



# Croydon Shire Council

## CROYDON PRECINCT GROWTH PLAN 2026

### Master Plan





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Evolution signals opportunity  
balancing modern development with  
the enduring strengths that define  
remote Australian communities.

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# Purpose

The purpose of this Master Plan report is to present a 10 to 15 year priority shovel-ready infrastructure project plan for Croydon (“the Project”).

The Master Plan consolidates the work undertaken in line with the agreed Project deliverables as part of the Croydon Precinct Growth Plan and provides a structured framework to support future planning, land use decisions and development within the precinct.

The Master Plan is intended to guide the Croydon Shire Council (“Council”) and its partners to fund and implement identified future priority infrastructure development opportunities and community priorities over the next 10 to 15 years.

The Master Plan addresses the full scope of the Project, including the following key deliverables (together “the Project Deliverables”), namely:

- **Assess existing town planning scheme** – conduct a thorough examination of the current town planning scheme, identifying its strengths and weaknesses to pinpoint areas for improvement.
- **Integrate the Recipient’s local planning scheme** with the broader regional planning framework to ensure local initiatives are in harmony with those goals and strategies.
- **Develop a comprehensive precinct master plan**, including prioritising community engagement and co-design principles.
- **Develop a strategic development staging plan**, detailing the sequence and timeline for various project phases.
- **Examine regulatory approvals and amendments**, including liaising with relevant authorities and making necessary amendments to Town Planning Scheme as needed.
- **Examine land tenure** including a review of state land allocations for compliance with regulations and requirements, and an evaluation of Native Title considerations.
- **Engage engineering expertise** to oversee the provision of essential urban services and to assist in optimising land resource utilisation.
- **Complete cultural heritage and environmental impact assessments** and develop a comprehensive cultural heritage report to preserve heritage assets and integrate cultural considerations into planning and develop sustainability strategies.
- **Prepare a heritage report** and integrate it into the precinct master plan to ensure heritage preservation.
- **Complete a comprehensive assessment of recreational opportunities**, focusing on community engagement and well-being.
- **Conduct business case studies, economic impact analyses, and feasibility studies** to assess the viability and benefits of the project.

# Structure of Report

The Project Deliverables are presented throughout the following structure of this Master Plan, namely:

<b>Consultation Acknowledgement</b>	An acknowledgement to the community of Croydon and all respondents who contributed to the development of this Master Plan.
<b>Funding Acknowledgement</b>	An acknowledgement to the funders of the Project and those administering it.
<b>Methodology</b>	A short explanation as to how Council went about the Project, culminating in this Master Plan.
<b>The Investigation Area (Scope)</b>	A description of geographical parameters of the Project.
<b>Limitations</b>	A description of the scope of this Project (and its limitations), including other Regional Strategic Plans which may be informed by the Project.
<b>Project Snapshot</b>	A single page snapshot of all 24 Priority Infrastructure Projects comprising the Master Plan, and relevant considerations for each at a glance.
<b>24 Priority Infrastructure Project Summaries</b>	Detailed project summaries of each of the 24 Priority Infrastructure Projects, including factors such as: <ul style="list-style-type: none"> <li>i. Project Name</li> <li>ii. Project Scope</li> <li>iii. Indicative Budget</li> <li>iv. Timeframes/ Staging</li> <li>v. Concept Design</li> <li>vi. Practical Considerations/ Logistics</li> </ul>

## Technical Workstream Reports

Technical Workstream Reports are not Project-specific. They are instead Workstream/ professional discipline specific and provide a contextual overlay upon which to assess the 24 Priority Infrastructure Projects (in addition to any other infrastructure project in the Investigation Area). Annexures are grouped as follows:

- Town Planning
- Sport and Recreation
- Infrastructure and Engineering
- Environment
- Heritage
- Cultural Heritage, Native Title and Land Tenure

Technical Workstream Reports are versatile reports, with wide application to any conceivable infrastructure project throughout the Investigation Area.

# Consultation Acknowledgement

First and foremost, Council would like to acknowledge the community of Croydon and surrounds for its combined extensive input provided to the Project, including engagement with community residents, the very many local Croydon businesses, as well as State and Federal Government agencies servicing our Region. Council would also like to acknowledge and thank the Tagalaka People of the Croydon Shire who have also contributed to the findings in this report. Your combined views and investment in this Project are greatly valued.

## Funding Acknowledgement

This Project received funding from the Australian Government.

The funding was provided under Stream One Precinct Development and Planning of the Regional Precincts and Partnerships Program (“rPPP”).

Council acknowledges and sincerely thanks the Australian Government for this support and for its ongoing investment in regional, rural and remote communities.

Council also thanks the Queensland Government, engaged by the Australian Government to administer the grant.

# Methodology

The evolution of the Master Plan has been guided by a structured, partner led methodology that reflects its key objectives and the collaborative approach committed to by Council and its key project partners. The methodology was designed to ensure that the Master Plan is robust, well informed, and responsive to community aspirations, legislative requirements and long-term development considerations across the Region. The process has been both participatory and evidence based, underpinned by a commitment to culturally-informed practice and sustainable development principles.

The Project was initiated as a 14 month multi-disciplinary planning and development exercise. The work involved extending the Investigation Area (defined below) beyond the existing township boundary to ensure that future growth options were fully and properly considered. The Project scope required assessment across a wide range of land use and community service elements, including residential, industrial and commercial land uses, mining, tourism, recreation, sporting facilities, waste management, water supply and sewerage services, disaster management, environmental, energy, health, education, heritage, native title and cultural heritage. This breadth of inquiry required a coordinated and clearly defined governance structure, project management and engagement approach to ensure that stakeholder voices were heard and that technical input was effectively integrated into the Master Plan in a coordinated way.

## Project Governance

Strong governance arrangements were essential to support clarity of roles, accountability, and timely decision making across the life of the Project. To achieve this, the Project was structured around three (3) core components: the Project Governance Committee, the Project Management Team, and the specialist Workstream Groups.

### PROJECT GOVERNANCE COMMITTEE

The Project Governance Committee (“the PGC”) was established to oversee the strategic direction of the Project. Comprising one representative from each core Project partner, the PGC served as the principal decision making body responsible for guiding the Project, reviewing progress and ensuring alignment with agreed priorities and timeframes. Council chaired the PGC as Project Director.

The PGC received direct reporting from the Project Management Team, enabling the committee to monitor and address project quality, risk, direction, schedule, budget and outcomes. Meetings were convened monthly, allowing challenges to be identified early and remedied collectively. This structure ensured that the Project retained strategic focus and that partner organisations remained informed and engaged throughout.

## PROJECT MANAGEMENT TEAM

The Project Management Team was responsible for coordinating and driving the work program on a day-to-day basis.

The Project Director for the Project was the Chief Executive Officer of Council. The Director's role was to support the Project Manager ("the PM"), provide briefings to Council, and ensure that project performance was monitored against commitments set out in the Funding Agreement and the PGC-endorsed Project Plan. The Director acted as lead signatory for the Council and was responsible for ensuring financial documentation was supplied for reporting purposes.

The PM held primary responsibility for coordinating the delivery of the Project. This role involved ensuring that adequate resources, plans and procedures were in place and that the work proceeded in accordance with the Project Plan, Funding Agreement and available budget. The PM reported regularly to the PGC, providing updates on budget, progress and risk. The PM also provided milestone reporting to the Funder.

## WORKSTREAM GROUPS

To manage the breadth of planning, technical and compliance requirements, a series of advisory Workstream Groups were established. Workstreams enabled the PM to allocate responsibilities according to discipline area and to ensure that proposals arising from community engagement and stakeholder consultation were properly reviewed by specialists. Each Workstream was led by a designated Workstream Lead.

- Town Planning Workstream
- Infrastructure and Engineering Workstream
- Compliance and Engagement Workstream
- National Heritage Workstream
- Environmental Consulting Workstream.
- Sport and Recreation Planning Workstream
- Business and Investment Workstream

Workstreams prepared Technical Workstream Reports relevant to their disciplines and applying generically across the Investigation Area (Part 11 of this Report). Following community and stakeholder engagement and identification of the 24 Priority Infrastructure Project, the Technical Workstream Reports were then applied by Workstreams to each infrastructure Project (to the extent applicable), to develop the Project Summaries presented.

## Engagement

The engagement process formed a central part of the methodology, reflecting the Project's commitment to a partnered, culturally informed and community led approach. Engagement activities were designed to ensure that community members, stakeholders and relevant authorities could contribute meaningfully to the development of the Master Plan.

The work program followed a staged process:

1. Project Establishment and Induction (Dec 2024 – Feb 2025)
2. Identification of Major Issues and Focus Areas (Jan 2025 – Feb 2025)
3. First Round Consultation (March – May 2025)
4. Draft Master Plan Preparation (May – Sept 2025)
5. Second Round Consultation (Oct 2025)
6. Finalisation and Council Adoption (Nov 2025 – Jan 2026)

This engagement process ensured that the Master Plan reflected local priorities.

### OVERVIEW OF FIRST CONSULTATION (MAY 2025)

The first round of consultation formed a central component of the Project, with the purpose of gathering community and stakeholder insights. Undertaken largely in May 2025, the engagement process was designed to ensure accessibility, cultural safety, and diverse representation, including significant involvement of the Tagalaka People as Native Title Traditional Owners of lands and waters in the Region. More than 175 individuals contributed through surveys, interviews, focus groups, online forums, and a Croydon town hall meeting.

Engagement activities were delivered in accordance with Engagement Plan #1 endorsed by the PGC. The Engagement Lead worked closely with all specialist workstreams to ensure consultation output directly supported the broader planning, regulatory, technical, and strategic tasks underway across the Project.

A multi-modal approach enabled broad participation. An online survey, promoted across local networks, provided quantitative and qualitative insights into key themes including housing, community spaces and facilities, essential infrastructure and services, jobs and economic opportunities, Aboriginal culture and heritage, environment and historic heritage. In-person focus groups were held in Croydon with different demographic and interest groups, including women, men, older people, school-aged children, businesses, and Council staff. Five (5) dedicated sessions with Tagalaka participants were conducted across Cairns, Mareeba, Normanton, Croydon and online, co-facilitated with Tagalaka Aboriginal Corporation RNTBC representatives (also a PGC member) to ensure cultural appropriateness. Additional semi-structured interviews were held with local service providers and businesses, providing detailed operational insights.

A wide cross-section of views emerged across engagement activities. Housing was consistently identified as a critical challenge, with severe shortages, overcrowding, and limited culturally appropriate options for Elders, workers, and returning families. Community spaces such as Lake Belmore and the rodeo grounds were valued, but many sites were seen as underutilised or in need of upgrades, particularly relating to shade, lighting, amenities, and accessibility. Participants raised significant concerns regarding ageing water infrastructure, drainage issues, road conditions and the seasonal isolation created by the Gilbert River Bridge. Environmentally, water quality, creek health, bushland restoration, and weed management were recurring priorities.

The consultation also highlighted strong community interest in economic diversification, youth employment, training, small business development, cultural tourism, and improved local procurement. Across all activities, Tagalaka participants emphasised the need for stronger cultural heritage protection, increased visibility of Aboriginal history, and improved integration of cultural values and decision-making in land use and infrastructure planning. Similarly, Croydon's historic heritage was regarded as a key asset with unrealised potential for education and tourism, with participants noting opportunities for improved interpretation, signage, and maintenance.

Ethical considerations were central to the process, with all engagement conducted on a voluntary basis, supported by informed consent, confidentiality, and culturally appropriate engagement protocols.

Members of the Project Team also convened a Regional Leaders Forum comprising senior departmental representatives of the Queensland Government across the various agencies. These views were considered also in comprising a list of priority infrastructure projects.

24 Priority Infrastructure Projects were then agreed by the Workstreams and PGC and individual project scopes, concepts and locations were prepared for the Second Consultation.

### **OVERVIEW OF SECOND CONSULTATION (OCTOBER 2025)**

The second round of consultation focused on gaining community and stakeholder feedback on the 24 Priority Infrastructure Projects identified following the first round of consultation. This consultation occurred in October 2025 and was designed to test high level concepts, indicative scope, and preferred locations, ensuring that community sentiment could directly inform the refinement of Project Summaries and subsequent technical workstream reporting.

Importantly, community participants were advised that this engagement served a dual purpose. While primarily informing the Croydon Precinct Growth Plan, it also supported Council's wider strategic planning requirements, including its Corporate Plan, Annual Operational Plans, and proposed amendments to the Planning Scheme. This approach sought to reduce engagement fatigue across the community and ensure alignment between local and regional planning frameworks.

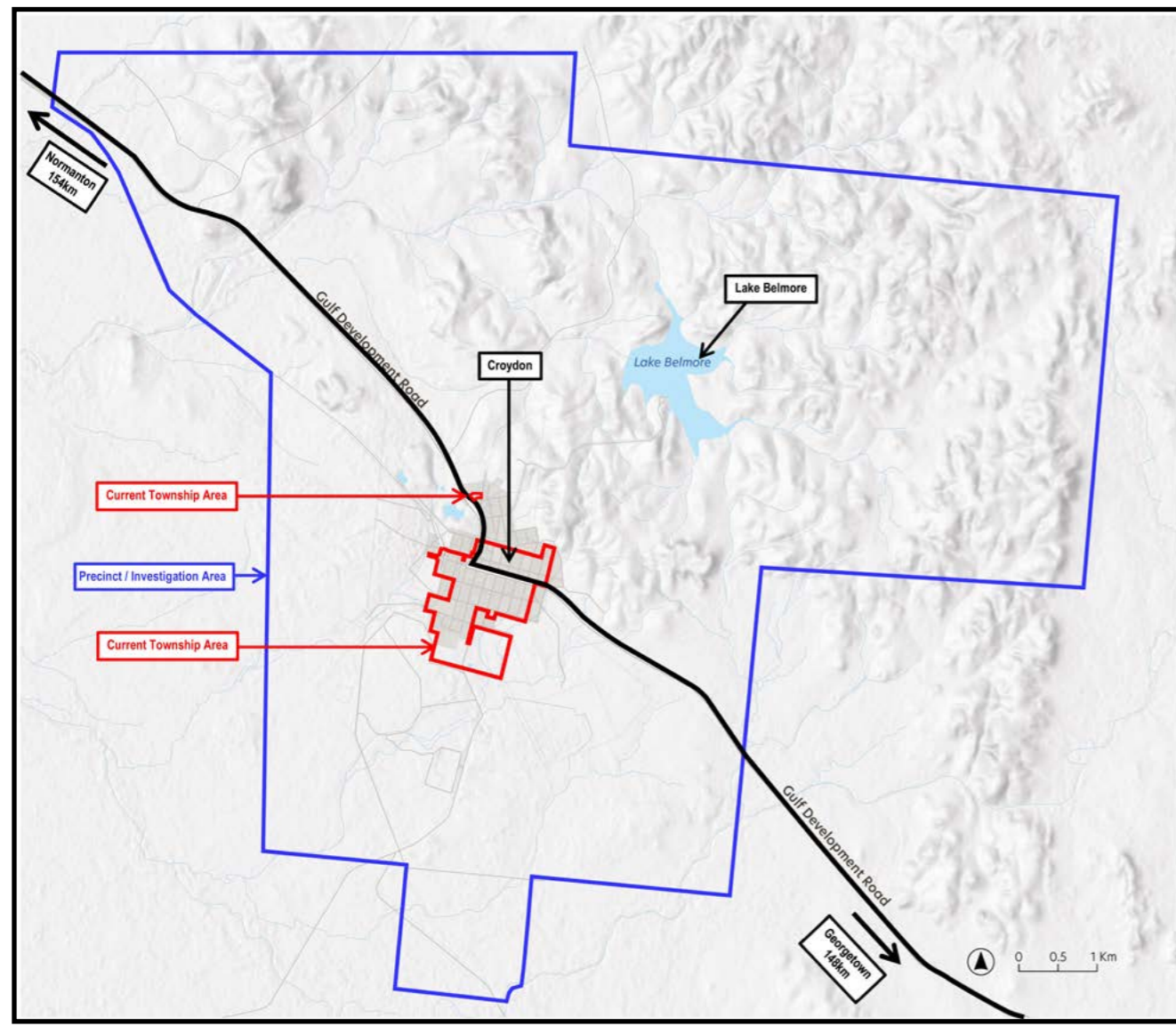
Approximately 60 individuals participated through a mix of drop-in sessions, focus groups, interviews, and a town hall meeting. Promotion of the consultation was comprehensive, including a mail-drop to all households containing an A5 project information and feedback card, alongside posters, social media notices, and direct stakeholder emails. The broad distribution of promotional materials ensured that all residents and stakeholders had the opportunity to engage.

A central feature of the engagement was a gallery of the 24 Priority Infrastructure Projects displayed at the Doris Casey Hall. The gallery included physical and digital materials outlining project concepts, with opportunities for participants to speak with the engagement team or leave written comments. A visual ranking method was used, allowing participants to place stars on preferred project summaries. This provided an immediate indication of high level community sentiment and offered a reference point to compare against the more detailed feedback gathered through structured sessions.

Targeted focus groups were held and a town hall meeting at the end of the week brought together a broad cross-section of the community, enabling open discussion of the 24 projects by residents with Councillors, Council staff, workstream leads, and project consultants. This format allowed elected members to observe community perspectives firsthand, supporting informed decision-making when the Master Plan progresses to formal adoption. Additional semi-structured interviews were also conducted with key stakeholders and service providers.

# The Investigation Area (Scope)

All projects need parameters. The geographic, tenure and land use parameters approved by the PGC for this Project at its outset, are described as “**The Investigation Area**”. All Project Deliverables have been aligned to the Investigation Area, described in Map below.



## Limitations

Many different perspectives were expressed during the engagement process. However, not all of these views align with the specific deliverables of this Project. Accordingly, the PGC determined, during the early planning phase, that engagement outcomes would inform not only the Master Plan, but also other regional strategic documents, such as Council’s five-year Corporate Plan and Planning Scheme amendment, among others. While every view was carefully considered, it is not possible to reflect them all within the 24 Priority Infrastructure Projects presented in this Master Plan. Some suggestions may be better suited to other strategic plans referenced above, rather than this infrastructure-specific Master Plan.

# Croydon Masterplan Overview

## ENGINEERING PAGE 19

### Landfill Upgrade

Est. Cost: \$812,500 Est. Time: 12 months



### Road Maintenance and Access Issues

Est. Cost: Subject to staging.



### Water Security - Lake Belmore

Est. Cost: \$2.4-12.8mil - \$12.5-25.5mil

Est. Time: 3-4 years

2nd Dam Est. Cost: \$12.5-25.5mil Est. Time: 5-7 years



### Regional Limitations (Communications)

Est. Cost: Subject to staging.



### Power Supply Resilience

Est. Cost: Subject to staging.



### Samwell-Sircom Intersection Safety Upgrade

Est. Cost: \$3.5mil Est. Time: 2-3 years



### Stormwater Drainage Improvement

Est. Cost: Subject to staging.



## TOWN PLANNING PAGE 89

### Residential and Industrial Expansion

Est. Cost: Subject to staging.



## SPORT + RECREATION PAGE 97

### Centenary Park Upgrade

Est. Cost: \$80,000



### Cemetery Swamp Upgrade

Est. Cost: \$200,000 to \$350,000



### Splash Park Revitalisation and Shading

Est. Cost: \$75,000



### Lake Belmore Recreation Strategy

Est. Cost: \$780,000 to \$1,100,000



### Footpaths and Walking Tracks

Est. Cost: N/A



### Rodeo Grounds Renewal

Est. Cost: \$180,000 to \$230,000



## KEY: PRACTICAL CONSIDERATIONS



## HERITAGE PAGE 109

### Historic Kerbing and Bridge Preservation

Est. Cost: \$250,000 - \$3.15mil



### Heritage Precinct Renewal

Est. Cost: \$10,000-\$2.1mil



### Town Hall Restoration

Est. Cost: \$275,000 - \$440,000



### Cemetery Restoration

Est. Cost: \$484,000 & \$897,000



### Old Cemetery Restoration

Est. Cost: \$484,000 & \$897,000



### Museum Upgrades

Est. Cost: \$50,000-\$5mil



### CWA Hall Activation

Est. Cost: \$435,000



## CULTURAL HERITAGE PAGE 156

### Dual-Language Signage, Cultural Wayfinding & Representation, Tagalaka Monuments, Sound Trails



## BUSINESS FEASIBILITY PAGE 162

### Short Term Accommodation Expansion

Est. Cost: \$5-10mil Est. Time: 12 months



### Truck Stop

Est. Cost: \$3.8mil Est. Time: 12 months





# ENGINEERING

<b>Landfill Upgrade</b>	<b>20</b>
<b>Road Maintenance and Access Issues</b>	<b>24</b>
<b>Water Security - Lake Belmore</b>	<b>47</b>
<b>Regional Limitations (Communications)</b>	<b>52</b>
<b>Power Supply Resilience</b>	<b>73</b>
<b>Samwell-Sircom Intersection Safety Upgrade</b>	<b>75</b>
<b>Stormwater Drainage Improvement</b>	<b>80</b>

# Landfill Upgrade



# Landfill Upgrade



## PROJECT SCOPE:

The proposed project scope is to provide upgrade to Croydon Township Landfill by providing and upgrade to the layout of the facility to better manage waste and recyclables. Scope also includes upgraded fencing to provide improved security and pest prevention measures, whilst also clearly defining the boundary of the landfill for operations and any cadastral adjustments required. This will accommodate future expansion of the landfill to align with environmental reporting and approvals..

## COSTINGS/ BUDGET:

\$812,500.00. This is a conceptual budget costing and is subject to detailed design and negotiations with key stakeholders.



## TIMEFRAMES/ STAGING PLAN:

These works would be delivered in a single stage, with final layout of fencing confirmed, any cadastral adjustments undertaken and pegged (if no adjustments, peg current cadastre) and then construction of fence works and any associated gates.

Survey and design works are anticipated to take 6 months from project commencement, with tender and construction taking another 6 months. Wet season/inclement weather would need to be considered for construction program.

## CONCEPT DESIGN:

A concept layout and fence detail has been prepared (114-102-SK44) and is provided in the Annexure documentation. This sketch also provides an overlay of the proposed future layout for the landfill expansion based on current environmental reports. The annexure also contains the standard drawing for the proposed fence.

## PRACTICAL CONSIDERATIONS (FROM WORKSTREAM TECHNICAL REPORTS):

### NATIVE TITLE

**N.** in Lot 40SY1. No practical consideration. Proposed expansion beyond Lot 40SY1 into adjacent Lots 952 SP178689 or Lot 6SY16 will impact native title.

### CULTURAL HERITAGE

**N.** No practical consideration.

### LAND TENURE

**N.** No practical consideration.

### ENVIRONMENT

**Y.** An Environment Management Plan (EMP) required under the landfill's Environmental Authority (NW0149 – December 2002) has been produced by 4 Elements Consulting and submitted to Stephen Frost at CSC on 13th October 2025. This has been reviewed without change.

