabled or mobility restricted access to halls, recreation and tourist facilities and other key areas 	
	<ul style="list-style-type: none"> 1.2.7 Provide opportunities and ensure accessibility for older persons to participate in community events, and be engaged in a variety of social activities and entertainment, including Seniors Week activities and programs. 	
	<ul style="list-style-type: none"> 1.2.8 Deliver a range of initiatives to stimulate ongoing learning and opportunities to share skills, knowledge and experience whilst developing new 	

	Objectives	Action plans
	social networks.	
	<ul style="list-style-type: none"> 1.2.9 Deliver a range of programs and succession planning to assist older people with planning for the transition from home making and full-time employment to semi or full-time retirement. 	
<i>Community Life</i> objectives for children and younger people	1.3 Together, we will continue to create an environment where our children and young people are cared for, safe, actively engaged, and have access to support networks and developmental pathways which will encourage and stimulate them to reach their full potential.	
	To achieve these aims, the <i>Community Life</i> objectives for children and younger people in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community plans, acknowledging that most activities and education services are in Roma	
	<ul style="list-style-type: none"> 1.3.1 The range of childcare options throughout the region includes after school, occasional and vacation childcare and extended childcare for shift workers and short term respite. 	
	<ul style="list-style-type: none"> 1.3.2 Enhance accessibility and delivery of early learning and developmental support programs and activities throughout the Maranoa Region. 	
	<ul style="list-style-type: none"> 1.3.3 Deliver innovative, relevant and culturally aware parenting programs. 	
	<ul style="list-style-type: none"> 1.3.4 Ensure that young people have access to a range of affordable accommodation options to enable them to pursue educational, skill development and employment opportunities. 	
	<ul style="list-style-type: none"> 1.3.5 Continue multi-agency Maranoa youth strategies which focus on preventative and proactive strategies to improve the health and wellbeing of young people throughout the Maranoa 	
	<ul style="list-style-type: none"> 1.3.6 Use the local communication channels used by young people to alert them to services and opportunities. 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 1.3.7 Create effective two way communication pathways which are based on mutual respect, understanding between generations and enable young people to have a voice. 	
	<ul style="list-style-type: none"> 1.3.8 Deliver effective and accessible health and wellbeing services and programs that respond to the specific emotional, social, cultural and personal needs of young people living in the Maranoa. 	
	<ul style="list-style-type: none"> 1.3.9 Provide opportunities for young people to engage in mentoring programs. 	
	<ul style="list-style-type: none"> 1.3.10 Provide opportunities for young people to actively participate and have roles and responsibilities in local community events 	
	<ul style="list-style-type: none"> 1.3.11 Deliver initiatives which showcase and celebrate the talent and contribution that young people of the Maranoa Region make to their community. 	
	<ul style="list-style-type: none"> 1.3.12 Develop and deliver respite programs and activities designed to specifically meet the needs of young people. 	
	<ul style="list-style-type: none"> 1.3.13 Deliver effective and innovative youth services programs which focus on engaging and motivating youth to enhance their capacity and to realise their full potential. 	
	<ul style="list-style-type: none"> 1.3.14 Provide opportunities for young people to be actively engaged in the development, design and planning of programs, services and infrastructure in which they are a stakeholder or user groups. 	
	<ul style="list-style-type: none"> 1.3.15 Promote well planned and managed public spaces which are safe and welcoming for young people and encourage social interaction between all generations. 	
	<ul style="list-style-type: none"> 1.3.16 Expand and strengthen sport, recreation and social opportunities and networks for young people. 	
<i>"Heritage, Arts and Culture" objectives</i>	1.4 Together, we will continue to ensure that Maranoa has local and regional communities who are proud of their heritage, culturally dynamic, nurture inspiring artistic expression and stimulate viable creative	

