



Barcaldine MotoX

Project Business Case

Clean Growth Choices



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Document Development History

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The Clean Growth Choices Consortium is delivering the Communities in Transition (CiT) pilot project with the support of the Queensland Government.

Extensive resources including case studies are available at: <https://www.cleangrowthchoices.org/>



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1 Executive Summary

This work has been undertaken as part of the Communities in Transition (CiT) project funded by the Queensland Government through the Department of Environment and Science. The project aims to assist six regions throughout Queensland to build leadership capacity within communities to develop place-based climate transition roadmaps by supporting business cases. The Barcaldine Region was selected as one of the six regions and the community has been working together since November 2018 to identify opportunities and to develop ideas leading to more sustainable employment and a more sustainable future for the region.

The development of a motoCross track was identified by students from the Barcaldine State School (pictured below) as a priority opportunity under the Value Creation pathway to increase tourism and enhance the local amenity.



The working groups have worked since an initial workshop in November 2018 to consider a number of ideas to continue to grow Barcaldine through sustainable employment and skills development programs.

This business case proposes a number of options across this spectrum including:

- Option 1** – Build a motocross track at the waterski park site;
- Option 2** – Build a motocross track at an alternative site;
- Option 3** – MotoX Red Derby track; and
- Option 4** – A BMX track.

The working group has decided to prioritise Option 3 and recognises the merit of the other options, which in turn will become priorities for the region once the season turns and the local economic environment stabilises.

Our Future State: This business case advances projects that address a number of key government objectives including:

- Creating jobs in a strong economy by creating and maintaining opportunities for economic diversification in regional and drought-affected communities; and
- Keeping Queenslanders healthy by reducing financial pressures on regional families and reducing suicides.

1.1 Communities in Transition: Clean Growth Choices

The CiT Pilot Program delivers on the Queensland Climate Transition Strategy's action to build leadership capacity within communities to develop place-based climate transition roadmaps.

These roadmaps, and this business case, identify opportunities for economic and social development and climate resilience in regional Queensland. These range across a number of sectors including agriculture, waste, water supply, tourism, energy, manufacturing, transport and human services.

The multidisciplinary nature of these business cases means that other Queensland Government priorities are indirectly being addressed, thus offering an opportunity to leverage efforts across government.

The CiT Pilot Program contributes to emissions reduction by identifying economic opportunities that support the transition to a low carbon economy under the *Queensland Climate Transition Strategy*.

Importantly, this business case identifies not only low-emissions opportunities, but offers economic diversification to build resilience in regional economies.

The Barcaldine Living Roadmap outlines how a group of Barcaldine residents came together to develop this and other business cases.

2 Introduction/Background

This project has been prioritised by the Barcaldine working groups under a Value Creation pathway. The pathway recognises the potential for key tourist destinations along with a central coordinating strategy to diversify the regional economy.

The working group, consisting of students from the Barcaldine State School, decided to progress an option to develop a MotoX track in Barcaldine, with a number of options discussed in the business case. A plan showing the original proposed location relative to the waterski lake is in Appendix A.

3 Overview

3.1 Vision

Diversify the Barcaldine Region's economy through additional sources of income including tourism.

3.2 Organisational Objective

To add diversity to Barcaldine’s economy through the development of a motocross track in Barcaldine.

4 The Business Case

4.1 Purpose of the Business Case

The purpose of the business case is to identify opportunities to:

1. Outline the potential for motocross track in Barcaldine;
2. Analyse a number of options as proposed by the Clean Growth Choices working group;
3. Identify costs, benefits and risks; and
4. Develop a proposal to proceed with the project, or to seek funding for the project.

The business case proposes four project options to achieve the above outcome.