### HERITAGE

**N.** No practical consideration.

### ENGINEERING

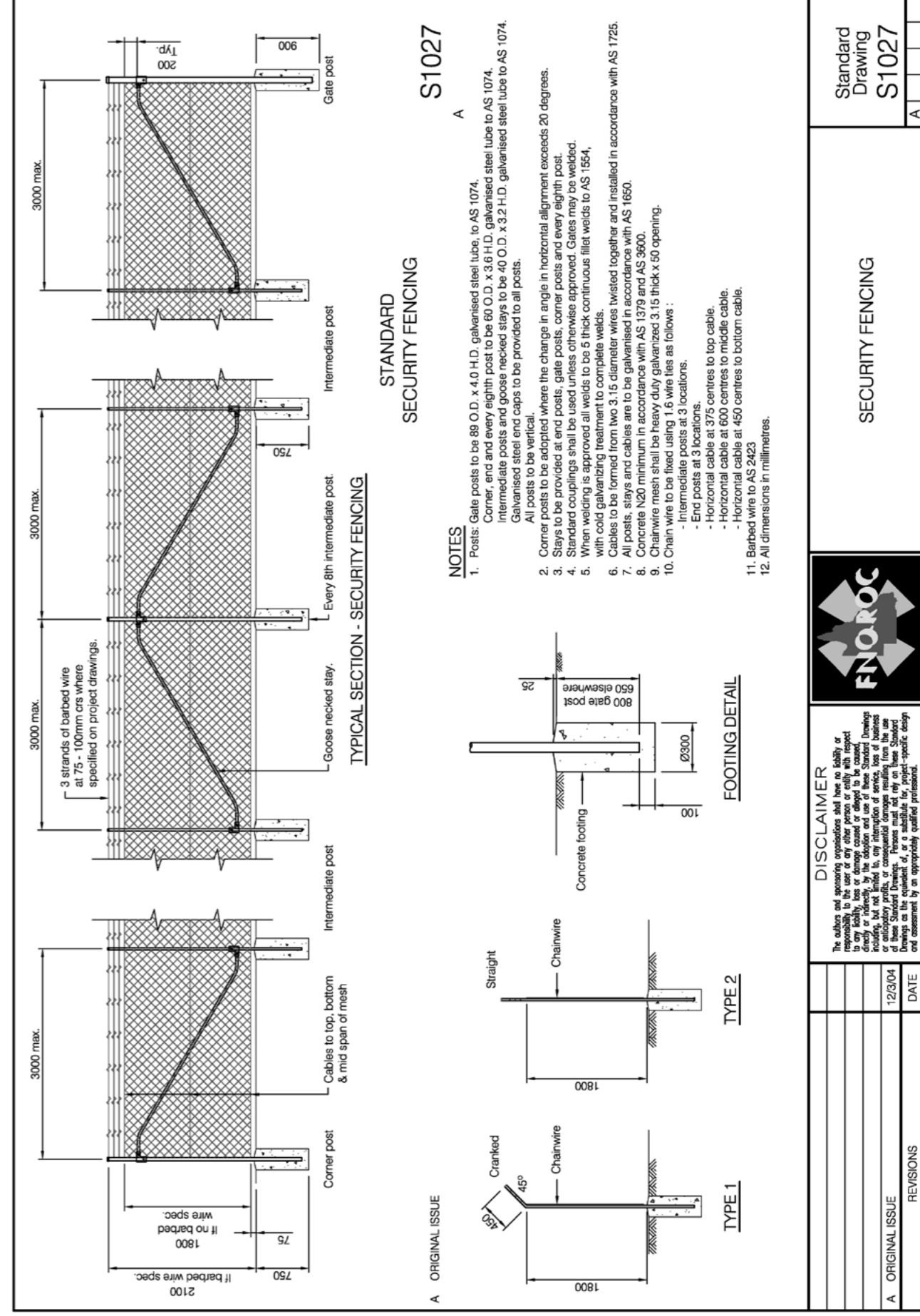
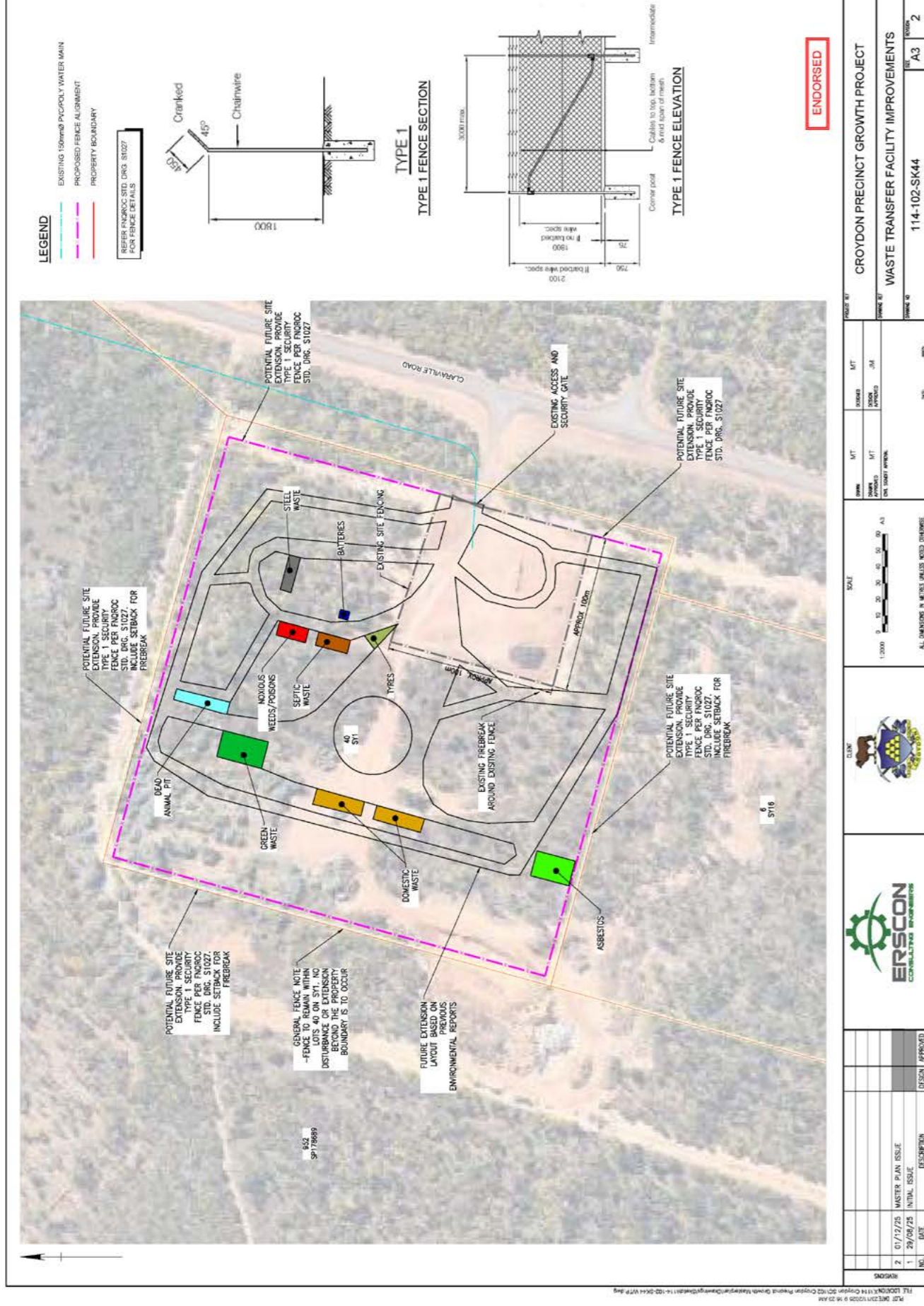
Any practical considerations have been addressed in the layout and reporting as this is an engineering workstream project.

## PLANNING AND REGULATORY

**N.** Given the proposal is limited to the construction of a boundary fence, there is no practical consideration. The Landfill site is located in the Rural Zone. Within the Rural Zone, a Utility Installation is Accepted Development if undertaken by a Public Sector Entity (Council) and therefore no Development Approval is required.

## RECOMMENDATIONS:

This project aligns with the goals of the rPPP project and would provide an improvement to the township facilities. It would allow for a more efficient and refined operation of the facility and complement the implementation of revised environmental plans for the site. The proposed fenced area should provide sufficient waste operations for the township for the foreseeable future and allow for expansion of current activities if approved under future ERA/use applications. This is demonstrated with the overlay of the future proposed landfill site layout being contained within the expanded fenced area. The current EMP and EA are provided in annexure.



# Road Maintenance and Access Issues



# Road Maintenance and Access Issues



## PROJECT SCOPE:

The project scope is to provide improved road maintenance and access throughout the township area and surrounds. This project is an ongoing challenge due to varying severity of damage from severe weather events.

## COSTINGS/ BUDGET:

This is difficult to provide a singular budget for, as this is a project that is going to be ongoing as maintenance issues and access issues arise, particularly after severe weather events. Reference should be made to the recommendations.

For the realignment/formalization of tracks within town to better align with sealed roads they are connecting to, a typical budget of \$500,000 per km should be allocated to provide the required roadworks and linemarking, and \$250,000 to provide re-alignment and signage at each intersection affected.

A town wide audit of street naming signs, directional signage to community facilities and road signage is proposed as a project within this overall project. Budget would vary depending on the outcome of signage audit as well as request from community for directional and informative signage around facilities, however an allocation of \$500,000 would provide a significant outcome.

## TIMEFRAMES/ STAGING PLAN:

As noted previously, this project is an ongoing project and reference should be made to the recommendations.

A town wide audit of street naming signs, directional signage to community facilities and road signage (e.g. intersection warnings, give ways signs etc.) could be conducted as an immediate project to facilitate the replacement/improvement of signage throughout the town. A project of this scope could be completed within a calendar year.

## CONCEPT DESIGN:

There is no singular design solution to road maintenance and access issues throughout the township and surrounds, as these occur at different severities and different locations depending on road usage, wet season impact etc. Designs can be developed as appropriate and targeted funding becomes available, for example under DRFA Betterment or Roads 2 Recovery funding. Some typical road maintenance issues are provided in Annexure" from a previous road safety audit of Richmond Road. It can be expected these typical maintenance issues would arise throughout the shire.

Further potential major road re-alignments or road reserve realignments are noted in sketches provided in Annexure.

A number of informal tracks connecting to roads within the township area have issues with sight distance and signage due to their inconsistent connections to the road network. A number of roads/tracks within the town are not located within the dedicated road reserve and require re-alignment to be within the dedicated road reserve, as well as aligning better with the existing road network to provide safe intersections/connections. These are identified in 114-102-SK46 in Annexure. Additionally, roads leading toward Lake Belmore require consideration to be provided with gazetted road reserve over their current alignment as presently they are located within land. These are identified in 114-102-SK48 in Annexure, with comments provided by Ausnorth Consulting and Hardy Town Planning.

## PRACTICAL CONSIDERATIONS (FROM WORKSTREAM TECHNICAL REPORTS):

### NATIVE TITLE

**N.** No practice obstacle provided within road reserve.

Where outside of road reserve, high likelihood of NT impact.

### CULTURAL HERITAGE

**N.** No practice obstacle provided within road reserve.

Where outside of road reserve, high likelihood of NT impact.

### LAND TENURE

**N.** No practice obstacle provided within road reserve.

Where outside of road reserve, high likelihood of NT impact.

Roads should not impact on tenure, however where roads have been found to be within a property rather than road reserve, it should be considered whether to adjust cadastral boundaries or re-align the road.

### HERITAGE

**Y.** Due consideration must be given to the preservation, documentation and appropriate treatment of the historic sandstone kerbing, drainage infrastructure and bridge remnants. Signage placement to consider visual impacts on heritage places, town character and streetscapes, and cohesiveness with current signage.

### ENGINEERING

Any practical considerations have been addressed in the layout and reporting as this is an engineering workstream project.

### PLANNING AND REGULATORY

**N.** Given that all works are proposed within road reserves there is no practical consideration. Consideration to be given to roads currently traversing private land to be provided with gazetted road reserve.

# Road Maintenance and Access Issues



# Road Maintenance and Access Issues



## ENVIRONMENT

Y. general environmental protocols are:

All vegetation that is not Category X non-regulated vegetation will require review under TMR's guidelines to determine if activities are exempt under the *Vegetation Management Act 1999*. Irrespective, it is recommended that a DETSI-certified fauna spotter-catcher is employed to conduct a pre-clear and post-clear assessment and to be present during clearing, especially in areas where larger-sized trees (> 30 cm DBH) or structures potentially provide habitat to threatened (MNES or MSES) or Special Least Concern species (e.g. colonial-nesting birds, microbats, echidnas etc.).

If any currently used breeding places of Special Least Concern species (under *Nature Conservation Act 1992*) are observed during the pre-clear assessment, a high-risk Species Management Plan (SMP) will be required for review by DETSI. Breeding places of Least Concern species require a low-risk SMP, and appropriate handling by the fauna spotter-catcher.

Ensure clearing and construction is accompanied by a suitable Environmental Management Plan (EMP) for overarching environmental risk assessment and management, and an Erosion Sediment Control Plan (ESCP). Both of these should comply with TMR requirements.

Disturbance of soil has the potential to encourage weed invasion. All light and heavy vehicles should arrive clean to the site prior to start of works. The delineation of the project footprint will prevent machinery from entering retained vegetation and reduce weed spread. Weed washdowns are required (following DETSI guidelines) for contaminated or potentially contaminated plant. Follow the current CSC Pest Management Plan.

All approved clearing areas must be clearly delineated by a registered surveyor prior the start of vegetation clearing, and felled material preferably mulched on-site.

Removal of street trees should be followed by replanting to maintain long-term shade assets, but with a strong focus on local native species suitable for street tree plantings.

## RECOMMENDATIONS:

Croydon Shire's Road maintenance and access challenges are deeply rooted in its geography, climate, and limited resources. Flooding, unsealed roads, and fractured supply lines impose high costs and safety risks. Targeted efforts through betterment works, sealing projects, culvert installations have demonstrated clear resilience benefits.

Sustained investment, policy support, and strategic planning are essential to secure Croydon's connectivity, economic vitality, and safety.

Projects that may arise under maintenance and access are linemarking and signage replacement, surfacing restoration and road rehabilitation.

Generally these are not evident until assessment of the road network after a severe or prolonged weather event. Council should continue to engage with government on restoration and betterment funding for roads and undertake inspections as soon as it is safe and practical following a severe weather event. This allows a timely response to fix road hazards and issues. Where continued failure of road sections occur, or there is evidence of a required improved drainage solution (e.g. culverts), Council should engage with their chosen engineering consultant to access funding for improvement works.

A town wide audit of street naming signs, directional signage to community facilities and road signage (e.g. intersection warnings, give ways signs etc.) is proposed as a high priority outcome of this project.



#### 4. Identified Issues

##### 4.1 Specific Issues – Southbound)

A detailed summary of the items identified as part of the Existing Road Safety Audit is provided below. For the purposes of reporting, the items have been noted against an applicable chainage with the Gulf Developmental Road / Richmond Road intersection referred to as Chainage 0.0.

Table 4.1 Specific Issues

Item 1: General Item – Richmond Road		
Issue Description	Imagery	
Richmond Road does not incorporate any line marking or raised retroreflective pavement markers (RRPMs). In addition, several guideposts are damaged or missing. This may cause driver confusion regarding the road alignment, particularly during dark and/or wet conditions.		
<b>Risk Rating</b>		
<b>Likelihood</b>	<b>Severity</b>	<b>Rating</b>
Possible	Moderate	High
<b>Recommended Treatment</b>		
Install edge line markings and reinstate guideposts in accordance with MUTCD. This may include raised retro reflective pavement markers (RRPMs).		
<b>Response to Audit Findings</b>		

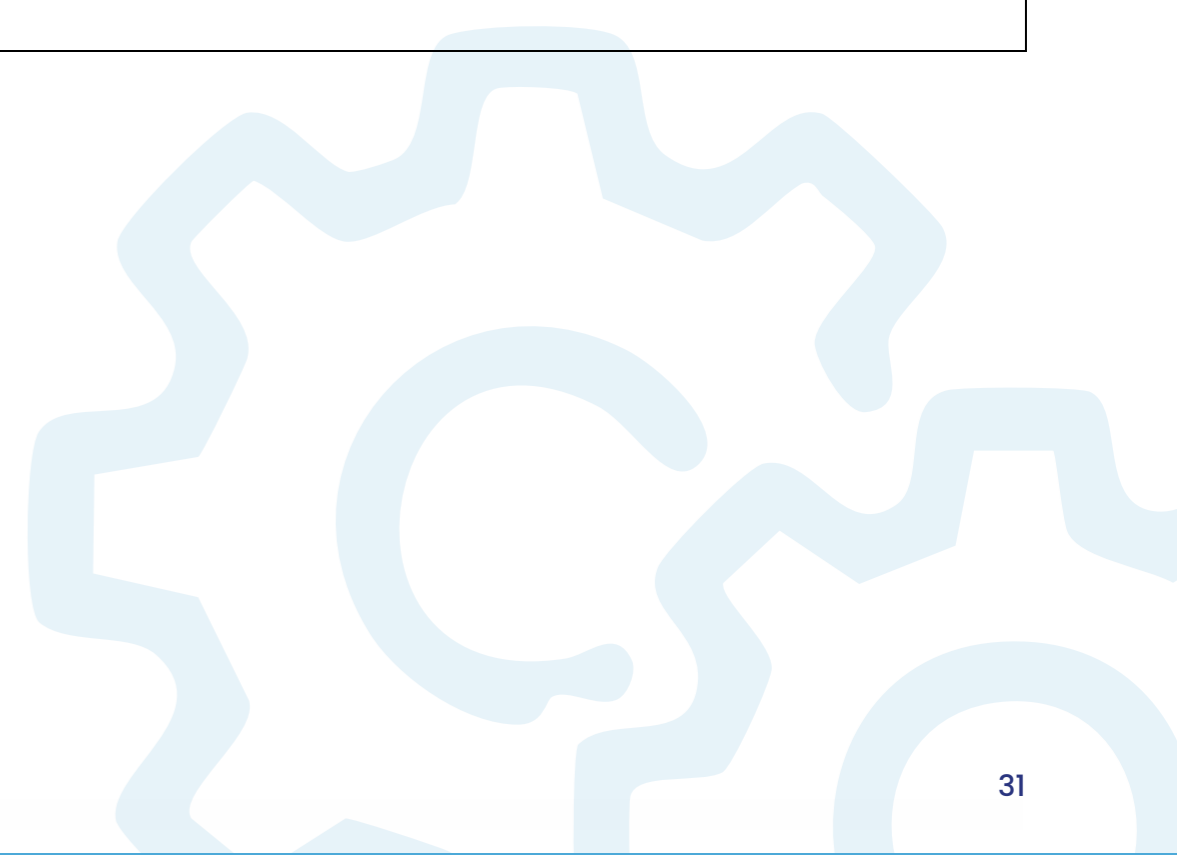
Item 2: Gulf Developmental Road / Richmond Road Intersection Chainage 0.0 – Faded line marking		
Issue Description	Imagery	
Line marking at the intersection is faded and difficult to identify. This may make it difficult for drivers to identify traffic lanes and conflict points, particularly in dark conditions.	 	
<b>Risk Rating</b>		
<b>Likelihood</b>	<b>Severity</b>	<b>Rating</b>
Possible	Moderate	High
<b>Recommended Treatment</b>		
<ul style="list-style-type: none"> <li>Reinstate the faded line marking.</li> <li>Install RRPMs in accordance with MUTCD.</li> </ul>		
<b>Response to Audit Findings</b>		






Item 3: Gulf Developmental Road / Richmond Road Intersection Chainage 0.0 – Bent Signage		
<p>The Give-Way signage is slightly damaged at the intersection. This may make it difficult for drivers to identify, particularly in dark conditions.</p>		
Risk Rating		
Likelihood	Severity	Rating
Rare	Moderate	Low
Recommended Treatment		
<ul style="list-style-type: none"> <li>Repair the damaged Give-Way signage.</li> </ul>		





Item 4: General Item – Richmond Road – Advanced intersection signage		
Issue Description	Imagery	
<p>Richmond Road doesn't incorporate any advanced intersection signage to advise drivers of the approaching intersection.</p>		
Risk Rating		
Likelihood	Severity	Rating
Possible	Moderate	High
Recommended Treatment		
<p>Install advanced warning signage to advise drivers of the approaching T intersection.</p>		
Response to Audit Findings		








Item 5: Richmond Road Chainage 0.2 – Left Turn Signage		
Issue Description	Imagery	
<p>A sweeping bend is located on the road alignment, however a 90 degree Left Turn sign is shown. This may cause drivers to unnecessarily slow down for the turn which may lead rear-end incidents.</p> <p>No guideposts or line marking are provided at the bend which may impact on driver ability to identify the road alignment, particularly in dark and wet conditions.</p>		
		
Risk Rating		
Likelihood	Severity	Rating
Unlikely	Moderate	Medium
Recommended Treatment		
<ul style="list-style-type: none"> <li>Install RRPMS, line marking and guideposts.</li> <li>Replace the sign with a Curve sign.</li> </ul>		
 <span style="margin-left: 20px;">W1-3(L)</span>		
Response to Audit Findings		




Item 9: Richmond Road Chainage 5.9 – Dip in Carriageway		
Issue Description	Imagery	
<p>A dip / causeway is located in the carriageway. It's anticipated that this is to accommodate overland flow during flooding events. No signage is provided to advise drivers of the dip which may cause drivers to lose control of their vehicles and veer off carriageway.</p>		
	Risk Rating	
Likelihood	Severity	Rating
Possible	Minor	Low
Recommended Treatment		
<p>Install DIP signage on both approaches to the dip in accordance with MUTCD.</p>		
 <span style="margin-left: 20px;">W5-9</span>		
Response to Audit Findings		




Item 10: Richmond Road Chainage 6.4-7.1 - Dip in Carriageway with Bend		
Issue Description	Imagery	
<p>A narrow dip / causeway is located in the carriageway. It's anticipated that this is to accommodate overland flow during flooding events. No signage is provided to advise drivers of the dip which may cause drivers to lose control of their vehicles and veer off carriageway.</p> <p>The road surface is also uneven.</p> <p>A series of sweeping bends are located on the road alignment however a 90 degree Turn sign is shown in some locations. This may cause drivers to unnecessarily slow down for the turn which may lead rear-end incidents.</p>		
		
Risk Rating		
Likelihood	Severity	Rating
Possible	Moderate	High
Recommended Treatment		
<ul style="list-style-type: none"> <li>• Install DIP signage on both approaches to the dip in accordance with MUTCD.</li> <li>• Ensure the carriageway way width is sufficient to accommodate two-way traffic.</li> <li>• Install guideposts on the bends in the road alignment.</li> <li>• Repair the damaged road surface.</li> <li>• Install a Curve sign.</li> </ul>		
		





Item 14: Richmond Road Chainage 8.9 – Shoulder Damage		
Issue Description	Imagery	
<p>The shoulder of the carriageway surface is damaged which might be a hazard for vehicles travelling southbound causing drivers to lose control of vehicles.</p>		
Risk Rating		
Likelihood	Severity	Rating
Unlikely	Moderate	Medium
Recommended Treatment		
Repair the damaged shoulder and road surface.		
Response to Audit Findings		








Item 16: Richmond Road Chainage 9.7 – Debris On Carriageway		
Issue Description	Imagery	
Some debris from a fire is located on the edge of the carriageway which may be a hazard for passing vehicles.		
<b>Risk Rating</b>		
<b>Likelihood</b>	<b>Severity</b>	<b>Rating</b>
Unlikely	Minor	Low
<b>Recommended Treatment</b>		
Remove the debris from the carriageway during routine maintenance.		
<b>Response to Audit Findings</b>		




Item 17: Richmond Road Chainage 10 – Successive Curves		
Issue Description	Imagery	
An S bend is located on the road alignment; however no signage is provided. Drivers may have difficulty identifying the road alignment particularly during dark conditions.		
<b>Risk Rating</b>		
<b>Likelihood</b>	<b>Severity</b>	<b>Rating</b>
Possible	Moderate	High
<b>Recommended Treatment</b>		
Install a Reverse Bend sign in accordance with MUTCD.		
		