	Objectives	Action plans
	enterprises.	
	<p>The “<i>Heritage, Arts and Culture</i>” objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are particularly linked to the Maranoa-wide <i>Arts and Culture Plan</i>.</p> <p>To achieve these objectives, ““<i>Heritage, Arts and Culture</i>” objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in the local community plans for each community.</p>	
	<ul style="list-style-type: none"> • 1.4.1 Preserve, present and respect objects and sites of cultural and historical importance throughout the Maranoa region which provide an opportunity to connect with the past and convey the essence of community and sense of place. 	
	<ul style="list-style-type: none"> • 1.4.2 Protect, record and retain aspects of our natural heritage relating the region’s paleontological, geological, botanical and zoological heritage. 	
	<ul style="list-style-type: none"> • 1.4.3 Support local Indigenous communities and heritage and cultural groups to reconnect, preserve and share (if appropriate) the region’s cultural heritage and social history. 	
	<ul style="list-style-type: none"> • 1.4.4 Host a diverse range of festivals and community events which have wide audience appeal and celebrate the character of our people, our place and our culture and where possible expand to incorporate adjoining communities and/ or a regional focus. 	
	<ul style="list-style-type: none"> • 1.4.5 Enhance the inclusion of Indigenous and multicultural elements into community events and arts and cultural programs 	
	<ul style="list-style-type: none"> • 1.4.6 Continue to expand the role of council’s libraries so that they become community resource hubs, providing spaces for learning, human service delivery and cultural activities. 	
	<ul style="list-style-type: none"> • 1.4.7 Include public art in community precincts and recreational areas which is sensitive to the unique character and environment in which it will be placed. 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 1.4.8 Ensure that provision is made for creative visual landscapes or artscapes in town beautification projects and town planning. 	
	<ul style="list-style-type: none"> 1.4.9 Provide opportunities for the involvement of local artists and young people in the development of public art. 	
	<ul style="list-style-type: none"> 1.4.10 Create opportunities and programs which encourage cultural expression and learning and which enrich the cultural life of residents. 	
	<ul style="list-style-type: none"> 1.4.11 Showcase and promote local and emerging artists and crafts persons through diverse arts programs and promotional initiatives. 	
	<ul style="list-style-type: none"> 1.4.12 Increase the profile of the arts through exciting and diverse exhibition programs for Council owned galleries, art spaces and regional arts trail network. 	
	<ul style="list-style-type: none"> 1.4.13 Encourage use of business premises to display and promote arts and culture. 	
	<ul style="list-style-type: none"> 1.4.14 Provide support and grow the capacity of local arts and culture volunteers. 	
	<ul style="list-style-type: none"> 1.4.15 Increase exposure to different art forms, mediums and artists through the development of artist mentoring programs. 	
	<ul style="list-style-type: none"> 1.4.16 Support the development of innovative and creative enterprises, products and services which lead to greater economic independence, sustainability and job creation. 	
	<ul style="list-style-type: none"> 1.4.17 Increase employment and training opportunities in cultural and creative industries through a range of funding and mentoring programs. 	
	<ul style="list-style-type: none"> 1.4.18 Provide a range of professional development and capacity building opportunities for artists including funding programs, workshops, skill / knowledge exchange forums and conferences. 	
	<ul style="list-style-type: none"> 1.4.19 Link the programs and projects for heritage, arts and culture to the plans for local communities, business and industry, tourism and sport and recreation 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 1.4.20 Regional and district communities continue to support the Regional Arts Development Fund, Council Community Grants and other grants as a vital elements in the nurturing of the arts in regional communities. 	
	<ul style="list-style-type: none"> 1.4.21 Regional and district communities ensures that its arts and culture organisations, facilities and events are included in regional organisation lists and event calendars. 	
Theme 2 – Active Healthy Community	What we want to achieve...	
<i>“Active Healthy Community”</i> health objectives	2.1 Together, we will continue to enhance the delivery of a high standard of healthcare which is holistic, innovative and services the needs of all residents locally with an emphasis on preventative health programs	
	To achieve these aims, <i>“Active Healthy Community”</i> health objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community plans , acknowledging that most health services are in Roma and major coastal urban centres	
	<ul style="list-style-type: none"> 2.1.1 Deliver innovative health education programs which focus on healthy lifestyles and nutrition including programs for children and young people. 	
	<ul style="list-style-type: none"> 2.1.2 Develop and deliver ‘pre-conception’ parenting readiness programs. 	
	<ul style="list-style-type: none"> 2.1.3 Provide places, activities and infrastructure that are supportive of health and physical activity e.g. walking and cycle paths, exercise equipment, lighting, shade, drinking fountains and programming. 	
	<ul style="list-style-type: none"> 2.1.4 Implement strategies and infrastructure to ensure that people can exercise safely. 	
	<ul style="list-style-type: none"> 2.1.5 Support the development of programs, policy and planning to assist local producers, community organisations, businesses and planners to increase the community’s access to a broad range of affordable quality fresh foods and recognised 	

	Objectives	Action plans
	healthy eating practices.	
	<ul style="list-style-type: none"> 2.1.6 Increase promotion of available health and wellbeing services, emphasising associated benefits. 	
	<ul style="list-style-type: none"> 2.1.7 Develop a coordinated approach to regional healthcare service delivery to identify service gaps and unnecessary duplication. 	
	<ul style="list-style-type: none"> 2.1.8 Support the enhancement of Roma as the regional hub for healthcare services, including dental, mental health, general, allied and specialist services. 	
	<ul style="list-style-type: none"> 2.1.9 Support the enhancement of Mitchell, Injune, Wallumbilla and Surat hospitals and their allied health services as important and accessible local health services for district communities 	
	<ul style="list-style-type: none"> 2.1.10 Implement strategies and promotional initiatives in consultation with local public and private service providers to attract and retain appropriately qualified medical practitioners, nursing staff, allied health professionals and dentists. 	
	<ul style="list-style-type: none"> 2.1.11 Increase the delivery and accessibility of mental health services and programs within the region and online. 	
	<ul style="list-style-type: none"> 2.1.12 Implement creative solutions which provide residents of the Maranoa with easy and regular access to pharmacy services. 	
	<ul style="list-style-type: none"> 2.1.13 Develop and distribute information about the health services available within the region 	
	<ul style="list-style-type: none"> 2.1.14 Increase the use of technology and programs for diagnostic, educational and information exchange purposes including client education programs. 	
	<ul style="list-style-type: none"> 2.1.15 Enhance affordable access to specialist medical services for specialised healthcare not locally available within the Maranoa Region (e.g. subsidised travel etc). 	
	<ul style="list-style-type: none"> 2.1.16 Continue Royal Flying Doctor and Care Flight services within the region to service remote areas and implementation of strategies which ensure rapid response to emergencies including identification and maintenance of landing strips and rural property identification. 	

	Objectives	Action plans
"Active Healthy Community" sport and recreation objectives	2.2 Together, we will continue to positively contribute to community wellbeing through the provision of a diverse range of sporting and recreational opportunities, facilities and open spaces for all residents which encourage active lifestyle options and high levels of participation and facility utilisation	
	<p>The "Active Healthy Community" sport and recreation objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are particularly linked to the Maranoa-wide <i>Sport and Recreation Plan</i>.</p> <p>To achieve these aims, "Active Healthy Community" objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community plans, acknowledging that most sport and recreation activities are in Roma and the other larger towns in the Maranoa region</p>	
	<ul style="list-style-type: none"> 2.2.1 Implement the Maranoa Region Sport and Recreation Strategy 	
	<ul style="list-style-type: none"> 2.2.2 Develop and implement a Regional Open Space Plan 	
	<ul style="list-style-type: none"> 2.2.3 Review and implement the Maranoa Regional Trails Strategy 	
	<ul style="list-style-type: none"> 2.2.4 Council, district communities and the regional community need to ensure that integrated management plans and strategies for sporting precincts across the Maranoa take account of the needs of all communities in the Maranoa region. 	
	<ul style="list-style-type: none"> 2.2.5 Establish quality shared sporting and recreational facilities including the development of master plans and opportunities for local club shared management and operation. 	
	<ul style="list-style-type: none"> 2.2.6 Maximise the utilisation of sport and recreational infrastructure and resources through partnering opportunities and event attraction. 	
	<ul style="list-style-type: none"> 2.2.7 Identify opportunities for development of mobile infrastructure, equipment and resources 	