This is a preliminary business case that will provide the working group with:

1. A sound basis for a decision to proceed to a business case; and
2. The next steps and estimated costs to develop the business case



Sustainable Development Goals

The project aims to achieve sustainable economic development in Barcaldine and, in particular, works towards achieving the following of the [United Nations Sustainable Development Goals](#) (SDGs). The SDGs relevant to this project are:

Number	Goal	Explanation
SDG 8	Decent Work and Economic Growth	Roughly half the world’s population still lives on the equivalent of about US\$2 a day with global unemployment rates of 5.7%, and, in many places, having a job doesn’t guarantee the ability to escape from poverty. This slow and uneven progress requires us to rethink and retool our economic and social policies aimed at eradicating poverty.
SDG 9	Industries Innovation and Infrastructure	Investments in infrastructure – transport, irrigation, energy and information and communication technology are crucial to achieving sustainable development and empowering communities in many countries. It has long been recognized that

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		growth in productivity and incomes, and improvements in health and education outcomes require investment in infrastructure.
SDG 13	Climate Action	Climate change is now affecting every country on every continent. It is disrupting national economies and affecting lives, costing people, communities and countries dearly today and even more tomorrow. Weather patterns are changing, sea levels are rising, weather events are becoming more extreme and greenhouse gas emissions are now at their highest levels in history. Without action, the world's average surface temperature is likely to surpass 3 degrees centigrade this century. The poorest and most vulnerable people are being affected the most.
SDG 17	Partnerships for the Goals	A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships are built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre, and are needed at the global, regional, national and local level.

4.2 Business Case Sponsor

The sponsor of the Business Case is the Queensland Department of Environment and Science (DES).

5 Situational Assessment and Problem Statement

This section outlines the benefit to the region for proceeding with the one or more of the proposed options and contains:

- A description of the current situation, challenges and opportunities;
- An assessment of how the opportunities are currently being met or not met; and
- An analysis of the gap between the current situation and the stated objective(s).

The community of Barcaldine needs a diversified economy to minimise the risk and impact of droughts impacting its long-term viability. In addition, further strategies are required to attract and retain youth and provide additional training opportunities. Barcaldine children and youth feel that additional activities, particularly with skills development opportunities, may encourage them to remain in Barcaldine.

The project provides a number of revenue and diversification opportunities for the region including:

- Providing additional recreation for local motorbike riders:
 - Consolidating activities into a single area where it is easy to provide user safety;
 - Reducing the potential for riding in protected or sensitive areas;
- Providing an additional attraction for travellers;
- Providing a events venue that could draw additional travellers to the region;

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- Offer the potential to jointly promote the skiing lake and motocross track as an integrated recreation hub; and
- Potential to adapt the project for other benefits such as electric MotoX, including potential events such as an Outback Electric MotoX series.

Barcaldine Approaching 2030, under Section 6.3: *Real Outback*, sets a goal that the area is known for its quintessential Australian Outback Experience (p15)¹. This section notes the concept of *Extreme Outback* including two related ideas: 4WD and motorbike rallies.

Note that the tourism market will be increasingly demanding low carbon activities, and these communities being remote, will lead to significant carbon emissions such as, for example, road and air travel to Barcaldine. The project may need to incorporate an element of carbon neutrality or carbon abatement, and there may be some easy opportunities to make these carbon neutral as identified in the Barcaldine Carbon Action Plan business case.

Objective

Through tourism, bring transformative benefit to the region and assist in overcoming the current problems of:

- Depopulation;
- Lack of diversity in the economy;
- Lack of new job opportunities;
- Lack of investment in the region; and
- Difficulty attracting and retaining families for the region's future.

Barcaldine Regional Council Tourism Needs Analysis

The Barcaldine Regional Council (BRC) conducted extensive community consultation to identify tourism project and service opportunities for each of its communities. Analysis involved the community and the most recent BRC strategic plans including the:

- Lagoon Creek Plan;
- Sport, Recreation and Open Spaces Plan;
- Corporate Plan; and
- Community Tourism Plan.

The Council is investing in the development of major attractions including a recreation park or waterskiing park with details below:

- Site plan and environmental considerations: http://ipweaq.intersearch.com.au/ipweaqjspui/bitstream/1/3869/1/14_Barcaldine%20Ski%20Park_Jason%20Winter.pdf
- Frequently Asked Questions: <https://www.barcaldinerc.qld.gov.au/downloads/file/1041/2019-barcaldine-recreation-park-faq>

These identified the need:

1. _____

¹ <https://www.barcaldinerc.qld.gov.au/downloads/file/510/brc-approaching-2030-pdf>

- For an outdoor space that would encourage a demographic of higher value tourists into the shire;
- To ensure future tourism experiences which ensured participation rates for all ages and genders;
- To invest in infrastructure which will encourage tourists and expenditure in the community;
- To provide recreational and sporting parks in line with current and emerging tourism needs; and
- To develop Lagoon Creek into a tourism experience including a purpose-built motorbike tourism experience.