<b>Response to Audit Findings</b>		




Item 21: Richmond Road Chainage 13.2 - 13.4 – Narrow Causeway with Crest and Bend		
Issue Description	Imagery	
<p>A series of narrow dip / causeways are located in the carriageway. It's anticipated that this is to accommodate overland flow during flooding events. No signage is provided to advise drivers of the dip which may cause drivers to lose control of their vehicles and veer off carriageway.</p> <p>The road surface is also uneven.</p> <p>A series of crests and bends are located in close proximity to the dip.</p> <p>An S-bend is also located on the carriageway.</p>		
Risk Rating		
Likelihood	Severity	Rating
Possible	Moderate	High
Recommended Treatment		
<ul style="list-style-type: none"> <li>Ensure the carriageway way width is sufficient to accommodate two-way traffic.</li> <li>Repair the damaged road surface.</li> <li>Install DIP signage on both approaches to the dip in accordance with MUTCD</li> <li>Install curve or reserve bend signage</li> <li>Install RRPMS, line marking CAMs and guideposts.</li> </ul>		
Response to Audit Findings		

Item 23: Richmond Road Chainage 16.1-16.9 – Narrow Culverts		
Issue Description	Imagery	
<p>A series of narrow culverts and causeways are located on a narrow section of the carriageway. Several guideposts are missing.</p> <p>Also, vehicles may have difficulty identifying that the carriageway narrows on approach to the culverts which may result in head-on type incidents.</p> <p>The road surface is also uneven in some locations.</p>	 	
Risk Rating		
Likelihood	Severity	Rating
Unlikely	Moderate	Medium
Recommended Treatment		
<ul style="list-style-type: none"> <li>Install width markers and/or narrow signage on both approaches to the culvert in accordance with MUTCD.</li> <li>Repair the damaged road surface.</li> </ul>		
Response to Audit Findings		






Item 35: Richmond Road Chainage 26.3 – Pot Hole		
Issue Description	Imagery	
A pothole is located in the carriageway. The uneven surface may cause drivers to lose control of vehicles.		
Risk Rating		
Likelihood	Severity	Rating
Unlikely	Minor	Low
Recommended Treatment		
Repair the damaged road surface.		
Response to Audit Findings		




Item 38: Richmond Road Chainage 27.8 – Rough Road Surface		
Issue Description	Imagery	
The road surface is narrow uneven, which may cause drivers to lose control of vehicles, particularly during dark conditions. A sweeping bend is located on the road alignment. And no guideposts are provided. A narrow dip / causeway is also located in close proximity to the bend.		
Risk Rating		
Likelihood	Severity	Rating
Possible	Moderate	High
Recommended Treatment		
<ul style="list-style-type: none"> <li>• Repair the damaged road surface.</li> <li>• Install guideposts.</li> <li>• Install a Curve signs and CAMS.</li> <li>• Install DIP signage on both approaches to the dip in accordance with MUTCD</li> </ul>		
Response to Audit Findings		

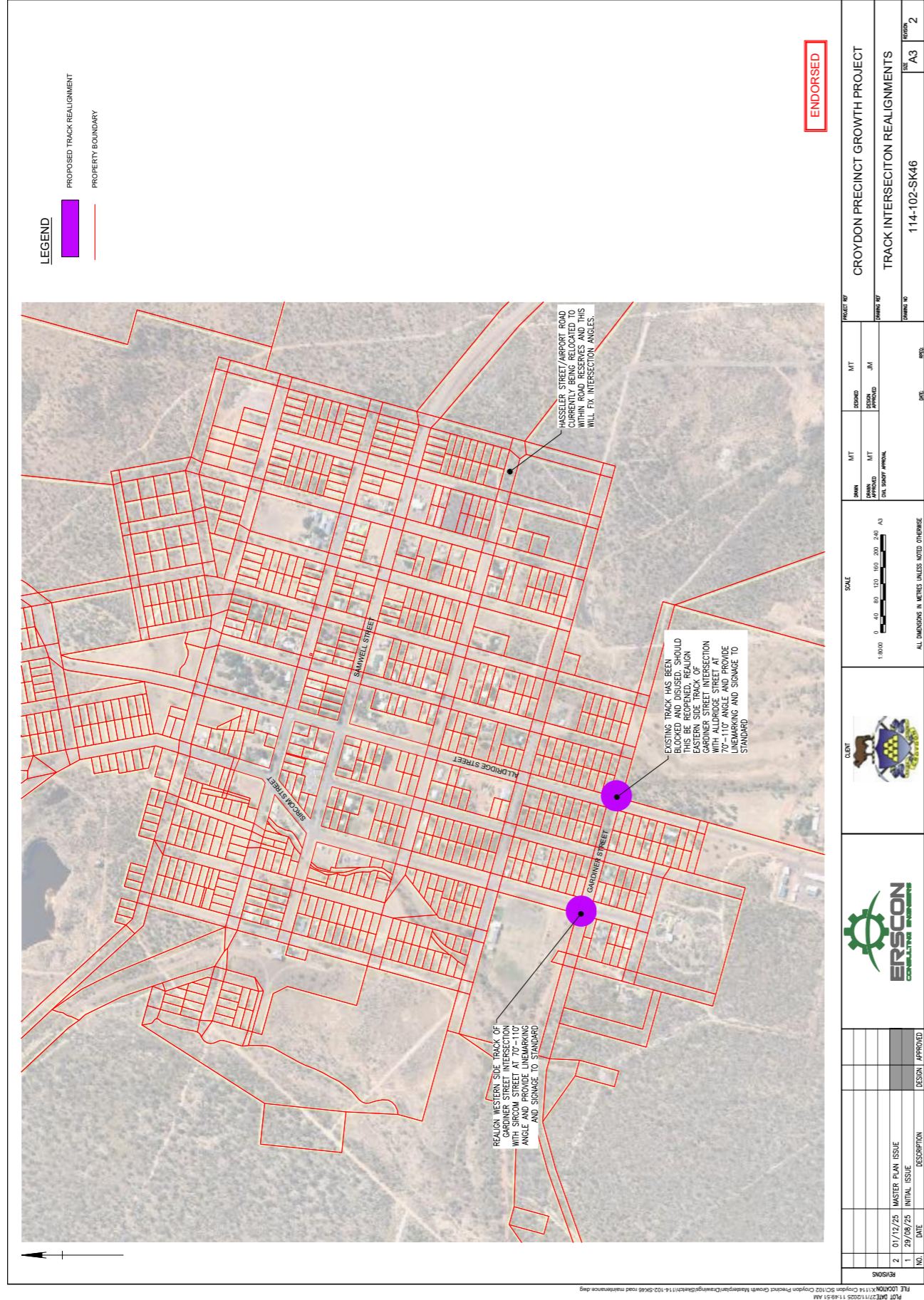


Item 114: Richmond Road Chainage 146 – 148– Pot holes, surface damage and shoulder damage	
Issue Description	Imagery
<p>The road surface is uneven with potholes and shoulder damage which may be a hazard for vehicles, particularly during dark conditions.</p> <p>A drop off is located at the edge of the carriageway to the shoulder. This may be a hazard for errant vehicles.</p>	
	
	



		
Risk Rating		
Likelihood	Severity	Rating
Possible	Moderate	Medium
Recommended Treatment		
<ul style="list-style-type: none"> <li>• Repair the damaged road surface.</li> <li>• Install guideposts on bends along the road alignment where required by MUTCD</li> </ul>		
Response to Audit Findings		





# Water Security (Lake Belmore)



## PROJECT SCOPE:

Investigate and propose a solution to provide improved water security for the shire through a 2nd dam or improvements to Lake Belmore.

## COSTINGS/ BUDGET:

Reference is made to Section 4 of the "Infrastructure Workstream Technical Report" which has detailed costings/ budgets for the project. Upgrades to Lake Belmore are anticipated to be between \$2.4 million to \$12.8 million, whilst a new dam to be between \$12.5 million to \$25.5 million

## TIMEFRAMES/ STAGING PLAN:

Works on either option would be best undertaken and completed between wet seasons to allow for completion of works and to best capture the following seasons rainfall. The option to upgrade the existing dam could be delivered in two stages, one being the dam wall height increase and the second being the dredging of the subsurface area, once the subsurface profile is better understood from a subsurface sonar survey.

To deliver the 2nd dam, it would be a multi stage project involving at least investigations, negotiations with traditional owners/native title/cultural heritage, application to government, negotiations to approval with all stakeholders, design and construction.

## CONCEPT DESIGN:

A concept of the expansion of the existing Lake Belmore water surface area is provided in drawing 114-102-SK40 in Annexure documentation.

There are a number of height increase options available to consider, and the best outcome would be dependent on clarification around the impact on native title, cultural heritage and environmental concerns based on the expanded water surface footprint.

A 2.0m dam wall height increase would provide an additional 78.5% storage based on the current maximum storage volume. Dredging of the dam subsurface base would further increase the storage volume. Concern exists around rocky subsurface material and potential contaminants.

Additionally, the options for the extent of a 2nd dam based on the above highest water levels are provided in drawing 114-102-SK41 in Annexure. This demonstrates the potential extent of submergence of existing land and the extent that would need to be investigated and considered with traditional owners and government parties.

Reference for any dam works should be made to the Queensland Governments "Dam Safety Management Guideline" publication.

Additionally, the options for the extent of a 2nd dam based on the above highest water levels are provided in drawing 114-102-SK41 in Annexure. This demonstrates the potential extent of submergence of existing land and the extent that would need to be investigated and considered with traditional owners and government parties.

Reference for any dam works should be made to the Queensland Governments "Dam Safety Management Guideline" publication.



## PRACTICAL CONSIDERATIONS

### (FROM WORKSTREAM TECHNICAL REPORTS):

#### NATIVE TITLE

**Y.** Where the intended water security works are to occur outside the boundaries of lot 951 SP186241 (Lake Belmore Reserve), Native Title will be impacted.

#### CULTURAL HERITAGE

**Y.** Where the intended water security works are to occur outside the boundaries of lot 951 SP186241 (Lake Belmore Reserve), Cultural Heritage considerations will need to be had.

#### LAND TENURE

**N.** No practical consideration (subject to works occurring within Lot 951 on SP186241 (Lake Belmore Reserve) or adjacent Council Term Lease Lot 1 on SP186241. Where a second dam is proposed outside these lot boundaries, further assessment would be required.

#### ENVIRONMENT

**Y.** The Lake itself is man-made and has limited national or state environmental constraints as an entity on its own, but as it is connected to pre-existing natural waterways (particularly the Level 2 (Moderate priority) waterway that flows through it from E to W, it does hold significant weight in terms of any changes to hydrology.

These waterways require significant discussions with SARA through a referral under SDAP Codes 16 and 18 particularly, if any modifications or changes are proposed that could detract from their natural character, flow/hydrology, or provision of habitat and native vegetation. Recommend include very early engagement with SARA and a consulting hydrologist, for discussion around these Code impacts for either option.

#### HERITAGE

**Y.** The new dam proposal will require on-site ground-truthing to confirm the presence and appropriate documentation and treatment of any historic heritage values within the affected area. **N.** No obstacles for current dam expansion proposal.

#### ENGINEERING

Any practical considerations have been addressed in the layout and reporting as this is an engineering workstream project.

#### PLANNING AND REGULATORY

**Y.** an upgrade to the existing Lake Belmore Dam or the construction of a new dam would be subject to a substantial assessment process and would include Local, State and Commonwealth Government consultation and approvals.

## RECOMMENDATIONS:

The outcome of the investigations and community feedback is to consider upgrades to the existing dam as well as potential for a 2nd dam. Upgrades to the dam would be subject to a substantial assessment process, including Local, State & Commonwealth Government agencies, as well as geotechnical, hydrological and structural considerations of the current dam wall and proposed upgrades. Native title, cultural heritage and environmental also require significant consideration for the expanded surface area.

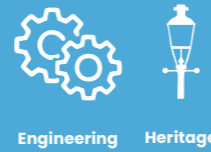
A 2nd dam will require extensive and thorough investigations with traditional owners, geotechnical, hydrological and environmental investigations. Significant negotiations and significant timeline to approvals are expected for a 2nd dam. This would be subject to a substantial assessment process, including Local, State &

Commonwealth Government agencies. Should all parties reach a suitable conclusion and approval for a 2nd dam, survey, design and construction could then be considered.

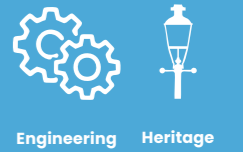
It is recommended to proceed with at the minimum, subsurface sonar survey of the existing dam to allow calculation for the required minimum removal of subsurface material to provide an improvement to the storage in the short term. It is understood due to the rocky nature of the base of the dam that instead of dredging, works may be undertaken with bulldozers and trucks when the dam level is low. The dam wall upgrade is likely a medium to long term improvement, as the removal of the existing base material would be sensibly completed first. Any works to the subsurface could be undertaken at times when the dam volume is lowered by extended dry periods.



# Regional Limitations (Communications)



# Regional Limitations (Communications)



## PROJECT SCOPE:

Telecommunications in Croydon is significantly constrained by the remote geography. Any impact on the communications connection due to severe weather to the town can impact connectivity for a prolonged period. This project is to investigate what options are available to improve connectivity and reliability to Croydon. Primary concerns this project aims to address is reliability/speed of internet services, and option of service providers (Telstra as the only provider)

## COSTINGS/ BUDGET:

A costing/budget is very difficult to assign to this project, as there is no simple solution such as new infrastructure to improve the communications. Primary recommendation is to seek government funding opportunities to provide improved connectivity to the township.

## TIMEFRAMES/ STAGING PLAN:

As the solution predominantly revolves around solutions available to individual properties, rather than large scale infrastructure, staging would best be allocated against what funding arrangements that could be made available.

## CONCEPT DESIGN:

The federal government has established a legislated obligation to provide baseline mobile coverage across Australia through the Universal Outdoor Mobile Obligation (UOMO). The legislation leverages new Direct to Device Low Earth Orbit Satellite (LEOSat) technology, and can provide 100% coverage to the shire provided the user's device has the appropriate technology.

The 2024 Regional Telecommunications Review (MacTiernan Review) by the federal government makes note of the "Better Connectivity Plan for Regional and Rural Australia". Part of this sees an agreement between NBN Co and Amazon Project Kuiper, bringing high speed broadband to regional communities, via LEOSat technology. This will provide a more stable and speed rich outcome over the current Sky Muster system. The technology is currently slated to be available in late 2026 through NBN Co., with completion in early 2028. This will provide community members an option for an "all weather" reliable solution and reduce downtime of local communication connection. Refer "Project Number 16 Annexure" for a graphic representation of this technology.

The "First Nations Community Wi-fi Program" should be considered for an option for community and public spaces. This would provide free wifi in these areas through "meshed" wi-fi networks that would help provide greater access for First Nations peoples and the community in general.

## PRACTICAL CONSIDERATIONS (FROM WORKSTREAM TECHNICAL REPORTS):

### NATIVE TITLE

**N.** No practical consideration on present scoping.

Where telecommunications infrastructure is required to be installed, reassessment must occur first.

### CULTURAL HERITAGE

**N.** No practical consideration on present scoping.

Where telecommunications infrastructure is required to be installed, reassessment must occur first.

### LAND TENURE

**N.** No practical consideration on present scoping.

Where telecommunications infrastructure is required to be installed, reassessment must occur first.

### ENVIRONMENT

**N.** No practical consideration on present scoping. Where telecommunications infrastructure is required to be installed, reassessment must occur first.

### HERITAGE

**Y.** Approvals required if modifications are proposed to either local or state heritage places.

## ENGINEERING

Any practical considerations have been addressed in the layout and reporting as this is an engineering workstream project

## PLANNING AND REGULATORY

**N.** No planning requirements

## RECOMMENDATIONS:

This project aligns with the goals of the rPPP project and would provide an improvement to the township facilities. It would allow for a more efficient and refined operation of the facility and complement the implementation of revised environmental plans for the site. The proposed fenced area should provide sufficient waste operations for the township for the foreseeable future and allow for expansion of current activities if approved under future ERA/use applications. This is demonstrated with the overlay of the future proposed landfill site layout being contained within the expanded fenced area. The current EMP and EA are provided in annexure.



5 August 2025

## MEDIA RELEASE

### NBN Co selects Amazon’s Project Kuiper to bring low Earth orbit (LEO) satellite broadband to Australia

NBN Co and Amazon today announced an agreement to deliver high-speed, wholesale fixed broadband to customers in parts of regional, rural and remote Australia via Project Kuiper’s low Earth orbit (LEO) satellite technology.

Project Kuiper is Amazon’s satellite broadband business that will provide fast, reliable internet to customers around the world. Amazon is planning to launch its service in Australia from the middle of 2026.

When Project Kuiper launches in Australia, NBN Co plans to offer wholesale residential-grade fixed LEO satellite broadband services to more than 300,000 premises within our existing satellite footprint via participating Retail Service Providers (RSPs).

nbn’s wholesale LEO satellite offering powered by Project Kuiper will be available to both eligible<sup>1</sup> existing and new customers within nbn’s satellite footprint, via participating RSPs.

The agreement will enable NBN Co to transition from its existing geostationary Sky Muster satellite service over the coming years and will complement NBN Co’s investments in fibre and fixed wireless upgrades for regional Australia.

NBN Co will shortly start consultation with RSPs, regional communities and stakeholders, to help inform what speed tiers are offered, wholesale pricing and the upgrade for customers.

The consultation will consider the offer of equipment and professional initial standard installation and assurance at no cost for existing eligible<sup>1</sup> nbn satellite customers, via participating RSPs.

Project Kuiper’s low-latency, high-bandwidth satellite network will provide significant improvements to the quality and reliability of broadband for eligible regional, rural and remote communities.

To achieve its goals, Project Kuiper is deploying thousands of satellites in low Earth orbit — connected to each other by high-speed optical links that will create a mesh network in space—and linked to a global network of antennas, fibre, and internet connection points on the ground.

The initial satellite constellation will include more than 3,200 satellites, which began deploying in April 2025 with its first operational launch. There are currently 78 Kuiper satellites in orbit, after three successful launches in less than three months.

**Ellie Sweeney, Chief Executive Officer at NBN Co, said:**



“LEO satellite broadband, supplied by NBN Co and powered by Amazon’s Project Kuiper, will be a major leap forward for customers in parts of regional, rural and remote Australia.

“This important agreement will complement our other major network upgrades that have involved the rollout of full fibre services across much of our fixed line network and the deployment of the latest 5G millimetre wave technology to improve the speed and capacity of our fixed wireless network.

“Australians deserve to have access to fast, effective broadband regardless of whether they live in a major city, on the outskirts of a country town or miles from their nearest neighbour. That’s what nbn was set up to deliver. By upgrading to next generation LEO satellite broadband powered by Project Kuiper, we are working to bring the best available technology to Aussies in the bush.

“Transitioning from two geostationary satellites to a constellation of Low Earth Orbit satellites will help to ensure the nbn network is future-ready and delivers the best possible broadband experience to customers living and working in parts of regional, rural and remote Australia.

“We plan to bring faster, lower latency broadband to Australians living and working in regional, rural and remote areas, enabling their ongoing participation in the economy for work, study, telehealth, streaming entertainment and connecting with family and friends.

“This new LEO service will eventually replace our geostationary satellites, and we are committed to working with regional communities to ensure we provide continuity of service and make the transition as smooth and seamless as possible.”

**Rajeev Badyal, Vice President, Technology at Amazon’s Project Kuiper, said:**

“We’ve designed Project Kuiper to be the most advanced satellite system ever built, and we’re combining that innovation with Amazon’s long track record of making everyday life better for customers. We’re proud to be working with nbn to bring Kuiper to even more customers and communities across Australia and look forward to creating new opportunities for hundreds of thousands of people in rural and remote parts of the country.”

#### From Sky Muster to LEO

NBN Co will continue to maintain and operate its two geostationary Sky Muster satellites until the company transitions to Project Kuiper’s satellite network to help enable continuity for customers in parts of regional, rural and remote Australia that are reliant on satellite telecommunications.

NBN Co’s two Sky Muster satellites are expected to remain viable and operational until approximately 2032, so the company is exploring its options regarding these assets, once all existing customers have been transitioned to nbn’s new wholesale LEO satellite offering, powered by Project Kuiper.



**Registrations of Interest via NBN Co website**

NBN Co has invited existing Sky Muster and Sky Muster Plus customers and potential new customers to register their interest to receive updates at [nbnco.com.au/register](https://nbnco.com.au/register).

**ENDS**

All media assets, including hi-res imagery and videos, can be found [here](#).

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Jessica Smart		smartjes@amazon.com

**Footnotes**

1. Eligible customers are customers with fixed address Premises within the current nbn satellite footprint that can receive nbn’s wholesale LEO satellite offering, powered by Project Kuiper, including both existing Sky Muster and Sky Muster Plus satellite service customers and new customers within the current nbn satellite footprint. Installation would be provided at no cost for a professional initial standard installation by a qualified nbn technician. Further information about customer equipment and installation will be made available following consultation with RSPs, government and regional stakeholders.

**Resources**



For more information, visit [nbn.com.au](https://nbn.com.au)

**BIRRR MEDIA RELEASE**  
**5th August 2025**  
**Bush advocates welcome**  
**NBN and Amazon satellite deal**



Bush advocates have welcomed news that NBN Co has signed a contract with Amazon’s Project Kuiper to deliver Low Earth Orbit (LEO) Satellite connectivity to parts of regional, rural and remote Australia.

Announced today, global tech giant Amazon has committed to deliver high-speed, low-latency broadband connectivity in partnership with NBN Co to provide future-ready connectivity as the Sky Muster fixed satellite service approaches end of life.

Kristy Sparrow, head of Better Internet for Rural, Regional and Remote Australia (BIRRR) said the agreement between NBN Co and Amazon was a commitment to keeping the bush connected.

“This is a major step forward for remote, rural and regional users,” she said.

“Amazon’s LEO satellite network has the potential to significantly improve broadband for those Australians who face unique challenges simply because of where they live.

“For people in the bush, connectivity isn’t just convenient, it’s critical.”

Mrs Sparrow said rural, regional and remote Australians are educating children at home, running small businesses from isolated properties, and accessing healthcare via telehealth.

Reflecting on her own experience, Mrs Sparrow said: “Like many of the 7 million Australians living outside major cities, I’ve spent the last decade navigating the challenges, and changes, of bush broadband.”

“Today, we stream and video conference regularly and have access to unlimited data plans.

“We’ve just installed Wi-Fi and security cameras at our cattle yards, leveraging nbn Sky Muster to support our business. In our household and many others, we rely on connectivity as much as we do power and water.

“This deal ensures we continue to have broadband access as the Sky Muster satellites reach end of life.”

Mrs Sparrow said access to LEO satellites through NBN Co and participating Retail Service Providers would underpin future connectivity in the bush.



“There are Australians in areas with no or limited mobile coverage, meaning a broadband connection is sometimes their only link to the outside world,” she said.

“Choosing to live in regional Australia should never mean being excluded from accessing reliable and affordable telecommunications.

“The deal will introduce real consumer choice and bring much-needed competition and affordability.”

Mrs Sparrow said it was important that Retail Service Providers, the companies that sell nbn plans to consumers, get on board to offer the new LEO service and ensure that the transition was as smooth as possible.

“I’m pleased to see NBN Co will soon be commencing consultation on equipment and professional installation at no cost for eligible users,” she said.