	Objectives	Action plans
	which can be shared by clubs across the Maranoa.	
	<ul style="list-style-type: none"> 2.2.8 Maintain and enhance the region's high grade multi-purpose recreational spaces for young people which are engaging, safe and encourage inter-generational interaction occurs in each local area. 	
	<ul style="list-style-type: none"> 2.2.9 Council and the district communities continue to define, develop and improve a network of walking paths for local residents which will also serve as heritage and tourist walks 	
	<ul style="list-style-type: none"> 2.2.10 Continue the installation of appropriate directional and facility signage for sporting and recreational facilities across the region 	
	<ul style="list-style-type: none"> 2.2.11 All district communities ensure that their sport and recreation organisations, facilities and events are included in regional organisation lists and event calendars and up-to-date. 	
	<ul style="list-style-type: none"> 2.2.12 Council and respective sporting organisations develop and implement 10-year maintenance plans to ensure programmed maintenance of facilities. 	
	<ul style="list-style-type: none"> 2.2.13 Council and the Department of Sport and Recreation support local organisations to prevent volunteer 'burn out' through the delivery of volunteer succession planning programs and initiatives i.e. recruitment, mentoring and volunteer retention strategies. 	
	<ul style="list-style-type: none"> 2.2.14 Local clubs and groups to implement creative programs and initiatives to increase membership base e.g. mentoring of young people. 	
	<ul style="list-style-type: none"> 2.2.15 Deliver club development workshops and capacity building opportunities. 	
	<ul style="list-style-type: none"> 2.2.16 Deliver innovative programs and activities aimed at engaging and supporting young people in sport and recreational activities. 	
	<ul style="list-style-type: none"> 2.2.17 Structure sport and recreational program delivery so that it is socially inclusive, affordable, and accessible. 	
	<ul style="list-style-type: none"> 2.2.18 Actively market and promote the Maranoa Region to external sporting and recreational clubs to attract major events, carnivals, competitions and camps. 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 2.2.19 Support and promote local sporting 'heroes' to serve as role models and ambassadors for young people. 	
	<ul style="list-style-type: none"> 2.2.20 Stimulate community interest and participation in sport and recreational activities through actively promoting the benefits to the wider community. 	
Theme 3 – Naturally Sustainable Environment	What we want to achieve...	
<i>"Naturally Sustainable Environment"</i> objectives	3.1 Together, we will strive to conserve, restore and enhance the Maranoa's natural environment and assets and proactively seek out opportunities to reduce our ecological footprint at local level.	
	To achieve these aims, <i>"Naturally Sustainable Environment"</i> objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community plans, acknowledging that many environmental activities contribute to larger regional, state, national and global plans.	
	<ul style="list-style-type: none"> 3.1.1 Local communities and Council use the <i>Connected Futures</i> community planning hub as a tool for helping the local communities to document local natural resources, identify fire and flood hazards and record prevention and/or damage mitigation strategies 	
	<ul style="list-style-type: none"> 3.1.2 Promote and deliver programs to educate residents and visitors on environmentally friendly technologies and responsible behaviours to reduce their individual ecological footprint. 	
	<ul style="list-style-type: none"> 3.1.3 Encourage and incentivise the exploration of environmentally sustainable industries and technologies. 	
	<ul style="list-style-type: none"> 3.1.4 Council take opportunities to reduce its ecological footprint, thus demonstrating its commitment to environmental sustainability and best 	

	Objectives	Action plans
	practice in aspects of its operations.	
	<ul style="list-style-type: none"> 3.1.5 Ensure residents are made aware of programs and incentives which encourage residents to install environmentally friendly technology and infrastructure (for example: solar power, water saving devices, housing design, gas reticulation). 	
	<ul style="list-style-type: none"> 3.1.6 Ensure that the impacts of resource industries operating within the Maranoa are closely monitored and regularly reviewed to ensure compliance and assessment of health, social and environmental impacts. 	
	<ul style="list-style-type: none"> 3.1.7 Implement programs which foster responsible behaviour to reduce litter and encourage the cleanliness and positive presentation of public spaces and streetscapes. 	
	<ul style="list-style-type: none"> 3.1.8 Explore programs to decrease the demand and consumption of water including providing incentives for residents to install water tanks and water saving devices, water re-use, storm water harvesting, and water sensitive urban design. 	
	<ul style="list-style-type: none"> 3.1.9 Implement strategies to ensure the responsible management of underground water resources and quality. 	
	<ul style="list-style-type: none"> 3.1.10 Ensure that all Council reticulated water supplies meet safe drinking water standards. 	
	<ul style="list-style-type: none"> 3.1.11 Investigate and implement innovative and environmentally friendly responsible waste management strategies, initiatives and facilities. 	
	<ul style="list-style-type: none"> 3.1.12 Development and implementation of creative initiatives which reduce excess waste generation. 	
	<ul style="list-style-type: none"> 3.1.13 Implement strategies to protect soil and air quality in relation to waste management operations and activities throughout the region. 	
	<ul style="list-style-type: none"> 3.1.14 Develop a community culture of appropriate waste minimisation. 	
	<ul style="list-style-type: none"> 3.1.15 Ensure the protection, preservation and enhancement of the Maranoa's natural environments and waterways through responsible development and management. 	
	<ul style="list-style-type: none"> 3.1.16 Council continue to pursue the Maranoa 	