Other analyses also reinforced the potential of the project:

- The Clean Growth Choices BRC sustainability Program
 - The project was prioritised by the working group under a Value Creation pathway and recognised the potential for key tourist destinations along with a central coordinating strategy to diversify the regional economy;
- Approaching 2030 BRC Economic and Community Development Strategy 2018:
 - *Section 6.3: Real Outback*, sets a goal where each of our communities is recognised as a destination and highlights a potential signature project as “Extreme Outback: we have a great opportunity to use our vast spaces to develop tourism across our region. Council will consider the potential for, and feasibility of, developing unique events or festivals that leverage the region’s Outback brand including a 4x4 or motorbike rally; extreme running/marathon and an Outback Arts Festival.”
 - This reinforces the use of facilities as adventure sites, providing a starting point for an “Outback Adventure Capital”.

Initial thoughts were to build a specific motocross track to hold local, regional and state events however, upon further investigation, this model was deemed too high cost in construction and ongoing maintenance.

BRC then spent time investigating alternative models and as a result determined a project based on the Blue Derby Pods and non-competitive trail rides would:

- Allow for a more enriched tourism experience;
- Be far less expensive to construct and maintain; and
- Allow for a broader opportunity to bring tourists into the region.

Why target a recreational motorsport experience?

Beyond the high profile events, so called “grass roots” motorcycle sport is taking place most weekends. These events can attract large numbers of competitors, and associated attendees such as family and friends. Events such as Junior Motocross, Enduro events, local and State Motocross and road racing all have large followings of competitors and bring people to a specific location. Organised non-competitive trail rides have been run in Australia for many years with a majority occurring in regional and rural Australia. These have a strong economic impact on those communities.

Off-road motorcycle sport is under considerable threat from the closure of venues and denial of access to facilities in and around metropolitan centres. Such restrictions on motorised off-road sport are often motivated by concerns about environmental degradation of conservation areas and excessive noise that can be generated through irresponsible or unregulated use. However, these issues can be addressed through appropriate land use and facility management such as the construction of purpose-built facilities like the proposed Red Derby Trails network.

How big is the recreational motorbike rider market?

The market is potentially large as suggested by the following statistics:

- Off-road motorcycles are by far the most popular vehicles in Australia and account for more than 40% of all motorcycle sales;
- People of all ages and from all walks of life ride motorcycles. Mini-bikes allow children to be introduced to motorcycling at a very young age. At the other end of the scale, mature-age riders have the time and money to enjoy recreational riding and touring; and
- There are about 750,000 – 800,000 motorcycle licence holders in Australia and around 678,000 registered motorcycles (ABS: 2011).

Users the facility is likely to attract

Red Derby will attract trail ride and motorbike enthusiasts and their families from across Queensland. It is likely there will be interest from people from metropolitan areas which have high populations of motorbike owners; both from areas within one day's drive of Barcaldine (e.g. Townsville and Rockhampton) and further afield (such as Brisbane or the Gold Coast where it is becoming increasingly difficult and expensive to ride motorbikes recreationally).

Added exposure and interest to the facility could be gained by partnering with world class Dakar Rally rider and local Rod Faggotter. Riding on Faggotter designed trails would be the equivalent of playing golf on a Greg Norman designed course, as well as ensuring that the track meets world class standards. People within the local community have indicated their interest in using such a facility fairly regularly if it was permanent and open all year round. Regional clubs such as the Rockhampton, Emerald and Townsville motorbike clubs have all indicated they are actively interested in patronising the facility.

The Alice River Trail Ride, a non-competitive motorbike trail ride first held in Barcaldine in 2017 in part to test the interest in this project, attracted over 100 riders to Barcaldine for one weekend. The opportunity to have the facility open all year round will boost this number as it can be ridden anytime of the year.

Why a purpose-built motorsport experience is needed

Land use pressure on the metropolitan fringe has led to conflict between different user groups and residents. Unfortunately, an inconsiderate minority has tended to give the entire off-road motorcycle community a bad reputation. Most off-road riders care deeply about the responsible sharing of recreational areas and practice appropriate riding behaviour. As a result, there are fewer and fewer areas available for off-road riders.