“Support with equipment and installation is especially critical in areas with limited access to technical support.

“As it’s offered through NBN Co, the service will be backed by consumer protections and assurance.”

Mrs Sparrow said she was particularly happy to see the commitment to engage with bush stakeholders through the process and the commitment to a seamless transition.

“We want people to stay connected with the delivery of continuity of service during and after the transition as promised.”

**For Media Inquiries:** Kristy Sparrow  
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**Australian Government**

## Australian Government response to the 2024 Regional Telecommunications Independent Review Committee report

2024 Regional Telecommunications Review:  
‘Connecting communities, reaching every  
region’

September 2025



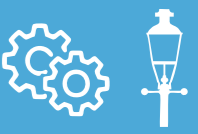
## Introduction

The findings of the 2024 Regional Telecommunications Review (the MacTiernan Review) highlight the rapid rate of change and innovation across technology and the telecommunications sector in Australia. Technology is connecting communities with fast, reliable and affordable communications more than ever. This is good news for people living, working and travelling in regional, rural and remote Australia, who, like other Australians, depend on reliable connectivity in an increasingly digitised world. However, there remains work to do to improve digital and connectivity literacy, uplift capacity and address connectivity gaps for vulnerable Australians in regional and remote areas. The Government has demonstrated its commitment to strengthening connectivity for regional communities including through the delivery, since 2022, of the \$1.1 billion Better Connectivity Plan for Regional and Rural Australia, and remains dedicated to enhancing telecommunications for regional, rural, and remote communities.

The Government welcomes the MacTiernan Review and has already begun using its 14 recommendations to inform policies and programs to improve connectivity in rural, remote and regional areas. It contributes to our commitment to reduce the digital divide, increase productivity, support economic growth and meet Australia's growing demand for data and seamless connectivity. The report's findings are based on community and industry consultations and will assist the Government to deliver modern, targeted policies and programs.

My sincere thanks go to the Committee Chair, the Hon Alannah MacTiernan, and the Committee: Mr Ian Kelly, the Hon Fiona Nash, Dr Jessa Rogers, and Ms Kristy Sparrow, for their expertise and commitment in delivering this review. The quality of the Committee's work in conducting this review demonstrates the importance of the Regional Telecommunications Review and its contribution to the development of telecommunications policy and programs in Australia. In line with the Committee's recommendation, the Government is considering whether the current legislative arrangements for the Regional Telecommunications Review remain fit for purpose.

The Hon Anika Wells MP  
Minister for Communications



## Government response to the Review

We are uplifting broadband and mobile connectivity across Australia through a strategic approach to regulation and targeted government investment.

Significantly, the Government has already made sound progress against several of the recommendations since the MacTiernan Review was delivered in December 2024. This includes commitments to significantly improve mobile coverage by establishing for the first time a legislated obligation to provide baseline mobile coverage across Australia through the new Universal Outdoor Mobile Obligation (UOMO).

The UOMO was announced by the Government on 25 February 2025 and will require Telstra, Optus and TPG to provide reasonable access to mobile SMS and voice calls outdoors throughout Australia. This landmark legislation, which leverages new Direct to Device Low Earth Orbit Satellite (LEOSat) technology, will provide new baseline connectivity across up to 5 million square kilometres of Australia, with significant improvements for public safety as a result. The Government is working to introduce framework legislation and is liaising closely with industry to monitor the roll out of technology to enable the obligation to commence as soon as possible.

The Government has also provided significant funding to upgrade the National Broadband Network (NBN) in regional, rural and remote Australia, including replacing the ageing copper network with more resilient fibre and the expansion of the fixed wireless footprint.

Up to \$3 billion in equity funding is being provided to deliver upgrades to the remaining Fibre to the Node (FTTN) premises in the NBN's fixed line network by 2030. NBN Co is contributing \$800 million to deliver these upgrades. This includes upgrading over 330,000 premises in regional Australia, enabling households to access up to gigabit speeds. This builds on the October 2022-23 Budget measure *Improving the NBN* of \$2.4 billion in equity to upgrade 1.5 million FTTN premises to full fibre, including \$1.1 billion for over 660,000 regional premises. In September 2025, NBN Co launched Accelerate Great which increased the speeds of the three highest residential speed products on Fibre to the Premises (FTTP) and Hybrid Fibre Coaxial (HFC) at no additional wholesale cost. This maximises the investments in the fixed line network upgrades, helping set homes up for current and future needs by providing access to speeds around ten times faster than the current average available in regional Australia.

Also, a historic agreement signed between NBN Co and Amazon Project Kuiper will bring high speed broadband to regional communities in some of the most remote places in Australia, via a constellation of LEOSats. The performance level of LEOSat-based broadband services is a significant uplift in reliability and speed for regional Australia, suitable for streaming content, video conferencing, working from home and gaming



purposes. LEOSats enable greater speeds (up to 400 Mbps) and more capacity than geostationary satellites are able to provide, including Sky Muster. NBN Co's partnership with Amazon's Project Kuiper will provide better broadband services for approximately 307,000 eligible premises in NBN Co's satellite footprint. NBN Co expects to commence customer migrations from Sky Muster to Kuiper in late 2026, with the transition scheduled to be completed by early 2028. NBN Co's LEOSat broadband internet product will complement investments in fibre and fixed wireless upgrades for regional Australia.

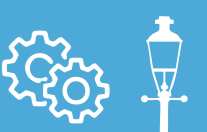
***We will ensure essential telecommunication services are accessible, affordable, and consumers are protected against unfair practices***

Since the 2021 Regional Telecommunications Review, the Government has committed substantial levels of investments to improve access to and uplift fixed broadband services across Australia. The Government's targeted programs are also materially expanding access to high quality terrestrial mobile coverage and capacity, particularly in regional and remote areas where these investments are commercially challenging for industry.

While substantial progress has been made, especially for fixed broadband services, the Government understands the increasing importance for regional and remote consumers of having broad access to reliable mobile connectivity. This is why the Government is now taking steps to secure baseline mobile connectivity nationally. The Government expects the Mobile Network Operators to deliver the UOMO through a combination of their existing mobile networks and Direct to Device (D2D) mobile technology. The UOMO sets clear expectations to ensure new technology will be equitably available and there is a role for both industry and government in meeting this objective.

While the UOMO is the first step towards the modernisation of Australia's universal services framework, the Government acknowledges that it is not a 'silver bullet' solution for regional connectivity. The MacTiernan Review recognises the importance of broader universal service reform, and the Government has consulted on and is carefully considering potential approaches to improve delivery and funding of baseline fixed services provided to homes and businesses.

The Government is supportive of strengthening consumer protections and improving affordability for consumers, as demonstrated by proposed legislative amendments and extension of programs such as the School Student Broadband Initiative. The Government has taken a range of actions to improve consumer protections, including directing the Australian Communications and Media Authority (ACMA) to make new rules on financial hardship support; domestic and family violence; and to improve customer communications in relation to outages and complaints handling.



The Telecommunications Amendment (Enhancing Consumer Safeguards) Bill 2025, if passed, will strengthen compliance and enforcement powers available to the ACMA. In particular, the Bill will enable direct and immediate enforcement for industry code breaches – including the Telecommunications Consumer Protections (TCP Code). The Bill will also increase penalties for key consumer instruments by 40 times, up to approximately \$10 million, or more in some circumstances – with fines now able to be based on the value of the benefit obtained from the breach, or the turnover of the relevant telco.

The current review of the TCP Code is led by industry, and the ACMA is considering the Code and will determine whether to register it. The Government continues to closely monitor the review process and will make any further decisions that are appropriate to ensure the right safeguards are in place for consumers. The Government also expects industry to improve the accuracy and consistency of public-facing mobile coverage maps.

The Government agrees that the telecommunications market should be delivering flexible, different and affordable product offerings to all Australian consumers. While plans and pricing policies are the legitimate business concern of retail providers, the Government seeks their cooperation and innovation to make regional connectivity as affordable and flexible as possible.

The Government has demonstrated commitment and action in delivering improved access and affordability through the Free NBN Community Wi-Fi program. Additionally, the Government funds the Australian Communications Consumer Action Network's (ACCAN) independent grant program, whereby grant recipient, WorkVentures, is seeking to establish a National Device Bank (NDB) model through a targeted First Nations proof of concept, aiming to decrease the digital divide for First Nations communities.

The Government is considering lessons learned from the 3G switch off and is committed to considering how to improve the oversight of major technology and network transitions in the future (such as the transition of customers from Sky Muster to Amazon Project Kuiper NBN services), to ensure they are conducted in an orderly and safe manner.

Technology and network transitions can bring benefits, including better quality and more reliable services, but consumers, businesses and communities need to be confident that the telecommunications industry will manage transitions well.



***We will continue to promote digital inclusion and connectivity literacy in regional, rural, and remote Australia, which will contribute to closing the digital divide and contribute to economic growth***

The Government supports the MacTiernan Review’s emphasis on the importance of ‘connectivity literacy’ for narrowing the digital divide between regional Australia and our capital cities, and supports the ongoing work of the Regional Tech Hub in improving connectivity literacy in regional Australia. The Government will continue to explore ways to enhance the effectiveness and reach of the Regional Tech Hub in the future.

A \$68 million package of measures to support First Nations digital inclusion, announced in the 2024-25 Budget, will further contribute to improving digital inclusion for First Nations Australians. These measures are providing practical outcomes to support First Nations Australians to take advantage of digital technology, and were informed by recommendations in the initial report of the First Nations Digital Inclusion Advisory Group.

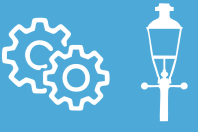
Through the NBN Free Community Wi-fi program under this package, over 20 remote communities who previously had poor or no connectivity are now connected over the Sky Muster service. The First Nations Community Wi-Fi Program will fund additional eligible projects to roll-out free community Wi-Fi solutions in remote and very remote First Nations communities using a range of technologies.

The Government will continue to consider the Advisory Group’s expert advice, including the recommendations in the First Nations Digital Inclusion Roadmap, which was launched in December 2024.

***We will focus on uplifting capacity and resilience of telecommunications networks to deliver reliable and robust mobile and broadband services, including during emergencies***

Since 2022, the Government has demonstrated its commitment to improving the mobile experience through its Better Connectivity Plan, including through funding for the Mobile Black Spot Program and Mobile Network Hardening Program, as well as its Peri Urban Mobile Program. The 2024 Evaluation of the Government’s Mobile Black Spot Program, and other evaluations of current investment in regional connectivity, will inform the modernisation of future programs and ensure public investment remains well targeted and delivered effectively.

The Government will continue to press the industry in relation to temporary disaster roaming, particularly in the context of the UOMO.



Additionally, the Government’s continuation of funding for Strengthening Telecommunications Against Natural Disasters (STAND) facilities will not only extend the operation of critical community Wi-Fi services at existing locations but expand these to a further 500 evacuation centres across Australia, ensuring preparedness and connectivity when people need it most. The Government will ensure that the STAND program is appropriately supported during NBN’s transition from Sky Muster to Amazon Project Kuiper LEOSat technology.

The MacTiernan Review emphasises the importance of power to enable connectivity. The Government will continue to work with local, state and territory government and industry to address delays in connecting telecommunications infrastructure to the electricity grid.

Of further significance is the role of planning approval processes in delivering telecommunications infrastructure. The Government understands that obtaining planning approvals can often be a barrier and a source of frustration for industry when delivering telecommunications infrastructure in regional and remote Australia.

In terms of mobile telecommunications infrastructure, the Commonwealth, State and Territory Planning Ministers established the Mobile Telecommunications Working Group (the Working Group) in July 2023.

The Working Group provided advice on a coherent national framework for prioritising and accelerating planning and approvals for larger communications infrastructure that enable mobile services, such as poles and towers, especially in new developments and growth areas. The Working Group’s Final Report, published in July 2024, outlined a set of agreed national principles for improving mobile coverage in these areas.

Additionally, in March 2025 the Government made amendments to legislative instruments under the Powers and Immunities Framework within Schedule 3 of the *Telecommunications Act 1997* (Cth). The amendments made changes to the size and types of smaller equipment that are deemed ‘low-impact’ facilities to improve the deployment and resilience of telecommunications services, including in regional and remote areas.

Further, the Government’s Mobile Black Spot Program and Peri-Urban Mobile Program require that connectivity solutions must include auxiliary back-up power supply for a minimum of 12 hours in the event of loss of external power to a site, without the need for further regulation.

The Government is broadly supportive of continuing to engage on program design, and potential changes to current programs, with state and territory counterparts and other stakeholders through usual forums and formats.

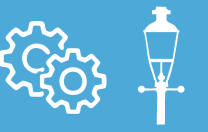


***We will continue to ensure telecommunications services are meeting the needs of those living and working in regional, rural, and remote Australia***

It is clear that governments, the telecommunications industry, regulators and consumer advocates will need to continue to work in partnership to protect the public interest, particularly safety, and to ensure positive outcomes.

Looking forward, the Government will continue to ensure reform, program modernisation and investment in regional connectivity is directed to areas of greatest need and impact, informed by the findings and recommendations of the MacTiernan Review.

The Government will continue to work to improve regional connectivity, speed and reliability so all people in Australia can benefit from connectivity-enabled access to health, education and financial services, social inclusion, economic growth, and critical communications during natural disasters.



### Regional Telecommunications Independent Review Committee

<b>The Hon Alannah MacTiernan</b>	(WA) – Chair
<b>The Hon Fiona Nash</b>	(NSW)
<b>Mr Ian Kelly</b>	(VIC)
<b>Dr Jessa Rogers</b>	(VIC)
<b>Ms Kristy Sparrow</b>	(QLD)

### Regional Telecommunications Review Recommendations

#### 1. Upscaling connectivity literacy

The Committee recommends a significant increase in the focus and resources for connectivity literacy in regional, rural and remote Australia. Limited knowledge and awareness hinder many users from navigating telecommunications options, selecting suitable services and maintaining reliable connections. Without addressing this issue, digital inequality will persist, and both government and private sector infrastructure investment will not be delivering its full potential.

The Australian Government should:

- develop a program to create Connectivity Champions to provide consumer support through existing regional networks, such as Australia Post, community resource centres and libraries. Connectivity Champions would complement First Nations Digital Mentors, developed with, and by, First Nations communities
- develop high-quality connectivity literacy training programs to train Connectivity Champions, communities, businesses and other stakeholders
- refocus the Regional Tech Hub and increase funding to expand its capacity, boost awareness of its services, and improve its performance in providing existing core services
- review the Regional Tech Hub's scope, strategy and governance at the end of its current contract period.

#### 2. Improving the mobile experience

The Committee recommends actions to improve mobile services, including addressing diminishing mobile experience in existing regional, rural and remote coverage areas.

The Australian Government should:

- prioritise funding to improve existing terrestrial mobile network capacity, service quality, and resilience, rather than further extending terrestrial coverage
- continue funding new terrestrial mobile coverage for critical areas like roads, and leverage strategically located Wi-Fi hotspots where needed



- request the ACCC to conduct a new inquiry into mandatory domestic mobile roaming, considering emerging DTH satellite technologies and its effect on competition
- mandate, at the earliest opportunity, emergency mobile roaming during disasters and expedite the regulatory and operational framework for its use
- increase consumer and business awareness of terrestrial mobile network alternatives like Wi-Fi calling and Voice over Internet Protocol (VoIP) services for fixed locations
- enhance the ACMA's resources to enforce compliance against the sale and use of illegal mobile phone boosters and other unauthorised equipment and installation practices.

### 3. Expedite universal service modernisation

The Committee recommends the Australian Government expedite modernising the USO and the Statutory Infrastructure Provider (SIP) regime by merging them into a unified service obligation. NBN Co, as the provider of last resort, and other SIP operators would be required to provide voice-capable broadband services with minimum speeds and standards for all premises.

The Committee also notes that continued public ownership of NBN Co will be crucial to ensure that service standards are met under a modernised USO in regional, rural and remote Australia.

The contractual Copper Continuity Obligation (CCO) should be phased out where and when proven and effective voice-capable broadband services are available.

The Committee further recommends:

- NBN Co be tasked and funded to implement, in consultation with industry stakeholders, a plan to manage the needs of different cohorts of regional, rural and remote users
- the modernised USO be technology-neutral • the modernised USO be flexible, ensuring that minimum speeds, quality and other standards are readily adaptable so they remain relevant to changing needs
- premises without terrestrial mobile coverage have access to an affordable secondary redundant broadband service including optional battery backup, with government contributions as necessary
- when a modernised USO is introduced, the Customer Service Guarantee (CSG) is updated and strengthened to provide appropriate protections for regional, rural, and remote consumers
- public phones (payphones) be embedded as a free service for domestic calls. Once current contractual obligations expire, the Australian Government should consider tendering for a provider to operate public phone services.



### 4. Consumer protection

The Committee:

- recommends a full review of consumer protections and service standards to consolidate and strengthen protections contained in a multitude of legislative instruments
- supports the ongoing TCP Code review with a focus on strengthening enforceable consumer protections, in particular, ensuring commission-based sales incentives do not undermine the fair treatment of vulnerable consumers.

### 5. Affordability

The Committee recommends:

- the introduction of pre-paid, low-cost broadband plans in remote First Nations communities, as proposed by the First Nations Digital Inclusion Advisory Group
- the Australian Government facilitate extending these options, promoting affordability and access for all regional, rural and remote Australians
- developing an initiative for unmetered access to critical government websites for users on limited data plans
- ongoing availability and funding for the School Student Broadband Initiative (SSBI) to ensure all school-aged children have access to broadband internet, along with initiatives to increase awareness of the program in regional, rural and remote Australia.

### 6. Develop a national telecommunications data platform

The Committee recommends the Australian Government establish a national telecommunications data platform. Managed by the ACMA or the ACCC, the national platform should include:

- For consumers: an interactive online tool that allows consumers to easily access detailed information on broadband and mobile service availability in their area, helping them make informed decisions about their connectivity options across Australia.
- For the restricted use of Australian and state and territory governments: information about the location of telecommunications infrastructure assets for the purpose of investment and emergency planning and response.

Telecommunications providers should be required to supply data to governments in standardised formats to enable comparisons between locations and providers. This will enhance transparency in broadband and mobile coverage and help guide infrastructure investments, especially in underserved rural and remote areas.

The Committee further recommends that the Measuring Broadband Australia (MBA) program is continued beyond its current contract enabling the ACCC to monitor service performance.



### 7. Regional telecommunications strategy

The Committee recommends that the Australian Government develop a regional, rural and remote connectivity strategy. The strategy should be a vision for regional telecommunications and guide future investment and the regulatory environment for the future.

### 8. Modernising government programs

The Committee recommends that rigorous evaluations of the Australian Government's current rounds of telecommunications investment programs be conducted to ensure public investment is well targeted and delivered effectively. Further, the Government should ensure that future rounds of existing and new programs, are fit for purpose by:

- considering technology developments, such as LEO satellites and DTH capabilities
- mandating meaningful community engagement throughout each project phase, with special emphasis on First Nations communities both as title holders and consumers
- prioritising competitive retail and infrastructure options where viable
- addressing connectivity literacy and affordability • enhancing resilience and capacity
- recognising the value of cross-government collaboration and planning.

To increase transparency, the Government should create a public website to track milestones for all funded telecommunications projects. This platform would keep regional, rural and remote communities informed about infrastructure rollouts by providing regular updates on timelines, potential delays, and their causes, thereby building trust and awareness of government efforts to improve connectivity.

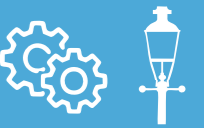
### 9. Support for the First Nations Digital Inclusion Advisory Group

Recognising the value of the work of the First Nations Digital Inclusion Advisory Group, the Committee recommends that it be continued as a standing initiative. Consideration should be given to adopting relevant First Nations Digital Inclusion Advisory Group recommendations across regional, rural and remote communities to address the digital divide.

### 10. Embedding community Wi-Fi

The Committee recommends that the Australian Government:

- continue funding contributions for existing Strengthening Telecommunications Against Natural Disasters (STAND) facilities
- invest in new community connectivity hubs to provide community Wi-Fi services during emergencies and natural disasters
- expand investment in mesh Wi-Fi networks in remote First Nations Communities allowing a choice from a tailored menu of connectivity options that best meet



local needs and noting that communities without mobile coverage should be prioritised

- invest in and promote free public Wi-Fi initiatives in key locations across regional, rural and remote Australia.

### 11. Transition oversight

The Committee recommends comprehensive independent monitoring and public reporting during large-scale telecommunications transitions, such as mobile technology switch offs and the migrations required for modernising the USO. The ACMA could be well-placed to perform this role.

### 12. Expedite planning approvals

The Committee recommends that the Australian Government should exercise its power to expedite planning approvals for large telecommunications infrastructure projects, such as tower installations in regional, rural and remote Australia and in instances where Australian Government funding has contributed to projects.

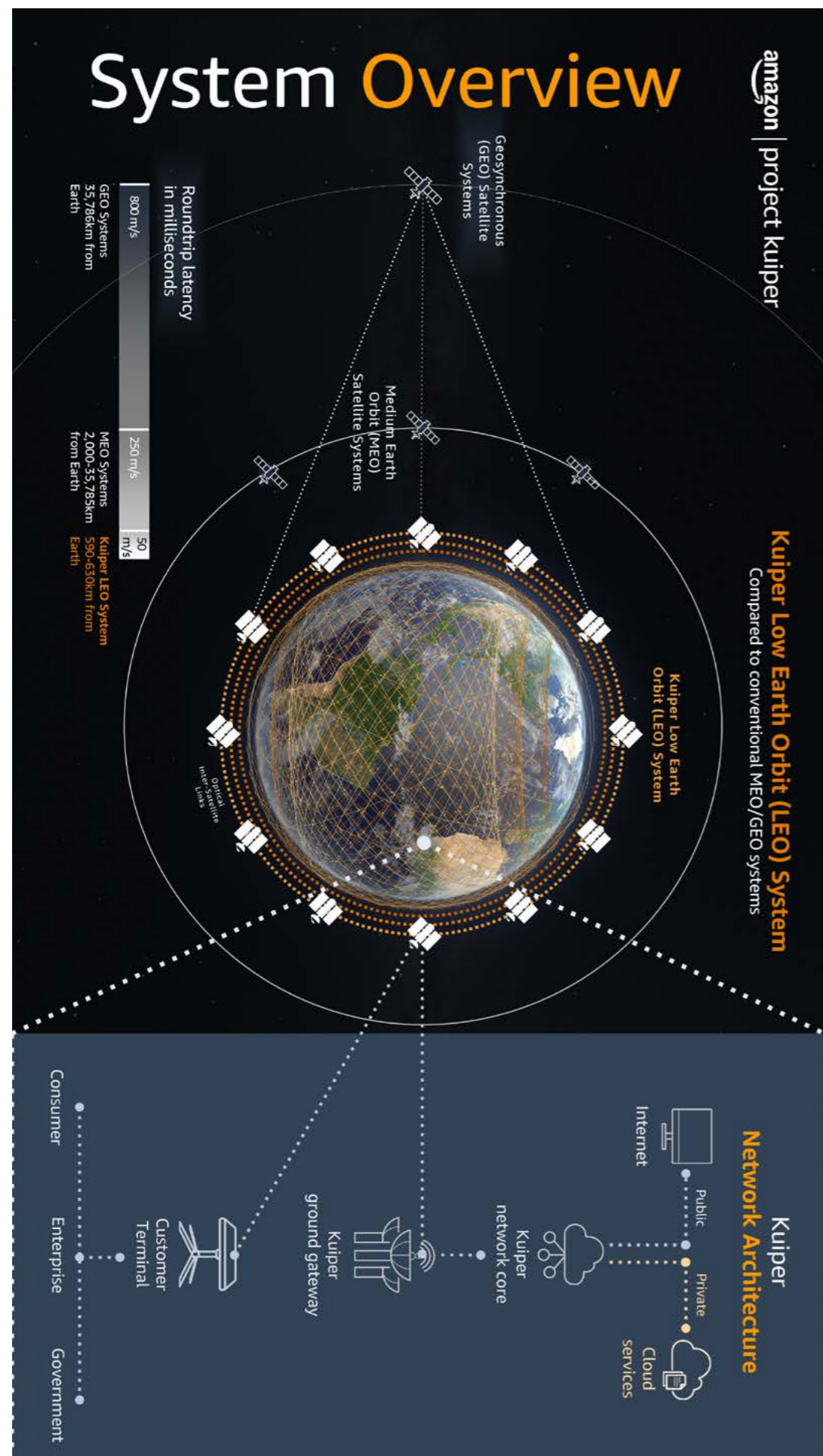
### 13. Powering connectivity

The Committee recommends that regulation be introduced to require:

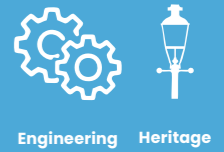
- minimum backup power periods for new critical telecommunications infrastructure installations in regional, rural and remote Australia, with existing assets to be captured over time. The backup period would be regularly reviewed to take account of changes in storage and network technology
- energy providers to give high priority to restorations of power for critical telecommunications infrastructure in regional, rural and remote Australia
- energy providers to prioritise energy connections for new telecommunications installations.