	Objectives	Action plans
	region-wide pest management strategy	
	<ul style="list-style-type: none"> 3.1.17 Support programs for wild dog, feral animal, pests and weed eradication as part of an integrated local and south-west region pest management strategy.. 	
	<ul style="list-style-type: none"> 3.1.18 Implement education and management strategies for the control of companion animals. 	
	<ul style="list-style-type: none"> 3.1.19 Implement strategies which support and encourage biodiversity e.g. landscaping which is sensitive to the local environment and native fauna. 	
	<ul style="list-style-type: none"> 3.1.20 Implement strategies to maintain a harmonious balance and effective communication between the natural resource industry and existing agricultural industry in relation to land management and access. 	
	<ul style="list-style-type: none"> 3.1.21 Incorporate natural environment interpretive signs on walking trails. 	
Theme 4 Where we live	What we want to achieve...	
<i>"Housing and Neighbourhood"</i> objectives	4.1 Together, our district communities, in conjunction with Council, government agencies and business, will provide accommodation options which meet the lifecycle needs of existing and potential residents in safe, liveable, affordable, well planned and sustainable neighbourhoods	
	<p>The <i>"Housing and Neighbourhood"</i> objectives in the Maranoa-wide <i>Community Lifestyles Plan</i>, are particularly linked to the Maranoa-wide <i>Business and Industry Plan</i> and the <i>Maranoa Planning Scheme</i></p> <p>To achieve these aims, <i>"Housing and Neighbourhood"</i> objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community plans, acknowledging that housing and accommodation supply in each district are affected by the housing supply in Roma and wider economic, social and environmental considerations.</p>	
	<ul style="list-style-type: none"> 4.1.1 Council and each district communities assess 	

	Objectives	Action plans
	housing supply and other accommodation in each district (particularly to determine need for additional building lots, permanent accommodation options for gas industry workers and their families and staged accommodation for older residents)	
	<ul style="list-style-type: none"> 4.1.2 Council, government, and district communities encourage investment and development in the housing industry sector to provide a diverse range of quality housing and accommodation stocks and options including affordable rental properties. 	
	<ul style="list-style-type: none"> 4.1.3 Council, government, and district communities facilitate provision of quality short and medium term and transitional accommodation options particularly for young people. 	
	<ul style="list-style-type: none"> 4.1.4 Council and district communities facilitate government, community and private investor provision of appropriate accommodation options for members of our community with specific needs (especially for older people, students, persons with a disability or those requiring respite care). 	
	<ul style="list-style-type: none"> 4.1.5 Aged care accommodation providers, government agencies, Council and the district communities pursue options for maintaining and enhancing aged care accommodation in Roma Injune, Mitchell and Surat through regional partnerships. 	
	<ul style="list-style-type: none"> 4.1.6 Monitor supply of crisis accommodation needs and facilitate provision of appropriate levels of accommodation and the delivery of programs to reduce crisis accommodation need. 	
	<ul style="list-style-type: none"> 4.1.7. Foster effective partnerships with service providers to improve the quality of government housing stocks. 	
	<ul style="list-style-type: none"> 4.1.8 Create future housing developments that foster a sense of community, safety and wellbeing through the incorporation of open spaces and leisure facilities that encourage active and passive outdoor recreation usage by residents. 	
	<ul style="list-style-type: none"> 4.1.9 Create liveable communities which are well serviced and provide for easy people movement including non-motorised transportation modes. 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 4.1.10 Identify opportunities and partnerships to optimise the use of government and public infrastructure. 	
	<ul style="list-style-type: none"> 4.1.11 Council and district communities review the local place-making plans for each town and village and develop more detailed place-making plans with particular attention to increasing shade, improving footpaths, street lighting, connecting places and parking for larger vehicles. 	
	<ul style="list-style-type: none"> 4.1.12 In conjunction with the “Active Community” objective for trails, Council and the district communities continue to define, develop and improve a network of walking paths which improve connectivity and accessibility within the region while also serving as heritage and tourist walks 	
	<ul style="list-style-type: none"> 4.1.13 Link the reviews of local place-making plans and the trails networks plans to local tourism plans and the <i>Maranoa Planning Scheme</i> 	
	<ul style="list-style-type: none"> 4.1.14 Local communities and Council use the <i>Connected Futures</i> local community planning tool to document and share local knowledge, options, project information about place-making strategies, trails, facilities and tourism plans 	
	<ul style="list-style-type: none"> 4.2.15 Ensure the Maranoa planning scheme continues to reflect the potential future growth of the region, community aspirations and lifestyle choice and maintains a balanced relationship between natural and built environments. 	
Public Facilities and Infrastructure” objectives	<p>4.2 Together, our district communities, Council and government agencies will continue to maintain and enhance efficient public facilities and infrastructure which supports the liveability of the Maranoa region and each of its district communities.</p>	
	<p>The “<i>Public Facilities and Infrastructure</i>” objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are particularly linked to the Maranoa-wide <i>Business and Industry Plan</i>, <i>Maranoa Planning Scheme</i> and the <i>Maranoa Regional Council Corporate Plan</i></p> <p>To achieve these aims, “<i>Public Facilities and Infrastructure</i>” objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community</p>	