Off-road riding needs to be recognised as a healthy and legitimate recreational activity and adequately provided for with access to appropriate riding areas. A report prepared by the University of Queensland concluded that recreational riders,

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perceive trail bike riding as a social activity which is beneficial to their personal well-being, their physical and mental health, and the relationship with their family and friends ... In addition, trail bike riders are concerned with being able to continue practicing the sport in an organised and well managed fashion while taking into consideration the concerns of local communities.

Purpose-built facilities and designated land use is becoming a reality. Off-road riding parks are now economically viable.

Queensland's Advancing Tourism 2016-2020 Strategy notes that with economic growth comes the opportunity for world-class education and training that can be delivered in tourism hubs, on-site, and in regional communities. This further expands the capacity for regional Queensland to take advantage of the demand for high quality Australian tourism products, experiences and training from international markets. A number of key aspects of the strategy are to:

- [Grow quality products, events and experiences](#)
- Invest in infrastructure and access
- Build a skilled workforce and business capabilities
- Seize the opportunity in Asia

A purpose built MotoX track would fulfil this need by providing locally developed events that would draw in participants from within Queensland and from other states, and potentially attract international interest. Catering for the needs of tourists would expand the business capabilities of the region.

6 Assumptions and Constraints

The business case provides a pre-feasibility level assessment of the project. It has been prepared by the Clean Growth Choices team under the direction of the Clean Growth Choices working group. The working group largely consists of volunteers who are providing guidance and input.

7 Identification and Analysis of Options

This is a high level analysis of the possible alternatives that could be employed to bridge the gap between the current situation and what is proposed, as outlined in Section 4.

7.1 Identification of Options

There are various options available to the working group

List the options that were identified for analysis. Generally, if a detailed analysis of options is required, then fewer significant options are preferable to many. Some options that may need to be considered are:

- Option 1 – Build a motocross track at the waterskiing park site;
- Option 2 – Build a motocross track at an alternative site;
- Option 3 – MotoX Red Derby track: and
- Option 4 – BMX track

7.1.1 Option 1 – Build a Motocross track at the waterskiing lake site

This project develops a MotoX track on the waterskiing lake site. The location of the site would potentially be to the south of the proposed lake (see Appendix A for plans). The project would need to determine the length and area of the track, the standards it would have to meet, its users, who would pay to use it and how much they would pay, and competitions to host. The project would also need to determine how the track operated alongside the waterskiing lake, how to accommodate car parking, residential neighbours and the management of noise and traffic.

7.1.2 Option 2 – Build a Motocross track at an alternative site

This project develops a MotoX track at an alternative site (see Appendix A for plans).

This option considers different sites, particularly if planning issues are likely to present a risk to the project (such as, for example, the potential for noise to impact on nearby sensitive land uses). The design and dimensions of the track are to be determined based on the site.

7.1.3 Option 3 – MotoX Red Derby

Barcaldine's World Class Purpose Built Recreational Motorbike Tourism Experience

Barcaldine Red Derby Trails will consist of a purpose-built motorbike tourism experience throughout the Barcaldine town reserve, approx. 8000 acres, designed by international Dakar Rally superstar Rod Faggotter, and based on the success of the Blue Derby Pods Ride and non-competitive motorbike trail rides. Trails will be located adjacent to Barcaldine Recreation Lake currently under construction (see attachment).

Model

Red Derby is based on the now famously successful [Blue Derby Pods Ride in Tasmania](#). The story of Blue Derby is one of a kind. There is no other place that encompasses such history and economic turnaround.

Dorset Council engaged Glen Jabobs, a world renowned mountain bike trail designer, to design and build over 125km of purpose-built mountain bike trails with options to suit all skill levels. The philosophy behind Blue Derby was simple: build them and they will come. And come they did. Blue Derby was the first Australian mountain bike trails to host the World Enduro Series in 2017, played host again in October 2018, and again for Round 2 March 2019. Derby has well and truly been put on the map.

Trails are open 365 days a year with no park passes or cost to ride. Thanks to the trails, Derby is now experiencing a 4/4.5 nights average stay. On average, people are coming to Tasmania for 10 days and half of that time is spent in Derby. Three years ago there was an average of 15 house sales for \$1.5m p.a.; last year there were 30 sales for \$8.5m.