### 14. Evolution of Regional Telecommunications Independent Review Committees

The Committee recommends replacing the current appointment of Regional Telecommunications Independent Review Committees every three years with a permanent Regional Telecommunications Commissioner or Regional Telecommunications Advisory Panel. Given the rapid pace of technology change, increasing complexity of the market and the need to modernise the USO, continuous oversight is required.



# Power Supply Resilience



## PROJECT SCOPE:

The project scope has been refined based on community feedback to avoid any large-scale solar farm or battery storage infrastructure, and instead focus on the availability to provide houses and businesses with solar and on site batter storage to provide a reliable backup solution during periods of power loss.

The federal government has established a legislated obligation to provide baseline mobile coverage across Australia through the Universal Outdoor Mobile Obligation (UOMO). The legislation leverages new Direct to Device Low Earth Orbit Satellite (LEOSat) technology, and can provide 100% coverage to the shire provided the users device has the appropriate technology.

## CONCEPT DESIGN:

Not Applicable.

## COSTINGS/ BUDGET:

Solar and battery system costs vary depending on the proposed amount of solar panels and proposed size of battery storage. Residential storage would likely be lesser around 10-15kWh storage, whilst business may opt for larger storage up to 30kWh. Large rooftop areas generally aligned with business/industrial areas will allow for more solar panels, producing more output as well. Systems generally start from approximately \$6,000 and increase with solar panel output and battery storage capacity.

## PRACTICAL CONSIDERATIONS: (FROM WORKSTREAM TECHNICAL REPORTS):

### NATIVE TITLE

**N.** No practical consideration. Following rescoping of the project, likely to be energy efficiency measures such as solar panels on existing roofs with no impact.

### CULTURAL HERITAGE

**N.** No practical consideration. Following rescoping of the project, likely to be energy efficiency measures such as solar panels on existing roofs with no impact.

### LAND TENURE

**N.** No practical consideration. Following rescoping of the project, likely to be energy efficiency measures such as solar panels on existing roofs with no impact.

See Technical Workstream Report – ANNEXURE F for specific reference to applicable Native Title, Cultural Heritage and Land Tenure commentary regarding this Project.

## TIMEFRAMES/ STAGING PLAN:

As the solution predomiTimeframes/ Staging are not definable for this project. Uptake would be more focused on when and what funding was available to residents and businesses in the township.

## ENVIRONMENT

**N.** No practical consideration on present scoping. Where electrical infrastructure is required to be installed, reassessment must occur first

## HERITAGE

**Y.** Approvals required if modifications are proposed to either local or state heritage places.

## ENGINEERING

Any practical considerations have been addressed in the layout and reporting as this is an engineering workstream project

## PLANNING AND REGULATORY

**N.** No planning approval required if works do not include a Local or Stage Heritage Place.

## OTHER

**N.** No practical consideration present on scoping based on provision of solar/battery systems to private property. Consider approvals requirement if modifying either a Local or State heritage place.

## RECOMMENDATIONS:

Based on the currently available information on government funding to the Croydon area provided in **Annexure**, it is recommended that continued engagement between Council and both State and Federal governments occurs so at a minimum any Council and Community facilities gain access to any eligible funding to provide new and/or improved rooftop solar and backup battery systems. Council can provide community with information regarding available government rebates regarding the installation of rooftop solar and battery backup systems to residential and commercial properties.

Currently residents and businesses can access improved solar feed in tariffs as remote customers with Ergon Energy, as well as 30% rebate on battery storage through the Australian Government's "Cheaper Home Batteries Program".

## PROJECT SCOPE:

The current intersection alignment is not suitable for the vehicles using the intersection, and is hazardous to road users and the general public. The project proposes to relocate the existing electrical pole on the eastern side of the intersection, and provide an updated kerb alignment to allow for wider pavement to provide sufficient turning area for vehicles using the intersection.

## COSTINGS/ BUDGET:

\$3,500,000 to allow for the three below phases, including allowance for contingency. This is a conceptual budget costing and is subject to detailed design and negotiations with key stakeholders which may affect the overall budget.

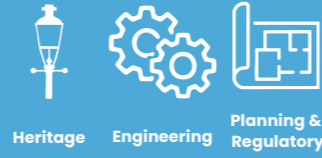
## TIMEFRAMES/ STAGING PLAN:

The project would be best delivered in three (3) stages. First stage being investigations, site surveys and preliminary design submission and consultation with TMR (anticipated 6-12 month timeframe). Second stage would be detailed design and approvals with TMR and other relevant stakeholders (anticipated 3-6 month timeframe). Stage three would be construction commencing with relocation of existing electrical pole and following with construction of the intersection upgrade (anticipated 3-6 month timeframe, including an early engagement with Ergon regarding the relocation works of electrical infrastructure).

## CONCEPT DESIGN:

A layout concept drawing 114-102-SK45 is provided in Annexure to demonstrate a potential layout for a revised intersection configuration to allow for the safe turn movements of all vehicles utilising the intersection. Further sketches detailing vehicle paths (114-102-SK42 & SK43) of the existing and proposed are also provided in Annexure

# Samwell/Sircom Upgrade



### PRACTICAL CONSIDERATIONS: (FROM WORKSTREAM TECHNICAL REPORTS):

#### NATIVE TITLE

**N.** No practical consideration.

#### CULTURAL HERITAGE

**N.** No practical consideration.

#### LAND TENURE

**N.** No practical consideration.

#### ENVIRONMENT

**N.** No practical consideration on present scoping. Where electrical infrastructure is required to be installed, reassessment must occur first.

#### HERITAGE

**Y.** Due consideration must be given to the preservation, documentation and appropriate treatment of the historic sandstone kerbing and drainage infrastructure.

#### ENGINEERING

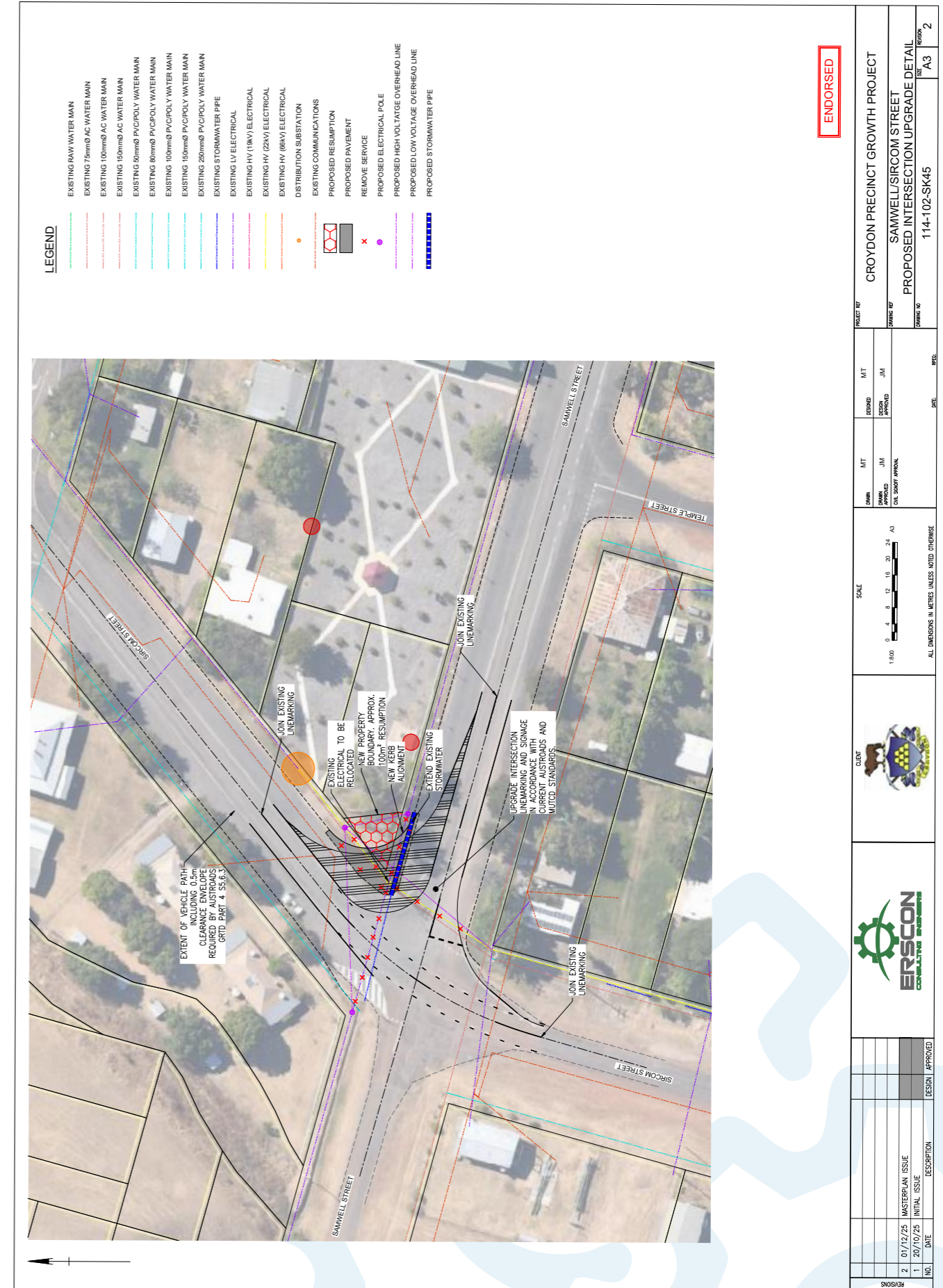
Any practical considerations have been addressed in the layout and reporting as this is an engineering workstream project

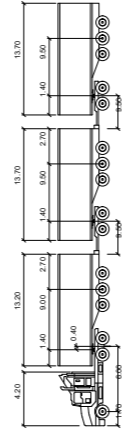
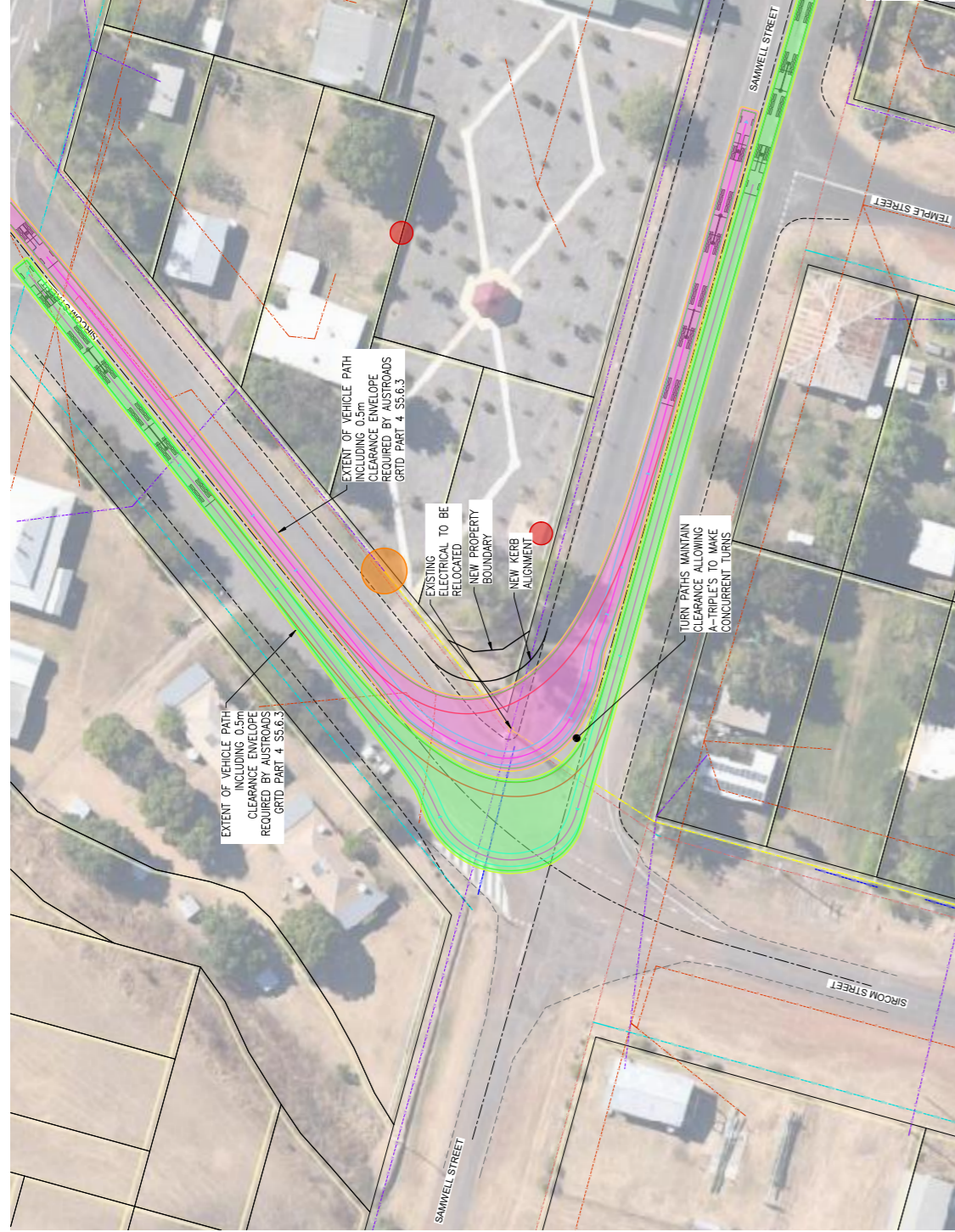
#### PLANNING AND REGULATORY

**Y.** Consideration to be given to approval requirements within the State Transport Corridor and a Road Opening Approval to establish the new alignment.

### RECOMMENDATIONS:

This project is of the highest priority for the community due to the hazardous conditions caused by the current intersection. Continued negotiations with TMR should be undertaken, as well as approaching state government, and if necessary, federal government to gain action on this intersection. It is proposed that the investigations, management and designs are undertaken with rPPP funding and that the project is managed by Council's delegated consultant to present a solution to TMR to work through to approvals. The aim would be to minimise time from funding approval through to construction by minimising TMR workload and presenting an engineering designed answer that they are able to work through and approve, as every day lost is a day of high risks at this intersection.



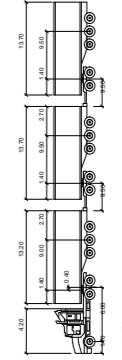
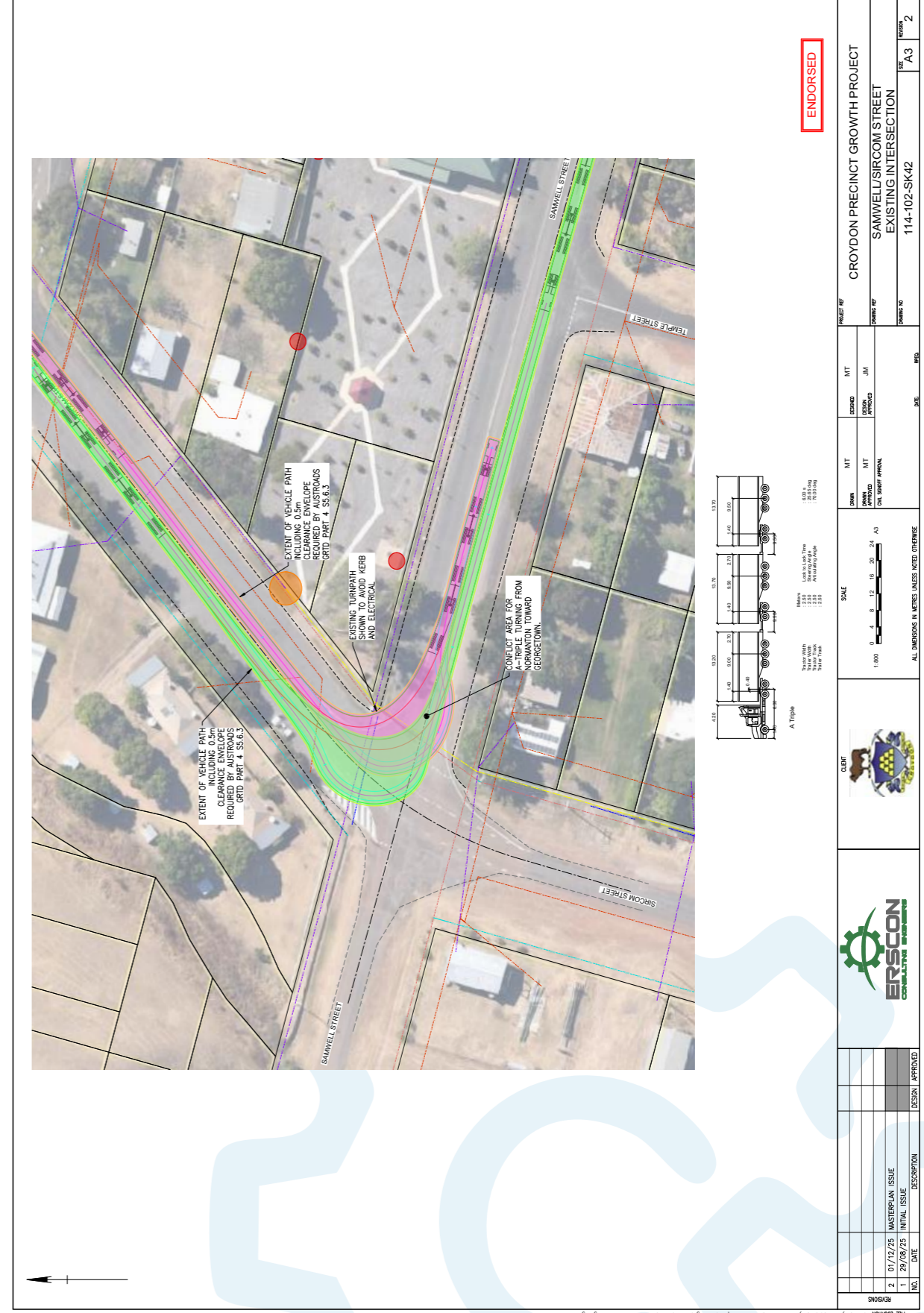


<b>ENDORSED</b>		PROJECT REF		CROYDON PRECINCT GROWTH PROJECT	
DRAWING REF		DATE		REV	
DRAWING NO		DATE		REV	
114-102-SK43		11/08/25		A3	
PROJECT NO		DATE		REV	
114-102-SK43		11/08/25		A3	
DRAWING NO		DATE		REV	
114-102-SK43		11/08/25		A3	

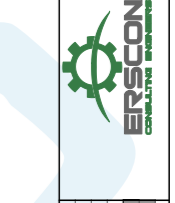
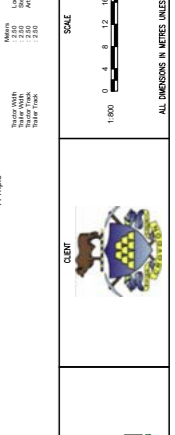
MT	MT	MT	MT
APPROVED	APPROVED	APPROVED	APPROVED
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11/08/25	11/08/25	11/08/25	11/08/25



DESIGN	APPROVED
DATE	DATE
11/08/25	11/08/25



<b>ENDORSED</b>		PROJECT REF		CROYDON PRECINCT GROWTH PROJECT	
DRAWING REF		DATE		REV	
DRAWING NO		DATE		REV	
114-102-SK42		11/08/25		A3	
PROJECT NO		DATE		REV	
114-102-SK42		11/08/25		A3	
DRAWING NO		DATE		REV	
114-102-SK42		11/08/25		A3	



DESIGN	APPROVED
DATE	DATE
11/08/25	11/08/25

# Stormwater Drainage Improvement



# Stormwater Drainage Improvement



## PROJECT SCOPE:

To improve stormwater flow throughout the township

## COSTINGS/ BUDGET:

Costings of projects under this overall project would vary depending on the treatment proposed and the length of treatment. The two main treatments to the roadways are either provision of historical sandstone kerb & channel (generally only to Samwell Street) and provision of table drains in a reformed verge profile (Type 3 rural residential road per FNQROC Std. Drg. S1005E).

Samwell street costing to provide sandstone kerb and channel, and associated roadworks to the length of Samwell Street that does not currently have sandstone kerbing = \$2,250,000. This cost allows for investigations, design and construction.

Sircom Street (Samwell to Mabel) verge table drain works and access driveways = \$400,000 allowing to include investigation, design and construction.

Subsequent stage verge reprofile works to provide table drains adjacent sealed roads per m = \$600/m

Driveway access with pipe in verge table drain = \$10,000

All costings are conceptual and subject to detailed design.

## TIMEFRAMES/ STAGING PLAN:

Any projects delivered under this project would be best staged to minimise disruption to the community. For example, the first stage could be to complete sandstone kerb and channel to Samwell Street. Stage 2 would best be Sircom Street south of Samwell Street to provide drainage outlet for the sandstone kerb. Subsequent stages would be to work through the township, road by road, from the lowest street to the highest, and provide table drains and reformed verge. Each street would best form a stage.

## CONCEPT DESIGN:

Concept grading details for Samwell Street demonstrating that kerb and channel should have sufficient grade if installed have been reviewed based on survey data and appear achievable. The sections of sandstone kerbing could be turned out at intersections to existing overland drainage paths or newly formalised table drains as part of other works stages. Existing stormwater pipe locations have been shown on drawings 114-102-SK05 & SK06 and contained in Annexure.

Concept road typical profiles for table drains are included in the Annexure also. Further details show that the natural flow across the township is from the North-East toward the South-West. Table drains could be firstly provided along sealed road formation sections, with a view to provide table drains to other road reserves as these are provided with formalised, sealed roads.

Drawing 114-102-SK32 in Annexure shows a colour indication of the overland flow through the township, from the north-east toward the south-west. Hence the upgrade of Samwell Street, followed by Sircom Street would provide significant improvement to the drainage throughout town.

## PRACTICAL CONSIDERATIONS: (FROM WORKSTREAM TECHNICAL REPORTS):

### NATIVE TITLE

**N.** No practical consideration provided within road reserve.

Moderate prospect of impact if outside road reserve. Case by case assessment required.