	Objectives	Action plans
	plans, acknowledging that the availability of facilities and infrastructure in each district are affected by other government agencies, private sector investment and wider economic, social and environmental considerations.	
	<ul style="list-style-type: none"> 4.2.1 Ensure the infrastructure plans in the <i>Maranoa Planning Scheme</i> continues to reflect the potential future growth of the region, community aspirations and lifestyle choice and maintains a balanced relationship between natural and built environments. 	
	<ul style="list-style-type: none"> 4.2.2 Council and local communities use the <i>Connected Futures</i> community planning hub to investigate and map flood zones and run-off areas in communities throughout the Maranoa Region and develop appropriate flood prevention and/or damage mitigation strategies. 	
	<ul style="list-style-type: none"> 4.2.3 Develop liveable communities and neighbourhoods by ensuring that good design, sustainability and innovation in building, provision of open spaces and mixed housing are present in new residential developments 	
	<ul style="list-style-type: none"> 4.2.4 Continue to engage local communities, government agencies and other stakeholders in the development and implementation of community plans identifying public infrastructure and amenity development and maintenance needs. 	
	<ul style="list-style-type: none"> 4.2.5 Local communities and Council use the <i>Connected Futures</i> local community planning tool to document and share local priorities for key public infrastructure improvements 	
	<ul style="list-style-type: none"> 4.2.6 In conjunction with the reviews of local place-making plans, trails networks plans and the local tourism plans for each district, identify and prioritise further key public infrastructure improvements for local halls, shade, footpaths, park facilities, parking and signage. 	
	<ul style="list-style-type: none"> 4.2.7 Continue the development and implementation of infrastructure asset management plans to identify the ongoing maintenance requirements of existing infrastructure assets and the future infrastructure development needed to service population and industry. 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 4.2.8 Engage with key user/stakeholder groups and consider the multi-use potential of Council owned facilities when undertaking facility development or upgrades. 	
	<ul style="list-style-type: none"> 4.2.9 Council and community organisations continue to develop and implement user agreements and facilities management plans incorporating capital investment and ongoing routine maintenance program for all Council and community facilities, public spaces, sporting and recreational areas. 	
	<ul style="list-style-type: none"> 4.2.10 Undertake a feasibility study and implement appropriate recommendations and actions pertaining to the establishment of a community hub in Roma to support advanced education and training and alternative learning pathways. 	
	<ul style="list-style-type: none"> 4.1.11 Continue to enhance Council libraries as district hubs for accessing internet and developing technical skills 	
	<ul style="list-style-type: none"> 4.2.12 Improve power supply to ensure communities have a power supply which provides residents and businesses with a controlled/ consistent power supply and reduces the incidence of power surges, brown outs and outages. 	
	<ul style="list-style-type: none"> 4.2.13 Deliver emergency services which are well resourced, supported and appropriately trained. 	
	<ul style="list-style-type: none"> 4.2.14 Ensure that public infrastructure provides for disabled and restricted mobility access. 	
	<ul style="list-style-type: none"> 4.2.15 Provision of clean, well maintained, safe and attractive public amenities. 	
	<ul style="list-style-type: none"> 4.1.16 Create sustainable communities by incorporating the principles of environmentally friendly and sustainable development on Council owned land and infrastructure development. 	
Theme 5 Maranoa on the Move	What we want to achieve...	
<i>"Maranoa on the Move"</i> transport objectives	5.1 Together, our district communities, in conjunction with business, and government, will strive to provide transport systems that are well connected and enable the efficient movement of people and products throughout the Maranoa.	

	Objectives	Action plans
	<p>The “<i>Maranoa on the Move</i>” transport objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are particularly linked to the Maranoa-wide <i>Business and Industry Plan</i>, <i>Maranoa Planning Scheme</i> and the <i>Maranoa Regional Council Corporate Plan</i></p> <p>To achieve these aims, “<i>Maranoa on the Move</i>” transport objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community plans , acknowledging that transport facilities, infrastructure and services are affected by other government agencies, business and wider transport network considerations.</p>	
	<ul style="list-style-type: none"> 5.1.1 Provide an accessible, reliable, affordable, sustainable and integrated transport system which enables residents to move efficiently both within community and across the region and provides connections for intra and interstate travel. 	
	<ul style="list-style-type: none"> 5.1.2 Further exploration by the Maranoa regional community, Council and business of alternative Uber-type flexible, affordable transport options for all places in the Maranoa region except for controlled taxi areas. 	
	<ul style="list-style-type: none"> 5.1.3 Continue to create safer, more comfortable locations for children and other bus users in the each district. 	
	<ul style="list-style-type: none"> 5.1.4 Maintain and improve reliable cost effective rail network services within the Maranoa to facilitate passenger and freight movement and provide an alternative to road network usage. 	
	<ul style="list-style-type: none"> 5.1.5 Explore opportunities to utilise rail infrastructure to provide regular commuter services between communities within the Maranoa. 	
	<ul style="list-style-type: none"> 5.1.6 Examine increased packaging of Qld Rail passenger services with rental cars, return sector flights, accommodation and tours to improve viability of rail service (as a regional asset). 	
	<ul style="list-style-type: none"> 5.1.7 Explore options for using visitors to Carnarvon National Park as leverage for an inter-town bus service 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 5.1.8 Determine and implement road works needed to increase Carnarvon Highway to 110 kph for most of the distance between Surat and Roma. 	
	<ul style="list-style-type: none"> 5.1.9 Ensure that the Warrego Highway caters for type 2 road train access to Roma. 	
	<ul style="list-style-type: none"> 5.1.10 Improve road access to Mt Moffatt and other national parks to facilitate tourism, especially for Indigenous cultural tourism (including rock art). 	
	<ul style="list-style-type: none"> 5.1.11 Improve road access to key forest harvesting areas for safety and for the sustainability of both the timber industry and the agricultural properties which are affected by the road damage caused by logging vehicles. 	
	<ul style="list-style-type: none"> 5.1.12 Explore the reduction of speed limits on the state-controlled road in each town and village centre. 	
	<ul style="list-style-type: none"> 5.1.13 Improve parking opportunities for heavy vehicles, caravans and motorhomes in each town and village (for safety and to encourage longer visits). 	
	<ul style="list-style-type: none"> 5.1.14 Council communicates its scheduled road maintenance and capital works program and provide regular progress updates. 	
	<ul style="list-style-type: none"> 5.1.15 Undertake road safety campaigns that focus on reducing injuries and fatalities for all road users, including pedestrians, cyclists, motor cyclists, motorists and heavy vehicle operators. 	
	<ul style="list-style-type: none"> 5.1.16 Provide infrastructure for cyclists and pedestrians to encourage and facilitate environmentally friendly transportation alternatives including a pathway network which connects cyclists and pedestrians to major focal points within the township. 	
	<ul style="list-style-type: none"> 5.1.17 Review footpaths, trails and public facility access to identify and prioritise improvements to assist access by people with disabilities, parents with strollers and older residents. 	
	<ul style="list-style-type: none"> 5.1.18 Ensure that all Aircraft Landing Areas (ALAs) meet and are maintained to standards as set by the Civil Aviation Standards Authority (CASA). 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 5.1.19 Maintain and enhance Roma airport infrastructure to accommodate the high demand for airport services and passenger traffic 	
	<ul style="list-style-type: none"> 5.1.20 Ensure that air services are able to meet leisure and business passenger demands. 	
	<ul style="list-style-type: none"> 5.1.21 Consider further improvements to Roma airport and its general aviation facilities to facilitate charter flights and Uber-style flights to other regional airports 	
	<ul style="list-style-type: none"> 5.1.22 Enhance the capacity of Roma airport as a tourist information centre for both arriving and departing passengers, including the ability to sell rental car, tour and accommodation packages at the airport. 	
	<ul style="list-style-type: none"> 5.1.23 Review aviation services in Injune, Mitchell and Surat to identify ways to facilitate “visitor experiences” which help create air links to these places. 	
	<ul style="list-style-type: none"> 5.1.24 Engage with local transport stakeholders to improve transport services within local communities and the region. 	
	<ul style="list-style-type: none"> 5.1.25 Ensure that the needs of mobility and sensory impaired residents and visitors are considered during the design and provision of transport infrastructure, road networks and commuter transport. 	
	<ul style="list-style-type: none"> 5.1.26 Maintain the Injune, Mitchell and Surat airfields as essential for safe aeromedical access, industry charter, pastoral activities and tourism growth. 	
	<ul style="list-style-type: none"> 5.1.27 Review aviation freight services, Australia Post services, Qld Rail freight services, general carrier and contractor freight services to ensure overnight delivery is achieved in Roma and other towns across the Maranoa region 	
Theme 6 Foundations for the Future		
	What we want to achieve...	
<i>“Learning and Skills Development”</i>	6.1 Together, our district communities will continue to work with government and business to enhance	