“It has generated 100+ jobs in the community through private business expansion on the back of council providing this infrastructure with 1000's of tourists now coming to Derby as a result”. Tim Watson General Manager, Dorset Council Tasmania.

7.1.4 Option 4 – BMX Track

This option proposes a BMX track at a site to be determined. A BMX track may offer a sound alternative to a MotoX track if the MotoX track is not progressed for planning or cost reasons.

It could be developed at the waterskiing lake where planning issues may prevent a MotoX track as the impacts of a BMX track on nearby land uses are likely to be less problematic.

A BMX track may be a lower-impact proposal that can be developed at a lower cost. For example, the Logan BMX Track: <https://logancitybmx.org.au/facility/>

7.2 Comparison of Options

The benefits, disbenefits and costs of such a program are summarised below: I have added colons after each option number below but they are difficult to see

7.2.1.1.1 Criteria	7.2.1.1.2 Option 1: Moto Cross at Ski Lake	7.2.1.1.3 Option 2: Moto Cross at other Site	7.2.1.1.4 Option 3: Red Derby	7.2.1.1.5 Option 4: BMX at Ski Lake
Benefits: <ul style="list-style-type: none"> Motorbike users Barcaldine businesses Local residents 	Construction cost efficiency if combined with ski lake Close to town for access to other businesses Increased revenue for other businesses	A Site with lesser amenity and environmental impacts.	Longer term attraction so more suited to encouraging visitors to stay Relatively low maintenance No need to maintain strict MotoX track standards for registration. Operating model simple Low volunteer hours required	Construction cost efficiency if combined with ski lake Close to town for access to other businesses Lower Cost No engine noise Relatively low maintenance No need to maintain strict MotoX track standards for registration.
Disbenefits: <ul style="list-style-type: none"> Motorbike users Barcaldine businesses Local residents 	Noise Dust Operating model complex Extensive maintenance to maintain standards	Not optimum site Extensive maintenance to maintain standards	Less structured track and set-up	BMX may not have the appeal of motorised attractions
Costs: Direct, Indirect and recurrent	Capital: Medium - High	Capital: Medium - High	Capital: Low – Medium	Capital: Low

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7.3 Recommended Option

Option 3 is the recommendation of the working group.

8 Risks and Benefits

8.1 Matters to be considered

There are a number of matters to be decided:

Issues	Details
Ownership and business	<p>Who would own the facility and be responsible for the capital asset?</p> <p>Could Council sub-contract the operation and maintenance or lease it out for certain events?</p> <p>Who would invest in such a project and what would they need to be assured of a sound investment?</p>
Revenue model	<p>What is the Business model:</p> <ul style="list-style-type: none"> Eg: Membership model, Pay-per-use model How much revenue (and other benefits) would it need to generate to justify construction?
Operation	<p>Rules and safety measures:</p> <ul style="list-style-type: none"> Opening hours Rules and guidelines Supervision and staff Could look to other similar venues for ideas (eg. Lytton track in Brisbane) Insurance costs and liabilities May need to be fenced with entry limited to certain word or phrase missing
Governing bodies and associations such as Motorcycling Australia	<p>Consult with relevant bodies to ensure that design and construction meet the requirements for the targeted level of use and events.</p> <p>Identify opportunities to host accredited events at the venue.</p>

Market Research: what market research can be undertaken to determine the potential for such an attraction to determine the costs and benefits to the region.

8.2 Risks

The main risks are:

- Safety and Insurance: What requirements would potential insurers place on such a facility and should these requirements be incorporated at the design stage?
- Noise and Amenity – how would the proposal affect nearby land users?

8.3 Potential Benefits

Below are a list of benefits that may result from the project. They have been classified into direct and indirect.

No	Topic	Direct/Indirect	Details
1	Link to Recreation Lake	Indirect	Opportunity to promote the facilities as adventure sites, providing a starting point for an “Outback Adventure Capital”. Opportunity to streamline costs by managing jointly.
2	Hosting events		BRC, MX Nationals, Australian Supercross, Motorcycling Australia (sponsorship for outback track competition).
3	Tourism income	Direct	Additional revenue to the area from more tourist activities.
4	Cost savings	Indirect	Construction costs could be reduced by developing the proposal in conjunction with recreation lake works.
5	Venue for local people	Direct	The venue may provide additional motivation for young people to stay in the area.
6	Skills development	Direct	A quality training track may provide local riders with skills development opportunities.
7	Other local benefits.	Indirect	Potential for additional revenue to Barcaldine through accommodation and hospitality, sales of fuel and lubricants, mechanical services, bike hire.
8	World’s first	Indirect	Could work towards a world’s first electric MotoX rally.