### CULTURAL HERITAGE

**N.** No practical consideration provided within road reserve.

Moderate prospect of impact if outside road reserve. Case by case assessment required.

### LAND TENURE

**N.** No practical consideration provided within road reserve.

Moderate prospect of impact if outside road reserve. Case by case assessment required.

## ENVIRONMENT

**Y.** Out of the 24 sites surveyed across the township waterways/storm drains, only three (3) were found to currently block fish from moving through. One of these, Brown Street Creek, is officially recognised and confirmed as a Level 1 Fish Passage waterway. The current barrier (a PVC pipe) is unlawful. Another blocked site, McArthur Street Creek (north), is also likely important for fish passage based on the survey results. However, it is not officially mapped as such by DPI, it is only marked as regulated watercourse vegetation (pursuant with the VM Act 1999). The third blocked site, Sircom Street Creek (south), is neither mapped nor ground-truthed as Fish Passage, so the current barrier is lawful. Upgrade Brown Street crossing to be suitable for fish passage and that all other flow paths are managed through proposed design. Any means to slow the velocity of flow in table drains in road reserve is important (i.e. through the installation of riffles or baffles that reduce the speed of surface waters, and allow fish areas of reduced velocity to rest, and stage their ascents). Any significant changes in direction would be sensible to approach DPI and discuss with them directly to ascertain limits to the amount of manipulation you can do to the fish passage waterways in town, under the Act. Note, that some waterways are not mapped fish passage, but these still require a precautionary approach, especially under the Vegetation Management Act, in that those that are MSES defined waterways require a 10 m buffer either side of native vegetation. Some of the waterways in town don't have that, having been cleared likely a long time ago, but consideration of these is important for those remaining vegetated.

# Stormwater Drainage Improvement



### HERITAGE

Y. Due consideration must be given to the preservation, documentation and appropriate treatment of the historic sandstone kerbing and drainage infrastructure.

### ENGINEERING

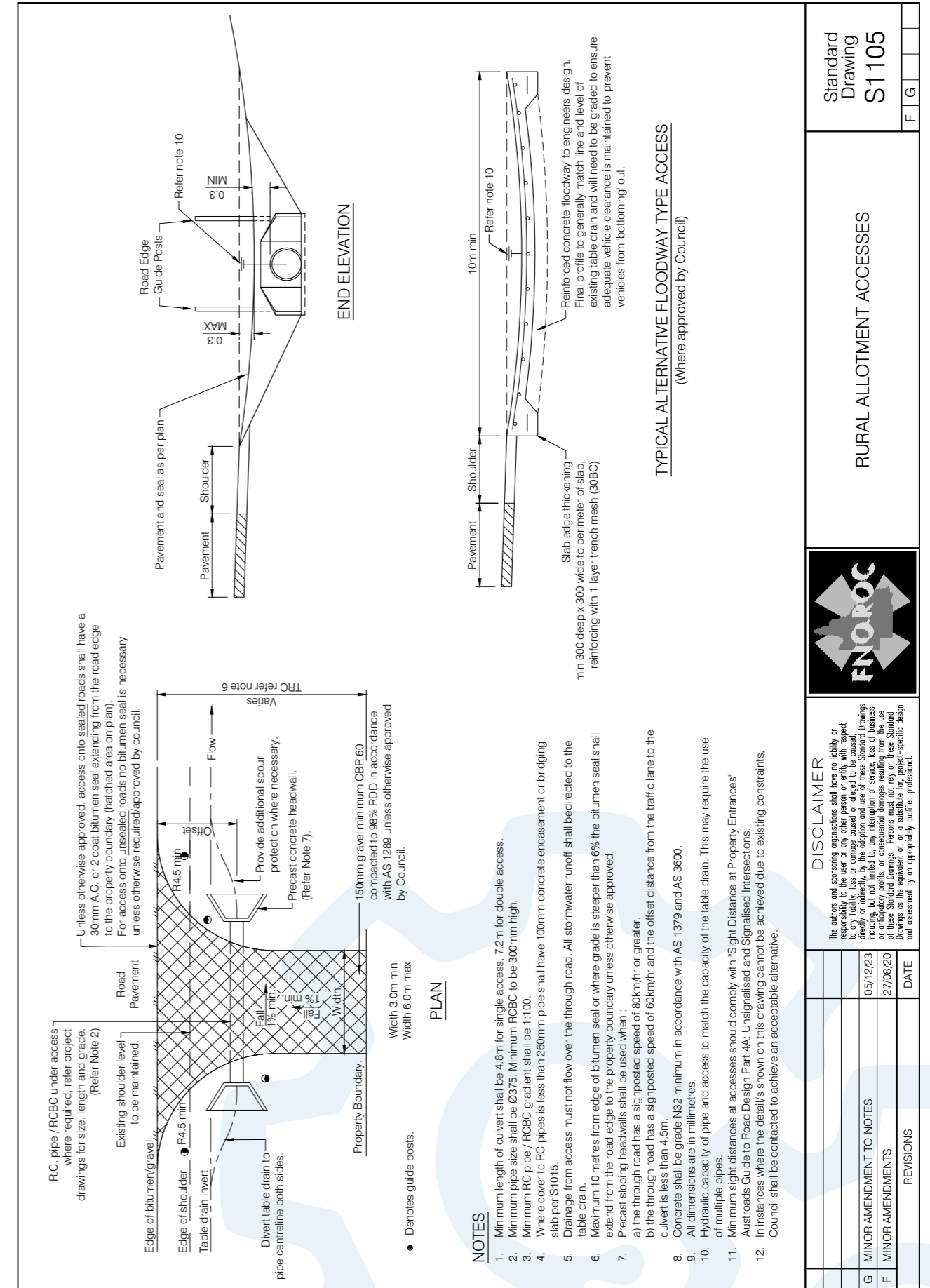
Any practical considerations have been addressed in the layout and reporting as this is an engineering workstream project

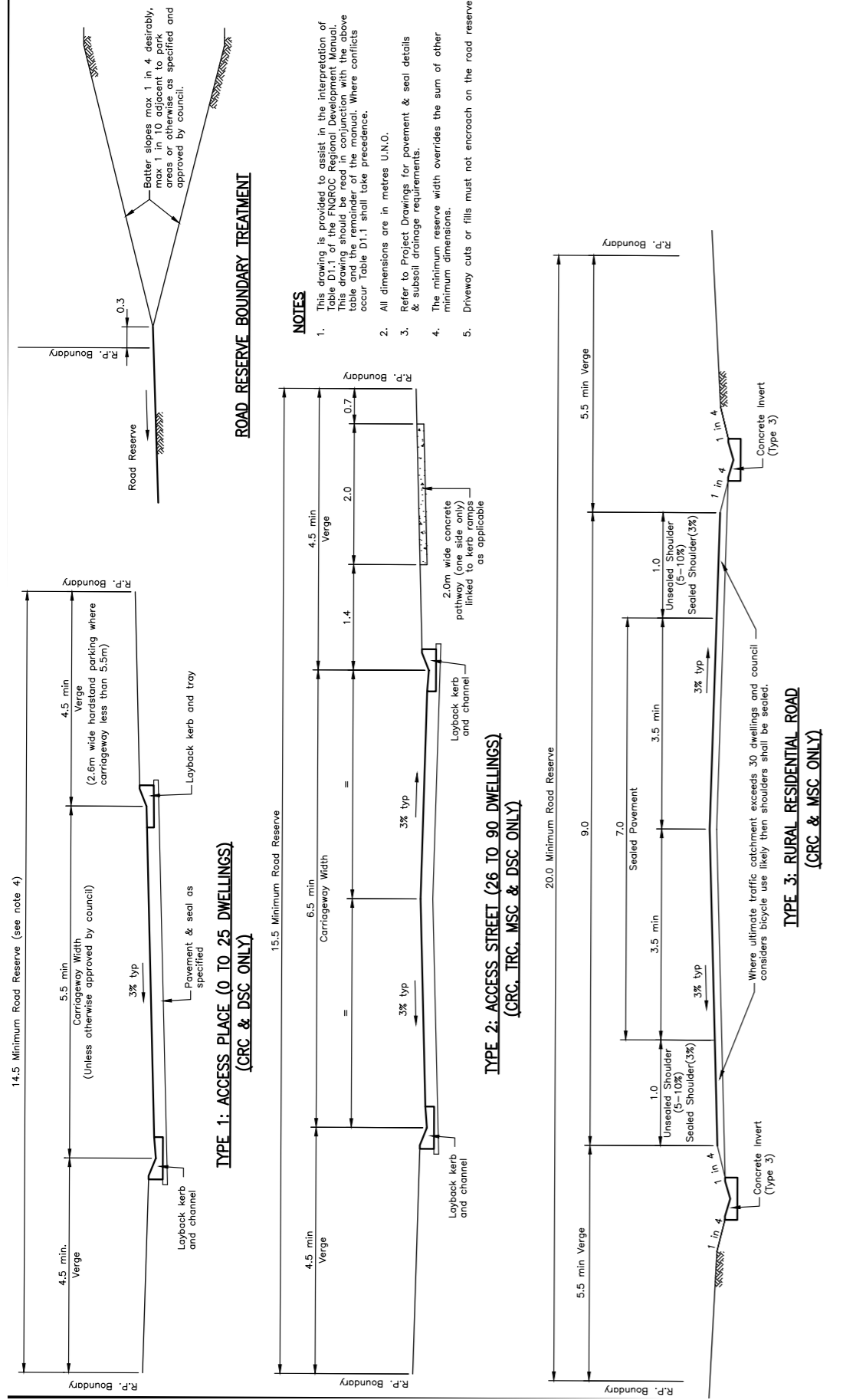
### PLANNING AND REGULATORY

Y. No planning approvals required for works contained within local road reserves. Consideration to be given to approval requirements within the State Transport Corridor (Samwell Street and part of Sircom Street). Any drainage works proposed within privately owned land may be subject to the creation of drainage easements. Any works within State Reserve land may be subject to the terms of the reserve.

### RECOMMENDATIONS:

There are several relatively formed overland flow paths throughout the township. Some are within dedicated drainage reserve and should be left as such. Others do flow through private land or across road reserve. These would best be adjusted to be captured in a network of roadside table drains and cross intersection culverts as catchments required. Concrete causeways are also a potential option for smaller flow paths. The extension of historic sandstone kerb and channel along Samwell Street is sensible and based on survey data taken it appears appropriate grading/fall could be achieved. Further extension south along Sircom Street would provide a significant increase to the drainage throughout the town.





**Standard Drawing S1005**

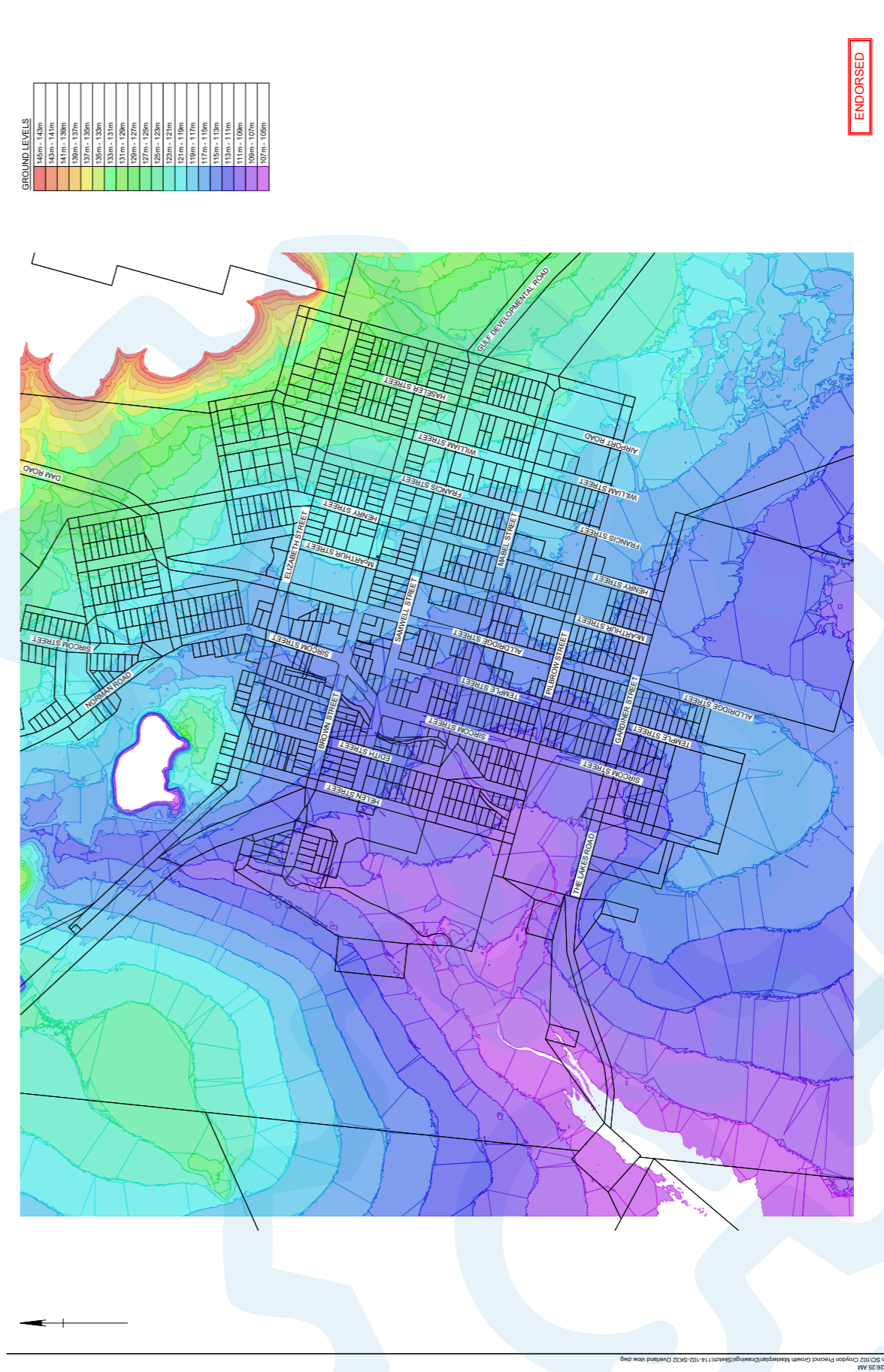
**TYPICAL ROAD CROSS SECTIONS TYPE 1, TYPE 2 & TYPE 3**

**FNGROC**

**DISCLAIMER**

The authors and sponsoring organisations shall have no liability or responsibility to the user or any other person or entity with respect to any liability, loss or damage caused or alleged to be caused, directly or indirectly, by the use of the drawings, designs, specifications, or any other information, including, but not limited to, any interruption of services, loss of business or anticipated profits, or consequential damages resulting from the use of these Standard Drawings. Persons must not rely on these Standard Drawings as the sole basis for, or a substitute for, project-specific design and assessment by an appropriately qualified professional.

NO.	DATE	DESCRIPTION	PERSON APPROVED
2	01/12/25	MASTER PLAN ISSUE	
1	28/08/25	INITIAL ISSUE	



**ENDORSED**

**ERSCON CONSULTING**

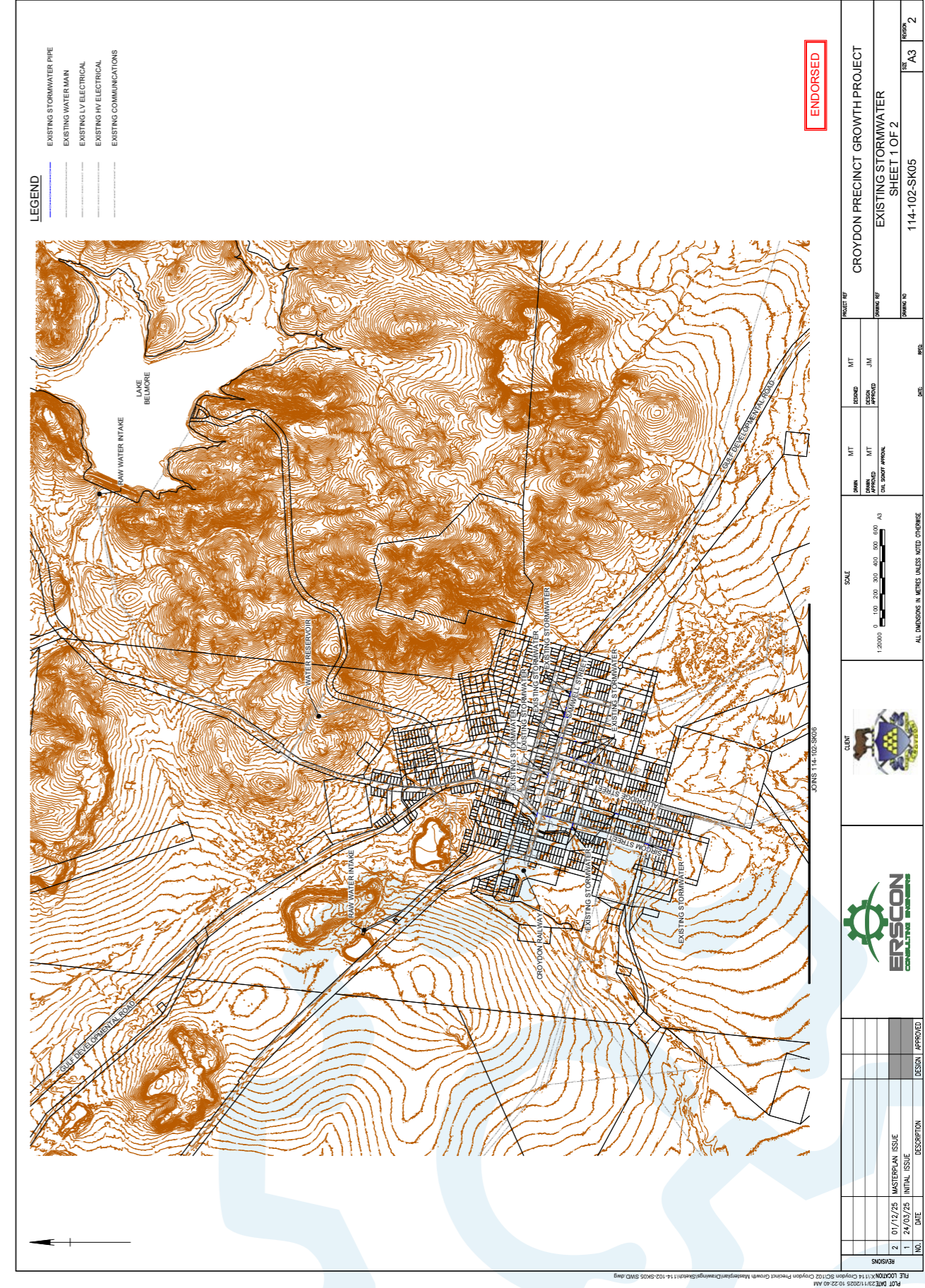
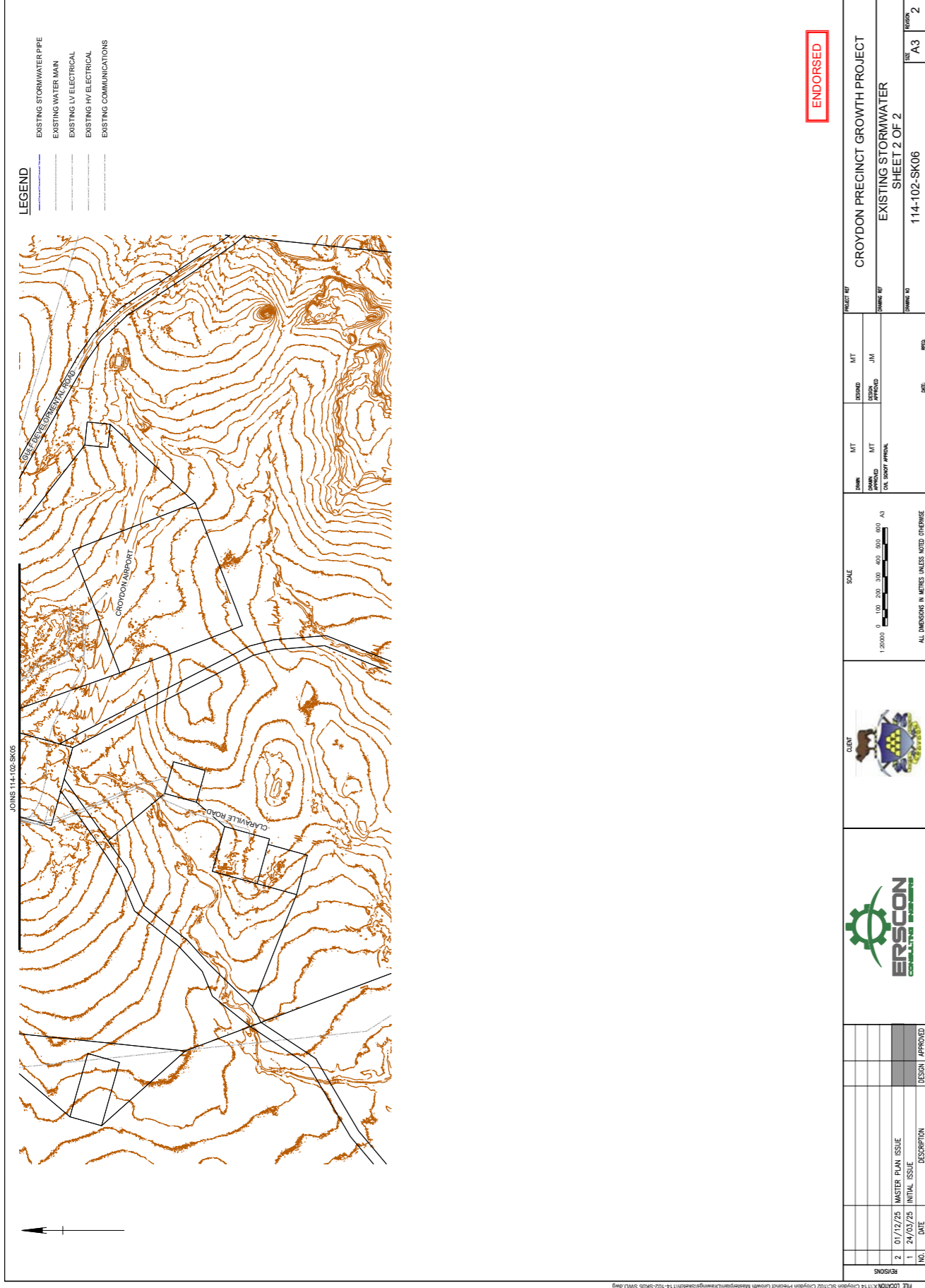
**CROYDON PRECINCT GROWTH PROJECT OVERLAND FLOW PATH ANALYSIS**

PROJECT NO: 114-102-SK32

SCALE: 1:10000

DATE: 28/08/25

NO. 2

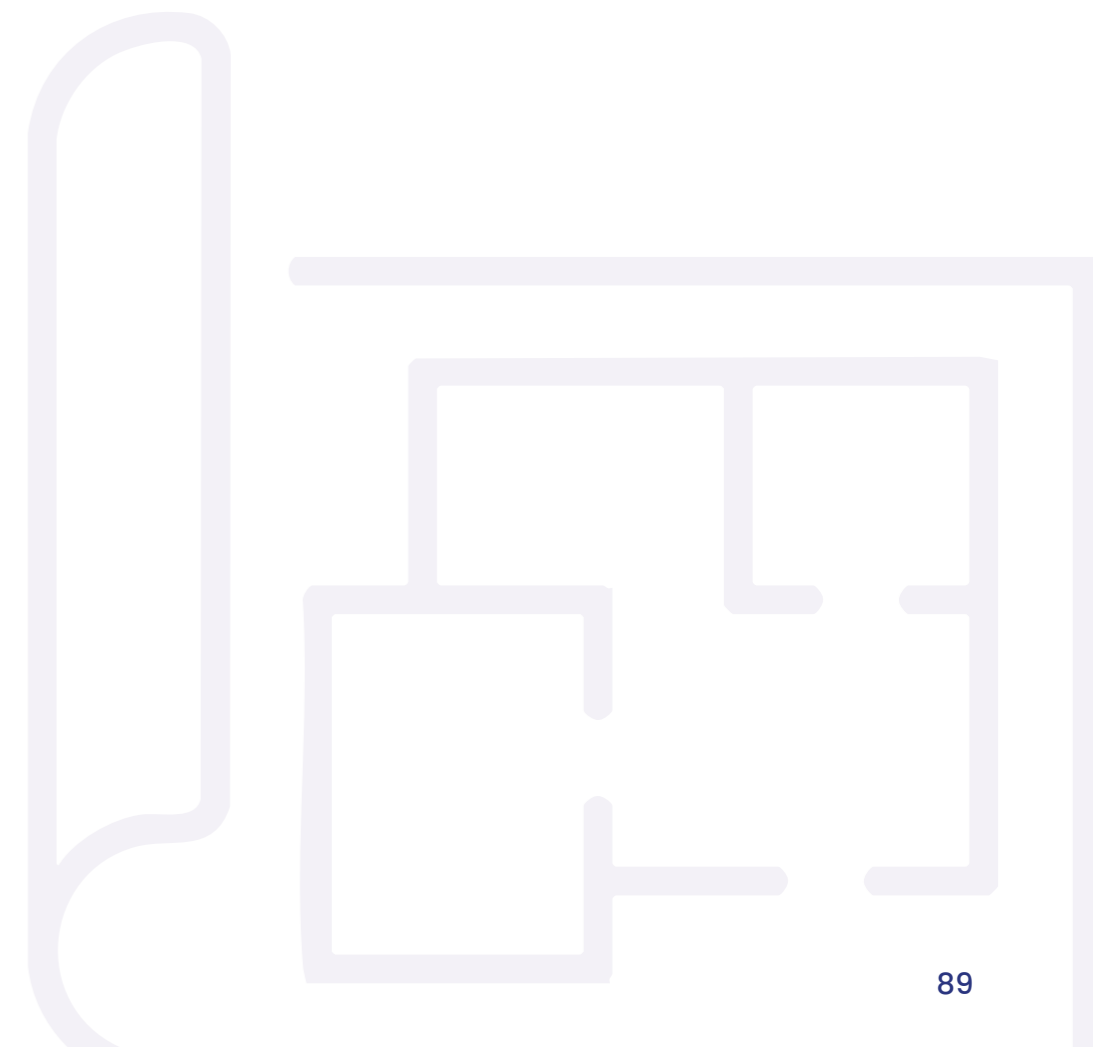




# TOWN PLANNING

Residential and Industrial Expansion

90



# Residential and Industrial Expansion



# Residential and Industrial Expansion



## PROJECT SCOPE:

There is a need to provide additional land for residential and industrial purposes to service the growth of the Croydon Township.