	Objectives	Action plans
objectives	learning and skill development pathways for all residents.	
	<p>The “<i>Learning and Skills Development</i>” objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are particularly linked to the Maranoa-wide <i>Business and Industry Plan, Tourism Plan, Sport & Recreation Plan and Arts & Culture Plan</i>.</p> <p>To achieve these aims, “<i>Learning and Skills Development</i>” objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community plans, acknowledging that Roma is the education and training hub for the Maranoa region.</p>	
	<ul style="list-style-type: none"> 6.1.1 Maintain the delivery of quality educational services to rural communities, particularly those identified as at risk of school closure and ensure continued access to School of Distance Education services throughout the region. 	
	<ul style="list-style-type: none"> 6.1.2 Identify the full range of learning needs within our communities and develop quality programs including early learning, skill and personal development and tertiary study. 	
	<ul style="list-style-type: none"> 6.1.3 Implement strategies to enable children to have easy access to quality education and early learning programs, from kindergarten and prep through to secondary education, that address issues of distance, information technology access, student accommodation etc. 	
	<ul style="list-style-type: none"> 6.1.4 The district communities support the development of an education and training hub for Roma to allow students to study externally with the support of a local well-resourced learning centre and provide alternative and flexible pathways for education, training and employment 	
	<ul style="list-style-type: none"> 6.1.5 Promote the availability and benefits of lifelong learning opportunities to all sectors of the community. 	
	<ul style="list-style-type: none"> 6.1.6 Deliver programs which assist with the transition from work to retirement and facilitate skills transferral and knowledge bank retention and growth. 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 6.1.7 Undertake a Skills Assessment Audit to identify existing and projected skill shortfalls and develop training programs to grow the capacity of locals to meet skill shortages and employment demands (for example, develop shearing skills to match the increase in sheep numbers) 	
	<ul style="list-style-type: none"> 6.1.8 Identify training, skill development and personal interest training needs and preferences for residents with disabilities and different cultural backgrounds. 	
	<ul style="list-style-type: none"> 6.1.9 Create an environment, facilities and support networks to enable youth and mature aged students to undertake tertiary study, apprenticeships, traineeships and work experience locally including the exploration of alternative educational delivery modes e.g. e-learning centres, learning hubs etc. 	
	<ul style="list-style-type: none"> 6.1.10 Provide training opportunities at local centres to enable community organisations and businesses to keep abreast with up-to-date information and technology relevant to their respective businesses and industry. 	
	<ul style="list-style-type: none"> 6.1.11 Identify and deliver shared training and professional development opportunities for staff and operators of local business, industry, government agencies and community organisations. 	
	<ul style="list-style-type: none"> 6.1.12 Facilitate delivery of workforce capacity building workshops to address skills such as resume writing, interview skills, customer service, workplace etiquette and professional writing. 	
	<ul style="list-style-type: none"> 6.1.13 District communities participate in workshops to assist and support small business owners and potential owners. 	
	<ul style="list-style-type: none"> 6.1.14 District communities participate in guest speaker programs intended to inform, inspire and motivate the local business community and support them with their professional and business development. 	
	<ul style="list-style-type: none"> 6.1.15 District communities continue to provide support and participate in projects and programs which enhance accessibility to information on improved agricultural and grazing practices to support continued industry growth, efficiencies and encourage best practice. 	