8.4 Other Opportunities

A key benefit of the Option will be the potential to have the track available day-to-day for visitors to attend and ride at no cost.

The site could then be made available to hire for specific events, where the hiree would bring in all the necessary infrastructure.

For Example:

1. A Finke Desert Race curtain raiser, where Finke contestants can have a warm up event on the way <https://finkedesertrace.com.au/>;

2. An event similar to the St George Off-Road Championships (noting that it is an off-road 4WD championship) which has evolved from a local event to become a national race - <https://www.southernqueenslandcountry.com.au/destinations/st-george/events/st-george-offroad-championships-399>; and
3. A micro-Dakkar rally.

9 Implementation Strategy

This section outlines the implementation strategy (for the preferred options) required to deliver an investment grade business case. It considers the additional work required to progress the project to a point where a formal decision can be made.

9.1 Project Title

Barcaldine Red Derby

9.2 Target Outcomes

The outcomes of the investment-grade business case will include:

- Market research demonstrating the customer base and likely revenue from a project;
- A preliminary business model and financial model for the project; and
- Preliminary designs with estimated construction costs.

9.3 Outputs

The outputs for the project would consist of:

- A concept design for the track and infrastructure;
- Communities including school students and potential users engaged in a detailed planning exercise;
- A detailed design for the track and infrastructure;
- A Marketing and Communications Plan; and
- A completed Red Derby track.

9.4 Work Plan

There is further work required to implement the strategy with a number of key steps:

1	Consultation	Gain support for the concept
2	Market research	Establish need and desire for the project
3	Site selection	Determine the route based on the chosen project requirements (ie. MotoX)
4	Concept design	Develop a more detailed concept design with workshops for school students and motorcycling enthusiasts and with the expertise of: <ul style="list-style-type: none"> • Rob Faggotter from Longreach • The planning team from Blue Derby

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5	Business model	Develop a comprehensive business model including a management plan or overall project direction/report. Vision, mission, objectives, strategies, action plans
6	Funding detailed design phase	Develop and gain approval for the funds to develop a detailed design phase plan
7	Detailed design and costing	Prepare a detailed design for the project including detailed track design and engineering assessments
8	Raise funding	Prepare an application to the Building Better Regions Fund for the 4 th round of the program which is anticipated to open in the second half of 2019
9	Final approvals	Planning approvals and development approvals
10	Tender and build	Seek pricing from potential builders through a competitive process. Start construction

9.5 Budget

An indicative budget for the project

Work Package	Details Discipline	Est Cost.
Project management	Establish steering group and coordinate all activities. Part-time over 12 months initial period including consultation and fund raising	\$75,000
Market research and market plan	Establish the likely visitation for the project	\$20,000
Design	Concept design and detailed design, site based risk assessment	\$30,000
Technical and scientific advice	Engineering, geotechnical, and other input	\$50,000
Approvals	Planning approvals or pre-approvals and studies to address any environmental issues (eg. noise)	\$50,000
Legal advice, agreements etc	Contingency for legal advice and agreements, additional insurance premiums	\$30,000
TOTAL		\$255,000

Subsequent Cost are likely to include:

Construction	Building the track	\$200,000
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9.6 Other Resources

Building Better Regions Fund with two streams for 'Infrastructure Projects' and for 'Community Investments' - <https://www.business.gov.au/assistance/building-better-regions-fund>).

Northern Australia Infrastructure Fund (NAIF) is a debt facility for infrastructure and may be suitable in this instance - <https://naif.gov.au/about-naif-finance/eligibility-criteria/>

Regional Development Australia Fitzroy and Central West (RDAFCW) facilitates economic development opportunities for the region by collaborating with government, community and business. A number of funding opportunities are available from time to time, and might be suitable for the project - <https://rdafcw.com.au/funding/>

10 Project Management Framework

10.1 Governance

A key question for this project is “Who Owns the Project?”