This Project includes the following elements:-

- a) identification of residential and industrial expansion areas surrounding the existing Township Boundary to service the growth of the Township (Refer to **Figure 1**, p91)
- b) increase the capacity of vacant and under-utilised lots within the Township Boundary by the provision of new or upgraded infrastructure within the existing road reserves (Refer to **Figure 2**, p92).

- c) current infrastructure constraints and the provision of new and upgraded infrastructure;
- d) logical and efficient provision of new and upgraded infrastructure;
- e) available funding;

## CONCEPT DESIGN:

Concept Plans for each Investigation Area are included in Appendix F within the Town Planning and Land Use Investigation Report.

## PRACTICAL CONSIDERATIONS (FROM WORKSTREAM TECHNICAL REPORTS):

### NATIVE TITLE

The key risks are systemic—native title, tenure and road-dedication issues affect the whole expansion area, not just individual parcels.

Rather than detailed parcel-level analysis at this stage, Council would gain far more value from adopting a township-wide native title and tenure strategy that aligns with the master plan.

This will allow Concept Plans, servicing design, Planning Scheme amendments and subdivision processes to proceed in a staged, lawful and coordinated manner.

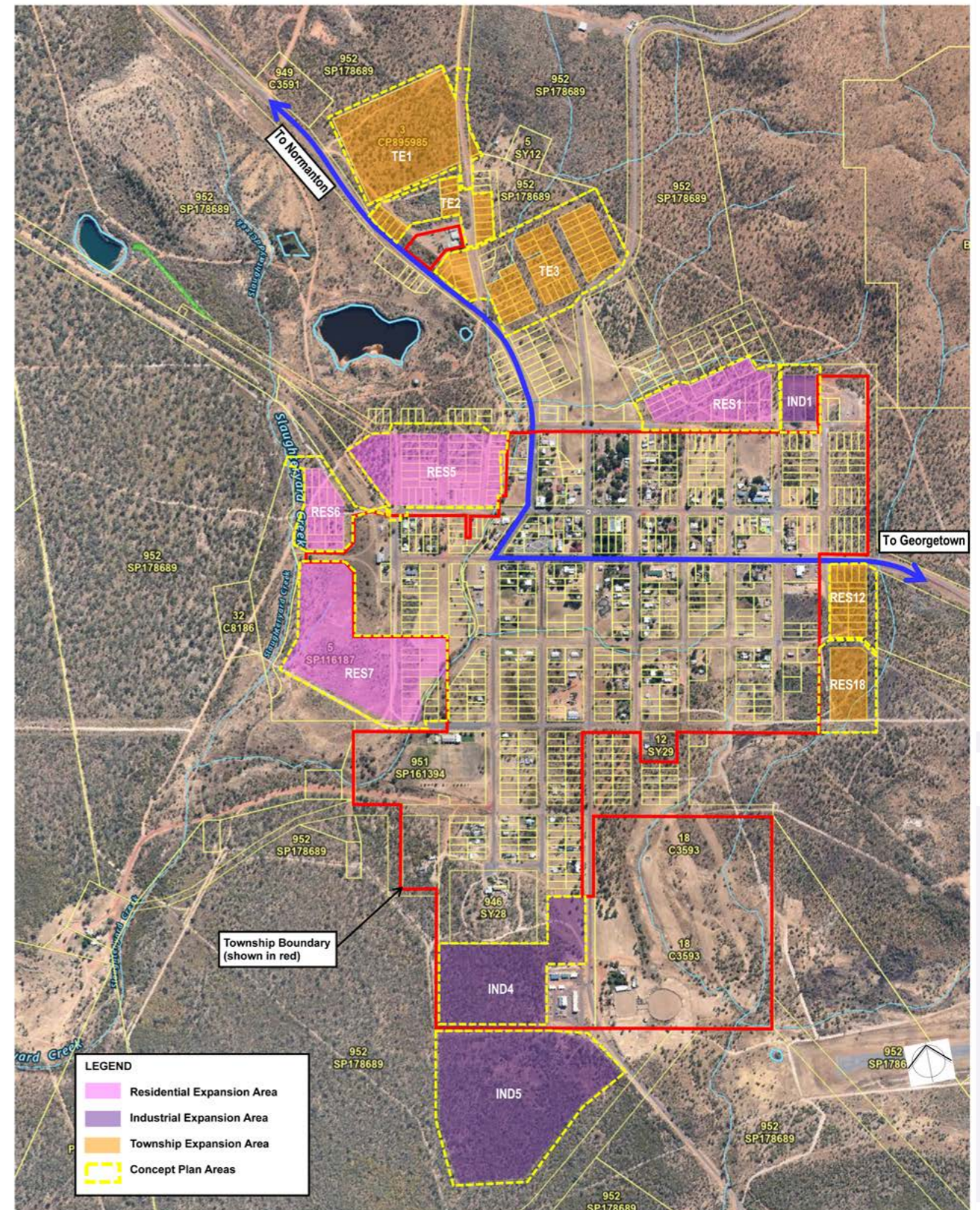
## COSTINGS/ BUDGET:

Indicative costings for each Concept Plan Area are provided within the **Town Planning and Land Use Investigation Technical Report**.

## TIMEFRAMES/ STAGING PLAN:

The timeframes and staging for this Project will be determined by:-

- a) existing and anticipated demand for residential land and industrial land;
- b) demand generated by mining, construction, agriculture and tourism sectors;



CROYDON PRECINCT GROWTH PLAN

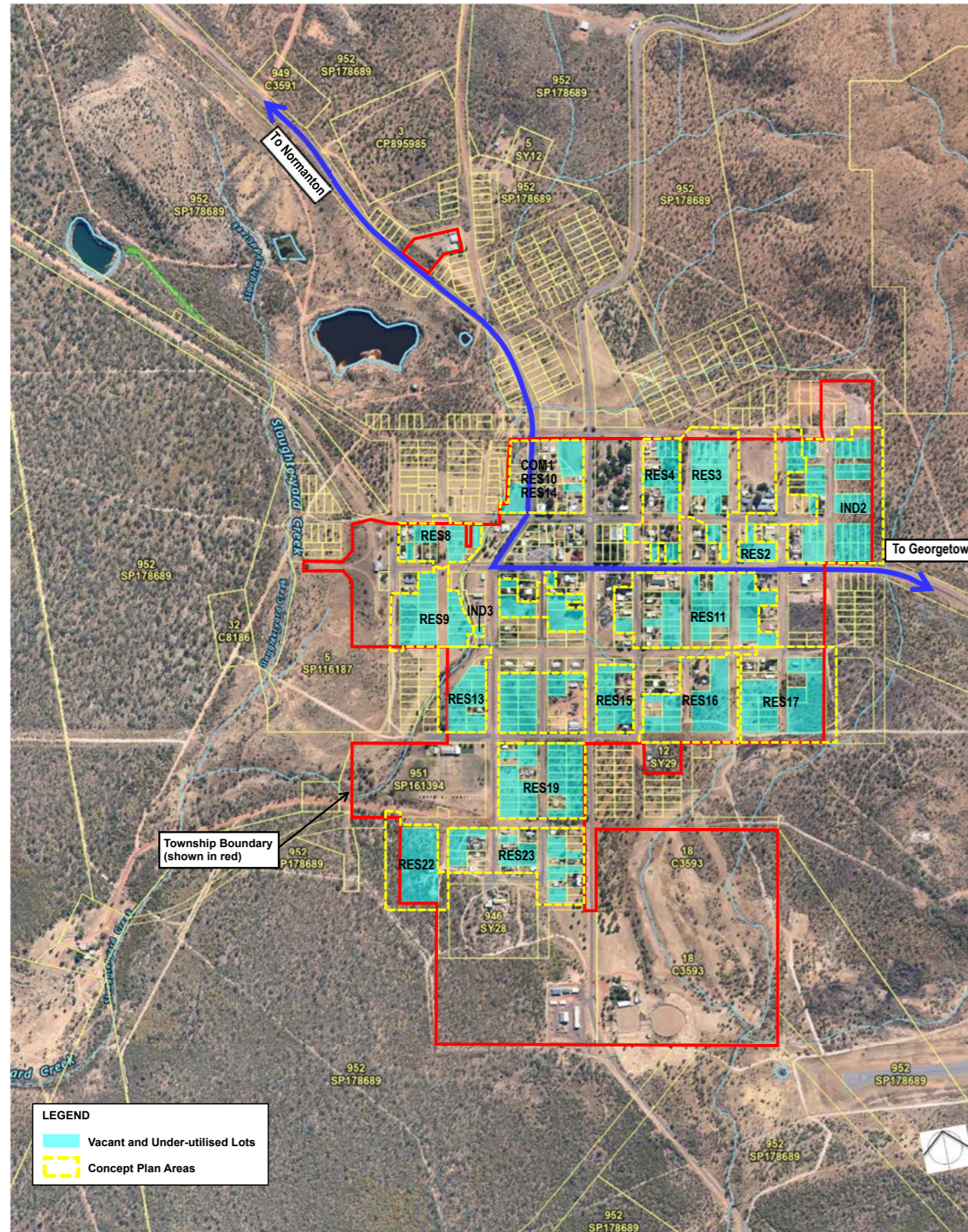
EXPANSION AREAS

FIGURE 1 DECEMBER 2025

# Residential and Industrial Expansion



# Residential and Industrial Expansion



CROYDON PRECINCT GROWTH PLAN

VACANT AND UNDER-UTILISED TOWNSHIP LOT AREAS

FIGURE 2 DECEMBER 2025



## CULTURAL HERITAGE

The Aboriginal Cultural Heritage Act 2003 (Qld) (“ACHA”) embodies a due diligence – precautionary approach

- The ACHA binds all persons, including the State, and is intended to provide effective recognition, protection and conservation of Aboriginal cultural heritage.
- The ACHA requires that a person **must** exercise **due diligence** and take **reasonable precautions** before undertaking **any** activity which may harm Aboriginal cultural heritage.
- The Tagalaka Registered Native Title Bodies Corporate (RNTBC) is the Aboriginal Party for the purposes of the ACHA.
- Known Tagalaka cultural heritage sites exist in the broader Croydon area.
- Project Activities (surface disturbance, excavation and construction relating to additional industrial and residential areas and roads) are of a nature that they do have capacity to harm Aboriginal cultural heritage.
- Hence, Council has a statutory duty to comply with the cultural heritage protection provisions in Part 3, Division 1 of the ACHA when undertaking Project Activities - whether directly itself or by way of contractors – by taking all reasonable and practicable measures to avoid harm.

## Compliance options – in order of recommended preference

### Option 1: Comply with Duty of Care Measures

Consult with the RNTBC, conduct a site survey, engage Traditional Owner monitors during earthworks, and develop a follow agreed Cultural Heritage Finds Protocol and stop work procedures.

### Option 2: Cultural Heritage Management Agreement (“CHMA”)

If Aboriginal cultural heritage is likely to be affected, negotiate a CHMA with the RNTBC.

### Option 3: Voluntary Cultural Heritage Management Plan (“CHMP”)

Use only if agreement cannot be reached with the RNTBC – a time-consuming and costly option.

## LAND TENURE

The land subject to the proposed Residential and Industrial Expansion includes Freehold Lots, Reserves and road reserves. Further consultation will be required with State Agencies including State Assessment and Referral Agency (SARA) and Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (DNRMMRRD) to resolve matters in relation to tenure, land ownership and boundary identification.

# Residential and Industrial Expansion



# Residential and Industrial Expansion



## ENVIRONMENT

Key considerations based on individual Concept Plan areas are identified as:-

- a) undertake further ecological surveys where vegetation clearing is proposed;
- b) ensure all clearing and works are undertaken in accordance with an Environmental Management Plan (EMP) and Erosion and Sediment Control Plan (ESCP);
- c) retention of suitable buffers to existing waterways;
- d) ensure waterway barrier works maintain waterflows to retain fish passages;
- e) ensure suitable biosecurity controls are implemented; and
- f) maintain the conservation corridor identified on the eastern side of the Township.

### Refer to Environment Technical Workstream Report

## HERITAGE

Key considerations are identified as follows:-

- a) where required, undertake archaeological ground-truthing to identify and properly document any archaeological remnants, and ensure these are appropriately managed, prior to development;

- b) consider view corridors to heritage sites and surrounding outback character landscape;
- c) determine suitability and approval requirements to undertake development on or adjoining a Queensland Heritage Place; and
- d) protect and preserve identified local heritage sites, historical bridge remnants and sandstone kerbing and retain historical and replica streetlamps.

## ENGINEERING

Key considerations are identified as:-

- a) develop external roads and services within the Township Expansion Areas as identified by the Concept Plans;
- b) upgrade and / or extend roads and services as identified by the Concept Plans for areas within the Township Boundary.

These works may include grading of stormwater drains within road reserves and the provision of crossovers to properties.

There may be the need to undertake limited earthworks on selected vacant lots to allow efficiency in connections with new works within the road reserves and adjacent stormwater flow paths to provide flood resilience to allotments;

Refer to Concept Plans attached with the **Town Planning and Land use Investigation Report**.

## PLANNING AND REGULATORY

The Shire Zoning Map (ZM-1) and Croydon Township Zoning Map (ZM-2) within the Croydon Shire Planning Scheme (2019) will be required to be amended to transfer the expansion areas from the Rural Zone to the Township Zone and relevant Zoning Precincts. This will enable the intended use of the land to be consistent with the applicable Tables of Assessment within the Planning Scheme.

The proposed Concept Plans for the new lots identified as part of the Township Expansion Areas will be subject to development approvals required by the Croydon Shire Planning Scheme, the State Assessment and Referral Agency and Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development.

## SPORT AND RECREATION

Establish connectivity by the provision of footpaths and cycle paths within new roads and maintain existing connections at other locations.

## RECOMMENDATIONS:

Proceed to undertaken actions in accordance with the *Planning Act (2016)* to amend the current Croydon Shire Planning Scheme (2019) to incorporate the proposed residential and industrial expansion areas within the Township Boundary and allocate suitable Zones and Precincts.

These Amendments would also include adjustments to the Tables of Assessment and Assessment Benchmarks within the Planning Scheme to enable the implementation of the expansions areas and allow for the efficient use of the existing vacant lots within the Township Boundary.



# SPORT + RECREATION

<b>Centenary Park Upgrade</b>	<b>98</b>
<b>Centenary Swamp Upgrade</b>	<b>99</b>
<b>Splash Park Revitalisation and Shading</b>	<b>100</b>
<b>Lake Belmore Recreation Strategy</b>	<b>102</b>
<b>Footpaths and Walking Tracks</b>	<b>104</b>
<b>Rodeo Grounds Renewal</b>	<b>106</b>

# Centenary Park Upgrade



# Centenary Swamp Upgrade



## PROJECT SCOPE:

Activate the small recreation park with new low-level embellishments that will allow the site to better provide recreational opportunities for the community.

## COSTINGS/ BUDGET:

Indicative only and subject to final designs and timing: \$80,000

## TIMEFRAMES/ STAGING PLAN:

Subject to any issues identified through the relevant technical reports, all components could go to the detailed design phase once funding is approved. However, if a staged implementation is necessary, the following is the proposed order of implementation:

1. Indigenous Bush Food and Medicine Garden
2. Minor nature play and picnic facilities
3. Links to existing paths and trails
4. Entry and informative signage and semi-formalise car parking area

Total timeframe for implementation 12-18 months.

## CONCEPT DESIGN:

With consideration of the site being significantly flood-prone, limited structural embellishments are recommended for Centenary Park. The locations of the proposed actions should be finalised at the detailed design phase which should include consideration of the property boundaries across the site, as illustrated below.

semi-formalise parking area with appropriate gravel (or similar) medium to cater for increased visitation (and improved resistance to wet weather)

- inclusion of appropriate cultural elements such as and Indigenous Bush Food and Medicine Garden

## PRACTICAL CONSIDERATIONS (FROM WORKSTREAM TECHNICAL REPORTS):

- Native Title
- Cultural Heritage
- Land Tenure
- Environment
- Heritage
- Engineering
- Planning & Regulatory

## RECOMMENDATIONS:

It is recommended that the concept design be taken forward to detailed design phase, including the appropriate suggested features, with illustrative examples provided for guidance.



## PROJECT SCOPE:

Birdwatching/ chairs and tables/ hide floods (bunded access track).

## COSTINGS/ BUDGET:

Costs may be significant due to the flood prone nature of the site. Until more detailed design are developed, these costings are unknown but would include improving the site's flood resilience for access, car parking and the hide structure. Existing access intersection with Claraville Road may also need to be upgraded to Austroads standard.

Estimate without detailed design: \$200,000 - \$350,000.

## TIMEFRAMES/ STAGING PLAN:

Subject to the possibly significant engineering, environment and cultural heritage issues associated with the site, the proposed improvements are relatively inexpensive and could be undertaken as soon as funds allow.

Estimate: 12 months to complete works - but a low priority.

## CONCEPT DESIGN:

With consideration of the site being significantly flood-prone, the limited proposed improvements will need to be designed accordingly, including the raising of the existing/new hides and flood-immune tables/chairs.

The proposed flood-immune bird hide/s and chairs and tables would most likely be located in the western aspect of the site with the final locations and designs to be finalised in liaison with local bird-watchers and the relevant organisations (such as Birdwatching Australia).

There is a wide range of designs for bid hides, including those for areas highly affected by flood waters. An illustrative example is provided below.

## PRACTICAL CONSIDERATIONS (FROM WORKSTREAM TECHNICAL REPORTS):

- Native Title
- Cultural Heritage
- Environment
- Engineering

## RECOMMENDATIONS:

It is recommended to undertake the more detailed investigations required to identify potential issues in the areas noted above before any improvements/developments are undertaken.



# Splash Park Revitalisation and Shading



# Splash Park Revitalisation and Shading



## PROJECT SCOPE:

To enhance the existing facilities at the site by providing shade and other ancillary features, thus improving the site's functionality and appeal.

## COSTINGS/ BUDGET:

**Shade structures:** \$50,000

**Signage, trees, water bubblers and shed insulation:** \$25,000

## TIMEFRAMES/ STAGING PLAN:

From a community recreation (and tourism) point of view, this project is considered a high priority with the proposed improvements able to be undertaken as soon as feature designs are finalised and funds are available.

Estimate timeframe for completion 18 months.

## CONCEPT DESIGN:

The concept design on the following page incorporates various additional new facilities and improvements to existing features. Illustrative examples are provided in the project's Technical Report (Appendix 07-11).

- Install two built shade structures (indicative sizes and locations (1 & 2) indicated below) to service both the pump track and splash park features it is noted that the installation of shelter 2 will be subject to the zoning/ownership of the land parcel containing its proposed location
- Plant local native shade trees at appropriate locations to complement the proposed built structures
- Water bubblers to be incorporated into the proposed built shade structures to further improve user experience and encourage longer visit times, with the central locations between the pump track and splash park features providing ease of access
- Insulate the existing colourbond shed sheltering the splash park pump system to minimise the risk of overheating
- Improve both directional signage from main thoroughfares of town and site signage at entry point.

Given the unique and popular recreation opportunities offered by the site for the Shire and its visitors, it is also recommended that:

- updated and more significant entry signage is installed
- more directional signage from the town centre/main thoroughfares is installed
- the site be included as a major destination in any walking/cycling trails to be developed
- the site is heavily promoted via Council's website and other tourism initiatives.

## PRACTICAL CONSIDERATIONS (FROM WORKSTREAM TECHNICAL REPORTS):

- Native Title
- Land Tenure
- Environment
- Engineering

## RECOMMENDATIONS:

It is recommended that the designs of the recommended features, signage and improvements be finalised, with installation to occur as soon as funds are available. Illustrative examples have been provided below for guidance.



# Lake Belmore Recreation Strategy



# Lake Belmore Recreation Strategy



## PROJECT SCOPE:

To enhance the existing facilities at the site by providing shade and other ancillary features, thus improving the site's functionality and appeal.