	Objectives	Action plans
"Smart Economy" objectives	6.2 Together, our district communities will continue to work with the Maranoa regional community, Council government and business to enhance a smart economy which fosters innovation and sustainable and underpinned by a highly skilled and energetic labour force.	
	<p>The "Smart Economy" objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are particularly linked to the Maranoa-wide <i>Business and Industry Plan</i>, <i>Tourism Plan</i>, <i>Sport & Recreation Plan</i> and <i>Arts & Culture Plan</i>.</p> <p>To achieve these aims, "Learning and Skills Development" objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community plans.</p>	
	<ul style="list-style-type: none"> 6.2.1 Strengthen links between economic development plans that focus on creating local jobs for local people (Maranoa-wide <i>Business & Industry Plan</i> and <i>Tourism Plan</i>) and those plans focussed on community lifestyle (including <i>Sport & Recreation Plan</i> and <i>Arts & Culture Plan</i>) 	
	<ul style="list-style-type: none"> 6.2.2 Council implement and enhance the development services online modules and other procedures which facilitate the timely and efficient processing and assessment of development and building applications 	
	<ul style="list-style-type: none"> 6.2.3 Encourage district communities and local business use of the "Connected Futures" local community planning hub as a tool for business and the community 	
	<ul style="list-style-type: none"> 6.2.4 Strengthen links between local plans and the strategic development plan and the land use controls in the <i>Maranoa Planning Scheme</i>. 	
	<ul style="list-style-type: none"> 6.2.5 Focus strategies and efforts on targeted growth industries that are likely to have significant economic and employment benefits in the future (especially tourism, meat processing, sheep and wool and alternative energy production). 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 6.2.6 Implement Maranoa region tourism plan in consultation with industry stakeholders to create a visitor industry which is sustainable and flexible to accommodate changing visitor trends. 	
	<ul style="list-style-type: none"> 6.2.7 Pursue strategies to ensure the ongoing sustainability and viability of the cypress pine timber industry and game meat harvesting and processing across the Maranoa region. 	
	<ul style="list-style-type: none"> 6.2.8 Facilitate the development of an abattoir in the Maranoa region. 	
	<ul style="list-style-type: none"> 6.2.9 Foster small enterprise employment opportunities that rely on home-based businesses, internet based businesses, off-site employment, expanding information and communication technology utilisation 	
	<ul style="list-style-type: none"> 6.2.10 Continue to work with the energy companies to support local businesses in the provision of supplies and services and to actively engage the community in decision making on issues impacting on the local community. 	
	<ul style="list-style-type: none"> 6.2.11 Encourage creative and ongoing re-invention of businesses enterprises in each district to service the retail, business and personal needs of local residents and visitors. 	
	<ul style="list-style-type: none"> 6.2.12 Support local businesses to grow market share through the delivery of a range of business support programs and advisory services including improving customer service focus and service delivery, business and succession planning and opportunities for business diversification etc. 	
	<ul style="list-style-type: none"> 6.2.13 Strengthen local key stakeholder networks and encourage the sharing of information and resources to build the capacity of local business and industry. 	
	<ul style="list-style-type: none"> 6.2.14 Develop quality marketing and promotional resources to promote the Maranoa as a great place to live, work and visit. 	
	<ul style="list-style-type: none"> 6.2.15 Ensure that existing government services and local presence is maintained or expanded throughout the Maranoa Region. 	
	<ul style="list-style-type: none"> 6.2.16 Undertake an assessment of the current retail 	

	Objectives	Action plans
	industry sector, identify sector gaps and develop plans to address identified industry gaps and encourage sustainable growth	
	<ul style="list-style-type: none"> 6.2.17 Review the purposes of the commercial centres of each town and prepare plans consistent with those purposes, aiming to create places which are easily accessible, vibrant, safe, well designed and visually appealing and meet the retail, hospitality and commercial needs of the local community and visitors. 	
	<ul style="list-style-type: none"> 6.2.18 Provide district communities support for the strengthening of Roma's role as a strong regional centre which can attract the specialised services and professional people who help support a smarter economy, acknowledging that all district communities benefits accordingly 	
	<ul style="list-style-type: none"> 6.2.19 Facilitate easy access to commercial hubs through the provision of adequate car parking and other infrastructure to accommodate alternative commuter access modes (for example: bicycle lanes and racks, pedestrian friendly footpaths and walkways). 	
	<ul style="list-style-type: none"> 6.2.20 Encourage local businesses and property owners to maintain and enhance the visual street appeal of their business premises and assume a sense of civic pride and ownership of surrounding public areas. 	
	<ul style="list-style-type: none"> 6.2.21 Build a local labour force which is energetic, educated and possesses the required skills and training to underpin local economic development and industry growth. 	
	<ul style="list-style-type: none"> 6.2.22 Develop creative employee recruitment initiatives to attract and retain people with the relevant skills to fill identified skill gaps in the growing employment market. 	
	<ul style="list-style-type: none"> 6.2.23 Encourage employees to pursue ongoing knowledge and skill acquisition opportunities through the local delivery of training, educational and professional development programs. 	
	<ul style="list-style-type: none"> 6.2.24 Achieve sustainable economic growth by working collaboratively with education providers, local business and industry to identify key economic opportunities and deliver positive educational and training outcomes. 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 6.2.24 The district communities promote and encourage the benefits of professional development for individuals and the advantages of high service standards and customer focus within a business. 	
	<ul style="list-style-type: none"> 6.2.25 Encourage and promote the benefits of partnerships and collaborations between district communities and across the wider region 	
"Smart Telecommunications" objectives	6.3 Together, we will continue to seek enhancements which will give our communities the abilities to communicate globally through reliable contemporary telecommunications technologies and networking systems.	
	<p>The "Smart Telecommunications" objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are particularly linked to the Maranoa-wide <i>Business and Industry Plan</i> and <i>Tourism Plan</i>.</p> <p>To achieve these aims, "Smart Telecommunications" objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community plans.</p>	
	<ul style="list-style-type: none"> 6.3.1 Continue to pursue the enhanced provision of information and delivery of initiatives which ensure that local residents, businesses and industry are aware of and have access to contemporary and new technologies, programs and services. 	
	<ul style="list-style-type: none"> 6.3.2 Ensure residents and visitors in all towns and villages have access to reliable landline and mobile phone services, as well as a 24 hour public telephone and internet access points. 	
	<ul style="list-style-type: none"> 6.3.3 Continue to provide support for the roles of the town libraries and schools as a key local providers and facilitators of techno-literacy, internet access, accessibility to technical devices, e-books and audio items 	
	<ul style="list-style-type: none"> 6.3.4 Provide internet access infrastructure at Roma airport. 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 6.3.5 Ensure that a high level of professional technical service and support is locally available. 	
“Visitor Economy” objectives	<p>6.4 Together we will have a visitor economy where the Maranoa region is a prominent destination for outback tourists, events and visitor experiences</p>	
	<p>The “Visitor Economy” objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are particularly linked to the Maranoa-wide <i>Business and Industry Plan</i>, <i>Tourism Plan</i>, <i>Sport & Recreation Plan</i> and <i>Arts & Culture Plan</i>.</p> <p>To achieve these objectives, the “Visitor Economy” objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in the local community plans for each community.</p>	
	<ul style="list-style-type: none"> 6.4.1 Enhance 5 visitor service centres at Roma, Mitchell, Surat, Wallumbilla and Injune with supporting visitor information facilities in Jackson, Yuleba, Muckadilla, Amby and Mungallala. 	
	<ul style="list-style-type: none"> 6.4.2 Each of the 5 visitor service centres to act as dispersal centres to other parts of the region, incorporating commercially viable activities such as travel booking services and cafes 	
	<ul style="list-style-type: none"> 6.4.3 Integrate museum and social history facilities and educational facilities as part of tourist facilities (and vice versa) 	
	<ul style="list-style-type: none"> 6.4.4 Use signage, publications and electronic media to present visitors with a network of recreation, heritage and tourist trails and experiences around the Maranoa region. 	
	<ul style="list-style-type: none"> 6.4.5 Progressively develop pathways around each town and village for walking and cycling that link all major attractions and facilities to the town or village centre. 	
	<ul style="list-style-type: none"> 6.4.6 Enhance the Maranoa network of visitor economy organisations to seek agreement across the Maranoa about regional branding and the sharing of stories between communities. 	