It is important to ensure that this project continues to facilitate the participation of working group members and other interested members of the community such that local people continue to have a say in the future of their region.

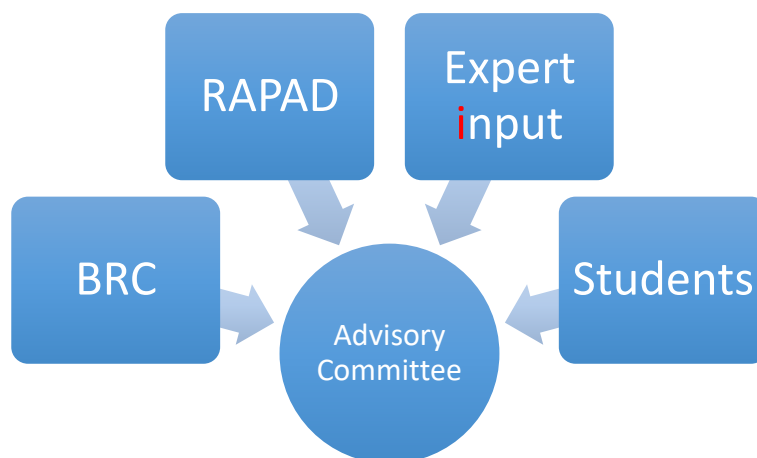
The governance system is proposed to deliver the business case is as follows, with the exact representation to be determined at the commencement of the project:

- Advisory Committee – responsible for the delivery of the project to meet its objectives on time within budget. The Advisory Committee members will also consult strategically with external stakeholders to ensure the project has the support of a wider network;
- Working Group – responsible for advising the Project Manager on technical and operational aspects of the project and will meet to advise the project manager; and
- Project Manager - reporting to the Advisory Committee. The Project manager should sit within the RAPAD or BRC structures and have access to relevant expertise, including through regular meetings of the working group.

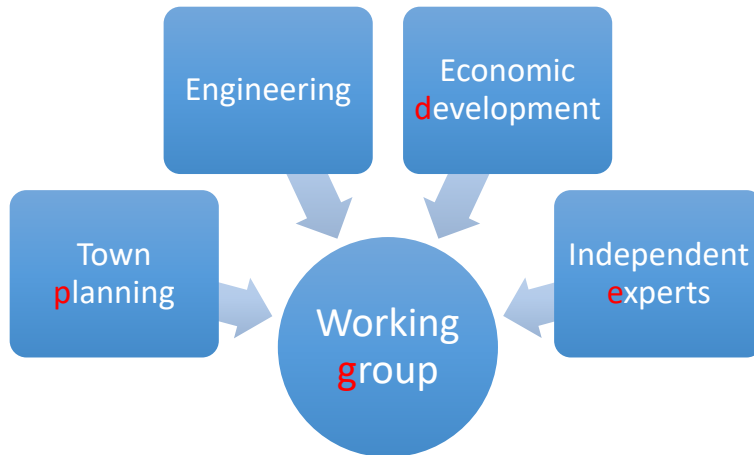
The Project Manager will be responsible for the delivery of the project.

The Advisory Committee should be established with representatives from the Barcaldine Regional Council, RAPAD, tourism industry representatives and students. The Project Sponsor should be represented, particularly if funding is provided.

The potential structure of the Project Advisory Committee:



The potential structure of the Project working group:



The business case should be progressed by a Project Manager, with the close advice of key agencies and advisors in an operational working group as suggested above.

10.2 Project and Quality Management

A detailed project plan incorporating a number of factors will need to be prepared. These factors include:

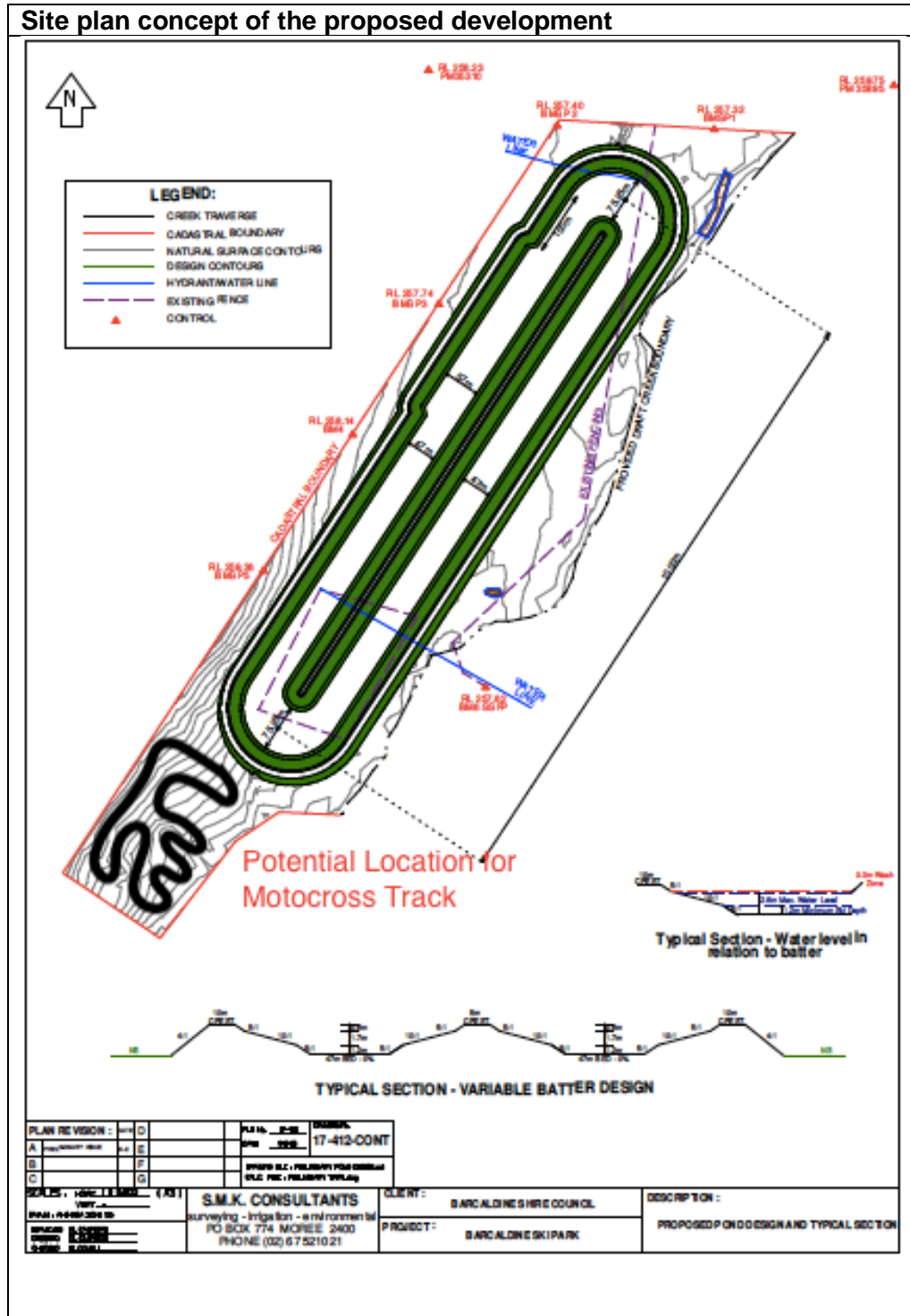
1. Organisational Impact: How will the work undertaken during the project impact on the organisation and how will these impacts be addressed?;
2. Outcome Realisation: How will outputs be managed once they are delivered, and who will be accountable? These may change as the project evolves;
3. Quality Management: Definition of suitable standards, requirements and best practice for the project to deliver against, and the internal quality requirements; and
4. Post-project Review: How will the group capture the lessons learnt throughout the project and what review will be done to assess whether the initiative delivered the intended benefits?

The Project Manager will need to ensure that the final project developed is robust and based on sound science. Financial analysis should be sufficiently robust to allow decision making, so initial consultation about level of detail required, should occur with potential funders and financiers.

Appendix A: Site Plan Motocross Track

Plan showing the potential to locate the proposed motocross track at the southern end of the proposed waterskiing lake. The diagram is indicative.

The area at the southern end of the lake is 295.9 metres by approximately 200 metres.



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Oblique Google Earth Site Plan of the Tingalpa Motocross Track Brisbane.



Example Google Maps Photo of the Blackwater Motocross Track which is 360m x 220m.

The full site width to the road at the right of the picture is 480m.



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