	Objectives	Action plans
	<ul style="list-style-type: none"> 6.4.7 Roma Airport to be the main entry point for international visitors in a strategy that sees ancient Aboriginal rock art in the Carnarvons as an international tourist attraction, with a key part of the visitor experience being a rock art centre established in Injune. 	
	<ul style="list-style-type: none"> 6.4.8 Enhance packaging of flights, local transport, events, visitor experiences and accommodation in the Maranoa region and in the Outback, using Roma as a base because of its high quality airport and rail links. 	
	<ul style="list-style-type: none"> 6.4.9 Greater use of electronic media, including electronic sign boards in each town and village to provide current information about events and services 	
	<ul style="list-style-type: none"> 6.4.10 Facilitate international visitor experiences in the Maranoa by using electronic media and multi-language to increase communication with international visitors 	
	<ul style="list-style-type: none"> 6.4.11 Explore the use of other towns in the Maranoa region as drop-off facilities for rental cars hired in Roma (especially in conjunction with charter flights, accommodation and self-drive tour packages). 	
	<ul style="list-style-type: none"> 6.4.12 Develop a unique product for each district that will make visitors (including children) want to make repeat visits. 	
	<ul style="list-style-type: none"> 6.4.13 Enhance communication with local businesses and the community about the importance of their roles in the visitor economy 	
	<ul style="list-style-type: none"> 6.4.14 Produce guides for residents to give (or email) to visiting friends and family on things to do in the Maranoa and encourage residents to invite friends and family to the major local events 	
	<ul style="list-style-type: none"> 6.4.15 Encourage local to promote tourist opportunities to their business visitors (especially in advance of their visits) 	
	<ul style="list-style-type: none"> 6.4.16 Encourage local transport, accommodation, and facility providers to provide tourism information to business visitors when they book services 	
	<ul style="list-style-type: none"> 6.4.17 Develop and deliver educational tourism 	

	Objectives	Action plans
	opportunities relating to local industries to expand visitor experiences and engage the local community.	
	<ul style="list-style-type: none"> 6.4.18 Ensure all accommodation providers and free camp sites have tourist information available. 	
	<ul style="list-style-type: none"> 6.4.19 Encourage sport event and function organisers (weddings, birthdays, etc) using Maranoa venues to promote tourism in sport and function information packages and at functions. 	
Theme 7 Progressive, Inclusive and Strong Local Leadership		
	What we want to achieve...	
<i>“Community Leadership”</i>	7.1 Together, we will continue to foster a network of community, government, business and industry organisations which have long term plans combined with innovative and responsive leadership	
	<p>The <i>“Community Leadership”</i> objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are particularly linked to the Maranoa-wide <i>Business and Industry Plan, Tourism Plan, Sport & Recreation Plan and Arts & Culture Plan</i>.</p> <p>To achieve these aims, the <i>“Community Leadership”</i> objectives in the Maranoa-wide <i>Community Lifestyles Plan</i> are complemented by specific objectives in each of the local community plans.</p>	
	<ul style="list-style-type: none"> 7.1.1 Local community, industry and business organisations in each district and across the Maranoa region adopt long term plans and invest in the skill development of existing and future leaders 	
	<ul style="list-style-type: none"> 7.1.2 Local community, industry and business organisations in each district and across the Maranoa region nurture innovation and responsiveness as part of their corporate culture so as to remain flexible in how their long term plans are achieved 	
	<ul style="list-style-type: none"> 7.1.3 Local community organisations, business and 	

	Objectives	Action plans
	government collaborate to achieve greatest efficiency and effectiveness of available resources and in responding to natural disasters and other emergencies	
	<ul style="list-style-type: none"> 7.1.4 Encourage district communities, Council, government agencies and local business use of the "Connected Futures" local community planning hub as an information technology tool for sharing local knowledge and becoming an accessible archive for community corporate knowledge. 	