## COSTINGS/ BUDGET:

**Playground:** \$80,000

**Car parking:** \$300,000-\$400,000

**Fish cleaning station:** \$50,000-\$100,000

**Family activity nodes:** \$100,000-\$120,000

**Jetty/pontoon:** \$250,000-\$400,000

## TIMEFRAMES/ STAGING PLAN:

Subject to any Native Title, Cultural Heritage or Engineering issues identified, all components could go to the detailed design phase once funding is approved. While improvements to the site are seen as a medium-high priority, a staged implementation will most likely be necessary, with the following proposed stages:

1. Install new playground (Item 4 in concept)
2. Designated and signed car parking area (Item 3 in concept)
3. Fish cleaning station (Item 1 in concept)
4. Additional new family/activity nodes (Item 5 in concept)
5. New jetty/pontoon (Item 2 in concept)

Total completion of 2-3 years, commencing immediately, in priority order.

## CONCEPT DESIGN (IF APPLICABLE):

The concept design on the following page incorporates various additional new facilities and improvements to existing features. Illustrative examples are provided in the project's Technical Report (Appendix 12-17).

Given the site's significant contribution to recreation opportunities for the Shire and its visitors, it is also recommended that:

- updated and more significant entry signage is installed
- more directional signage from the town centre/main thoroughfares is installed
- the site be included as a major destination in any walking/cycling trails to be developed
- the site is heavily promoted via Council's website and other tourism initiatives.

## PRACTICAL CONSIDERATIONS (FROM WORKSTREAM TECHNICAL REPORTS):

- Native Title
- Cultural Heritage
- Engineering

## RECOMMENDATIONS:

It is recommended that the concept design be taken forward to detailed design phase, including the appropriate suggested features, with illustrative examples provided for guidance.



### 1. Fish cleaning station

- located away from boat ramp and swimming area to minimise the risk of attracting crocodiles

### 2. Possible location for installation of new jetty/pontoon

- enabling generally enhanced water access and designed to allow for changing water level of dam

- to allow the use of various water craft (including paddleboats)
- include investigation of the creation of a safe swimming area

### 3. Designated and signed parking area

- with direct access off ring-road and to allow other current informal areas used for parking to be better utilised for peak use times

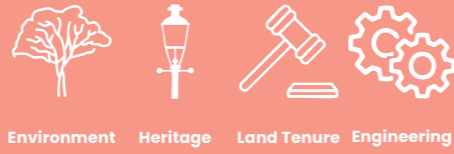
### 4. Install new playground

- utilise existing space of former playground, adjacent to main community building

### 5. Additional new family/activity nodes that may include\*:

- shaded picnic/family nodes
- small nature-play features
- grassed, informal spaces providing flexible-use options.

# Footpaths and Walking Tracks



Environment Heritage Land Tenure Engineering

## PROJECT SCOPE:

To improve pedestrian access throughout the town of Croydon, including people with mobility issues.

## COSTINGS/ BUDGET:

Costings will only be available at detailed design.

## TIMEFRAMES/ STAGING PLAN:

Timeframes will only be available at detailed design.

## CONCEPT DESIGN:

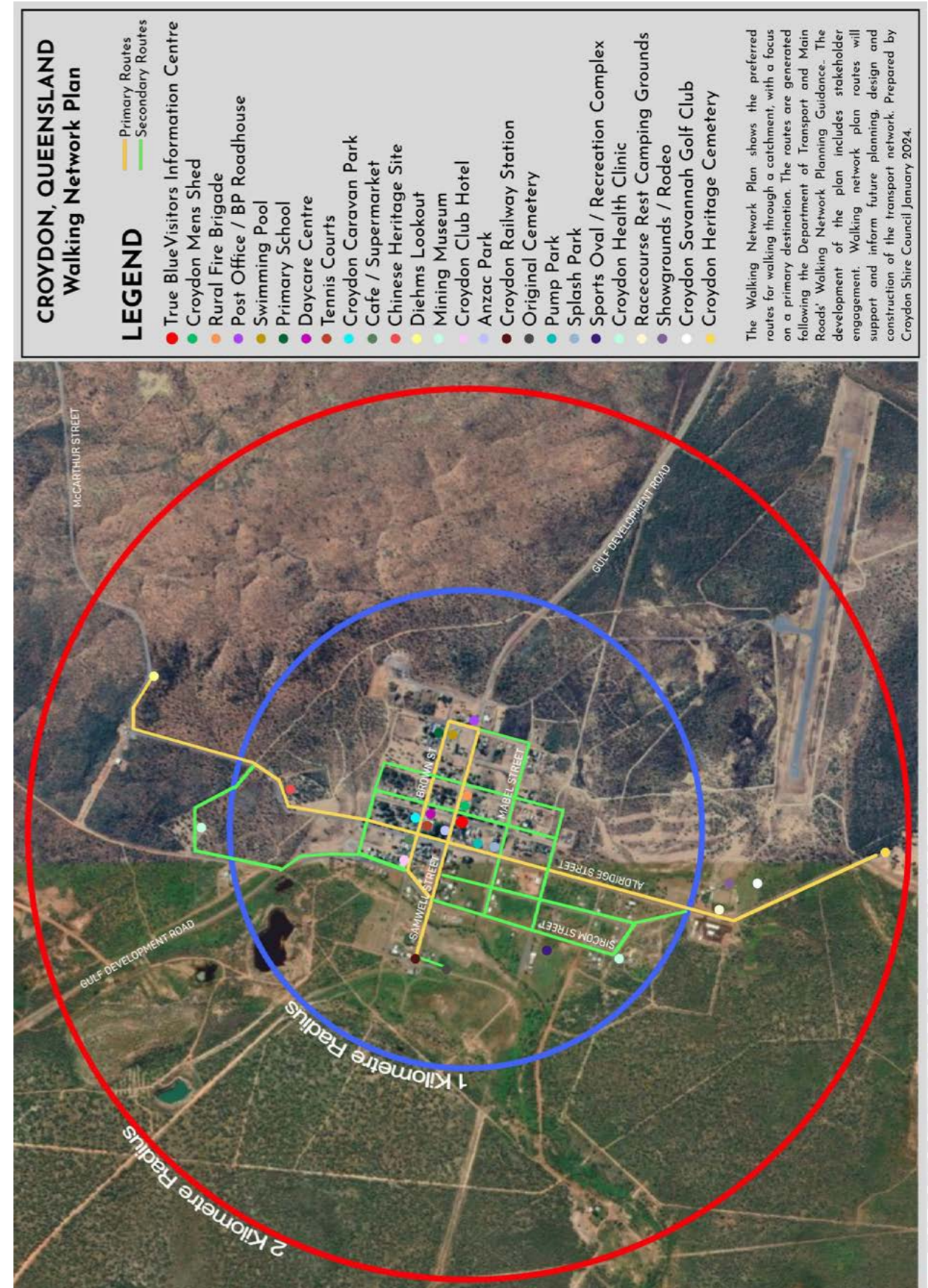
The Walking Network Plan developed by Council in 2024 best illustrates the proposed pathways that will best connect the main points of interest within Croydon. Although it should be noted that the alignments on this plan do not precisely match the on-ground alignments and road patterns.

## PRACTICAL CONSIDERATIONS (FROM WORKSTREAM TECHNICAL REPORTS):

- Engineering
- Environment
- Heritage
- Planning and Regulatory

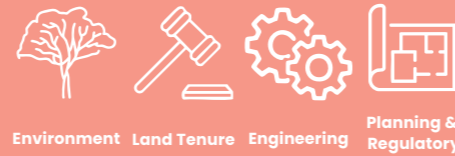
## RECOMMENDATIONS:

It is recommended that subject to available funding, pathways rolled out with the priorities being the extension of existing paths and new paths to those facilities connecting the main points of interest shown on the following map within the 1km radius.

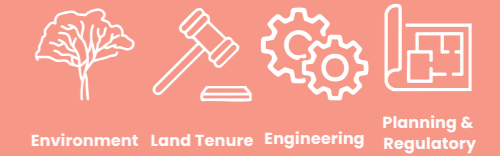


The Walking Network Plan shows the preferred routes for walking through a catchment, with a focus on a primary destination. The routes are generated following the Department of Transport and Main Roads' Walking Network Planning Guidance. The development of the plan includes stakeholder engagement. Walking network plan routes will support and inform future planning, design and construction of the transport network. Prepared by Croydon Shire Council January 2024.

# Rodeo Grounds Renewal



# Rodeo Grounds Renewal



## PROJECT SCOPE:

Implement a variety of improvements and features to make the site better able to provide the sport and recreation activities and events undertaken by the tenant club/s.

## COSTINGS/ BUDGET:

- **Yard reconfiguration** \$10,000-\$20,000
- **Re-alignment of arena and campdrafting area (including improved spectating area and additional fence panels)** \$40,000-\$80,000
- **Lighting and audio upgrades** \$30,000
- **Camping area extension and water upgrades** \$100,000

## TIMEFRAMES/ STAGING PLAN:

12-18 Months, however, if a staged implementation is necessary, the scheduling of works to be undertaken will have to occur in close liaison with the club to ensure minimal impact on their operations and events.

## CONCEPT DESIGN:

The concept design on the following page incorporates various additional new facilities and improvements to existing features.

Given the current relatively high level of use and effective management of the site, the following improvements to facilities at the site are considered to be cost effective developments that will provide increased sport and recreation

opportunities for both residents of, and visitors to, Croydon Shire and surrounding areas.

1. Extension of the existing camping area for larger events and to cater for future growth in participation. this will be subject to the ownership and any restrictions of the land parcels (illustrated at right) for the preferred location of the extension
2. Improved water supply to both free camping area and event camping area (exact locations to be determined at detailed design phase)
  - in addition to improved general access for campers, an appropriate supply point for porta-loos for relevant events should also be included
  - this will also be subject to the ownership and any restrictions of the land parcels (illustrated at right) for the preferred location of this water point/s
3. Reconfigure yards to increase their functionality
4. Improved spectating opportunities, which may include a need to re-align existing arena fencing to accommodate in an appropriate position. This re-alignment could also incorporate the Association's need to develop a larger campdrafting arena with additional panels and to repair the existing water leak
5. Upgrade existing lighting and purchase new audio equipment for the public address system

6. Improved entry statement, including a site map indicating key activity nodes.

Given the site's significant contribution to sport and recreation activities and events for the Shire and its visitors, it is also recommended that:

- updated and more significant entry signage is installed
- more directional signage from the town centre/main thoroughfares is installed

## PRACTICAL CONSIDERATIONS (FROM WORKSTREAM TECHNICAL REPORTS):

- Environment
- Engineering
- Planning and Regulatory

## RECOMMENDATIONS:

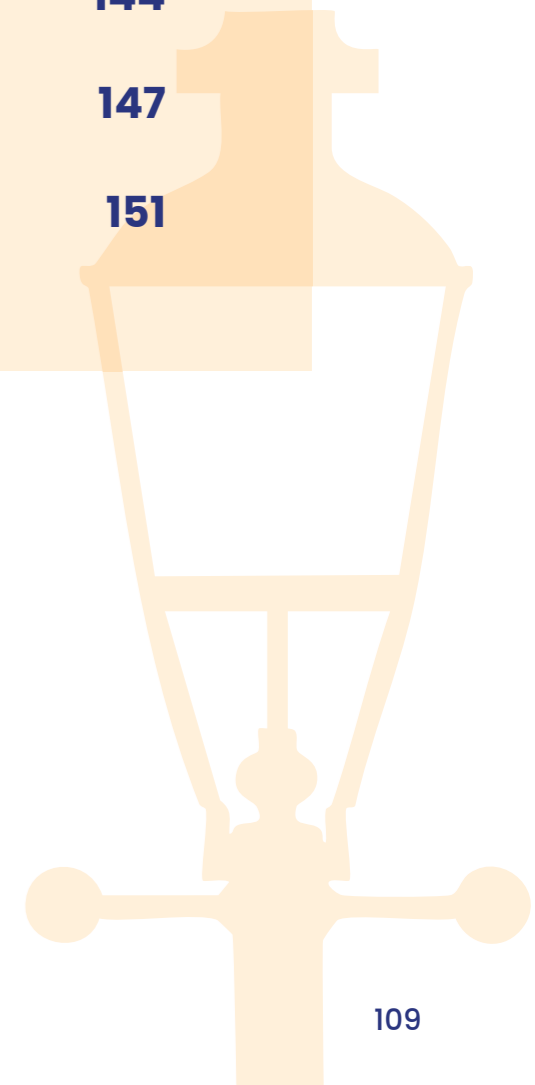
It is recommended that in liaison with the relevant club representatives, the concept design be taken forward to detailed design phase so that improvements can be undertaken as soon as funds are available.





# HERITAGE

<b>Historic Kerbing and Bridge Preservation</b>	<b>111</b>
<b>Heritage Precinct Renewal</b>	<b>115</b>
<b>Town Hall Restoration</b>	<b>133</b>
<b>Cemetery Restoration</b>	<b>137</b>
<b>Old Cemetery Restoration</b>	<b>144</b>
<b>Museum Upgrades</b>	<b>147</b>
<b>CWA Hall Activation</b>	<b>151</b>





# Historic Kerbing and Bridge Preservation



### PROJECT SCOPE:

This project aims to preserve, stabilise and interpret Croydon’s historic sandstone kerbing and bridge remnants, which are significant physical reminders of the town’s gold rush era and early civic infrastructure. These features form an important part of Croydon’s streetscape character and provide tangible links to the town’s late 19th and early 20th-century development.

The project will also investigate opportunities to reinstate certain bridge crossings to enhance pedestrian connectivity and accessibility, using contemporary designs that respectfully reference the original structures while maintaining the authenticity of the historic setting.

### COSTINGS/ BUDGET:

\$250,000 to \$3.15 million dependent on scope, extent of works and number of bridges being built.

### TIMEFRAMES/ STAGING PLAN:

Further scoping, detailed works planning and construction design could commence as soon as funded.

- a) A condition and repair assessment be undertaken of the original stonework of both kerbing and bridge remnants located within the township area.

- b. Based on the above assessment a conservation work schedule be developed and implemented (can be developed as part of the assessment).
- c. Further stakeholder consultation, historical research and practical investigations (including consideration of town walkability planning) be undertaken to define the scope and parameters of any proposed bridge reinstatements.
- d. Concept bridge designs developed and costed.
- e. Chosen bridge design/s funded for detailed design and construction.

*Note: Conservation recommendations for treatment and possible repositioning of sandstone kerbing on the corner of Samwell and Sircom Streets to also be addressed in Master Plan Project – Samwell–Sircom Intersection Safety Upgrade*

### CONCEPT DESIGN:

Undertake preservation, stabilisation, and conservation of all existing original sandstone kerbing and bridge remnants within the township area.

- All surviving sandstone kerbing and bridge remnants will be treated as high-priority conservation works to ensure long-term protection and visibility.

Bridge re-instatement works to be coordinated with broader town walkability, accessibility, and footpath planning initiatives. Particular attention should be given to remnants in key visual locations and those in areas known to experience

# Historic Kerbing and Bridge Preservation



experience flooding. Reinstating bridges will also provide a safe and accessible crossing for pedestrians during wet conditions, improving connectivity and ensuring that walking routes remain usable year-round.

- Bridge reinstatement efforts will focus primarily on developing concept designs for the most prominent and substantial bridge remnants along Brown Street, west of the Club Hotel, with secondary investigations into possible reinstatements at remnant bridge locations on Samwell, Sircom, and Aldridge Streets.
- New bridges may be replicas or modern interpretations designed to:
  - reflect the historic alignments and function of the originals
  - be constructed with contemporary, durable materials that complement the heritage setting
  - be clearly distinguishable, minimalistic modern additions so they don't overpower the remaining original heritage fabric
  - ensure the preserved original stonework is the main visible focus.

Complementary interpretive elements will be developed to help residents and visitors understand the significance of the sandstone kerbing and bridge remnants within Croydon's broader historical and urban context. Interpretive elements to include signage, photographic records where possible, and information linking the remnants to existing and former historic landmarks across the town.

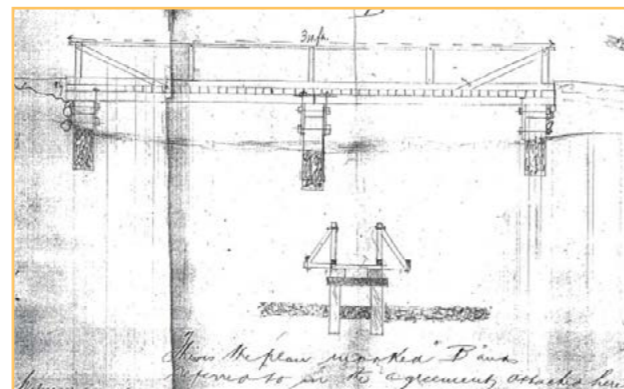
Figure below: Brown Street bridge re-instatement and interpretation mock concept



Figure below: Wooden foot bridge, Croydon (date and exact location nconfirmed)



Figure below: Samwell Street foot bridge plan dated 1893



# Historic Kerbing and Bridge Preservation



## CONSIDERATIONS:

### HERITAGE

The Sandstone Kerbing and Bridge Remnants have been identified as a local heritage structures recommended for listing on the Croydon Local Heritage Register. They have significant archaeological and historic value.

Any conservation and restoration work to them needs to adhere to conservation principals set out in *The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance, Australia ICOMOS, Canberra, 2013* and be guided by a heritage specialist overseen by Croydon Shire Council to safeguard the heritage values of the remnants.

### PLANNING AND REGULATORY

All works (restoration and new) would be undertaken by Council within the road reserves and therefore no Council approval for these works is required. Consultation may be required with the Department of Transport and Main Roads for kerbing works within the State-controlled road of Sircom Street and Samwell Street.

### NATIVE TITLE

Possible consideration. See Native Title, Cultural Heritage and Land Tenure Technical Workstream Report for commentary.

### ENGINEERING

Any new bridges would require engineering design, working closely with heritage to ensure that the desired outcomes are achieved. This would include approach/departure works to bridges. Engineering support may also be required for historic kerbing works where stormwater or other services are affected.

### RECOMMENDATIONS:

- The Historic Kerbing and Bridge Remnants be listed on Croydon's Local Heritage Register as part of the upcoming amendments to the Croydon Shire Planning Scheme.
- Conservation and re-instatement work to occur as per the proposed staging plan.





# Heritage Precinct Renewal



Heritage Native Title



## PROJECT SCOPE:

Continue the conservation, sensitive activation, and engaging presentation of Croydon's core Heritage Precinct to protect its heritage places, celebrate Croydon's history, enhance visitor access and experiences, broaden opportunities for tourism, research, and learning, and strengthen ongoing community use. As the heart of Croydon's history and a key tourism attraction, the core Precinct stands as an irreplaceable asset linking the town's past with its future.

## COSTINGS/ BUDGET:

Note: Costings are indicative only and reflect high-level estimates. Further scoping of each initiative will be needed to refine project parameters and confirm accurate budgets. Funding/development for some of these projects could also be sought under Master Plan Project - Museum Upgrades.

\$325,000 to \$380,000 - Former Hospital Dispensary Restoration and Museum Display

\$90,000 to \$110,000 - Jail Cell #2 Hologram Interpretative Display

\$1.25 to \$2.1 million - Heritage Park Township Model

\$85,000 to \$115,000 - Tabletop School Stage 1

\$170,00 to \$290,000 - Tabletop School Stage 2

\$110,00 to \$490,000 - Upgraded Disability and Precinct Access

\$50,000 to \$270,000 - Lighting and Temporary/Pop-up Events Activation Project

\$35,000 to \$55,000 per plan - Conservation Management Plans

\$15,000 to \$25,000 - Matron Morrow Hall Minor Upgrades

\$10,000 to \$80,000 per initiative (excluding storage shed costing) - Other Renewal Initiatives

\$5,000 to \$20,000 each - Works Approvals (e.g. State heritage, building and structural engineering certifications)



## TIMEFRAMES/ STAGING PLAN:

Further scoping and detailed design can start as soon as funding is available. Initiatives may be delivered separately, together, or in a staged and prioritised manner over time.

## CONCEPT DESIGN

Key initiatives proposed for implementation advancement are:

1. **Former Hospital Dispensary Restoration and Museum Display**
2. **Jail Cell #2 Hologram Interpretative Display**
3. **Heritage Park Township Model**
4. **Tabletop School - Interim Display and Future Restoration and Activation**
5. **Upgraded Disability and Precinct Access**
6. **Lighting and Temporary/Pop-up Events Activation Project**
7. **Conservation Management Plans**
8. **Matron Morrow Hall Minor Upgrades**
9. **Other Renewal Initiatives**

## CONSIDERATIONS:

### HERITAGE, PLANNING AND REGULATORY

Many of the buildings and their surrounds in the core Heritage Precinct are listed on the Queensland Heritage Register (refer to the Master Plan's Heritage Technical Report). Any works to these buildings and/or undertaken within the Queensland Heritage Register boundaries for these places will need approval by the Department of the Environment, Tourism, Science and Innovation (DETSI). DETSI does not regulate work on Local Heritage Places.

Development that results in no more than a minimal adverse impact on the cultural heritage significance of a State Heritage Place may qualify for an Exemption Certificate. DETSI does not charge fees for the lodgement or assessment of these applications. It is anticipated that all necessary approvals for the proposed Heritage Precinct Renewal concepts involving State Heritage Listed Places could be obtained through the Exemption Certificate application process.

Initiatives that only involve Local Heritage Places and will not require approval by DETSI are:

- Heritage Park Township Model
- Tabletop School - Interim Display and Future Restoration and Activation
- Upgraded Disability and Precinct Access to Local Heritage Places

Initiatives that will require approval via an Exemption Certificate application to DETSI are:

- Former Hospital Dispensary Restoration and Museum Display  
*(Note: A simple application is required solely because the building sits within the Courthouse State Heritage boundary - internal works do not require DETSI assessment as the dispensary is currently a Local Heritage Place)*
- Jail Cell #2 Hologram Interpretative Display
- Upgraded Disability and Precinct Access to Queensland Heritage Listed Places and their surrounds
- Lighting and Temporary/Pop-up Events Activation Project  
*(Note: only required for works to and within the boundaries of State Heritage Places)*
- Conservation Management Plans for Queensland Heritage Listed Places
- (Note: DETSI advice to be sought in their development)
- Matron Morrow Hall Minor Upgrades
- Other Renewal Initiatives involving Queensland Heritage Listed Places

The proposed Heritage Precinct Renewal initiatives are also in accordance with allowed works under the Croydon Shire Planning Scheme and do not require further approval in this regard.

It is also recommended that initiative works adhere to:

- recommendations in the Heritage Technical Report (*for Croydon Precinct Growth Plan/Master Plan*), Austin Planning 2005
- any pre-existing site-specific Conservation or Management Plans
- conservation principals set out in *The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance*, Australia ICOMOS, Canberra, 2013 guidance by a heritage specialist overseen by Croydon Shire Council to ensure the heritage values of individual places and overall Precinct are properly promoted and conserved.

### NATIVE TITLE

Possible consideration. See Native Title, Cultural Heritage and Land Tenure Technical Workstream Report for commentary.

### ENGINEERING

Possible design input required if upgrades or adjustments were required to any existing infrastructure (roads, services).

### RECOMMENDATIONS:

The proposed Heritage Precinct Renewal initiatives are further developed and funded for implementation. No impediments have been identified that would prevent immediate progression to the next stages of scoping and development.

## CONCEPT DETAILS

### 1. FORMER HOSPITAL DISPENSARY RESTORATION AND MUSEUM DISPLAY

This initiative aims to conserve, restore and interpret the original Croydon Hospital Dispensary Building, establishing it as a recognised historical building and attraction in its own right within the Heritage Precinct.

The building was built as part of the hospital, either in 1886 or 1894 (tbc). It served as the dispensary until 1985 when it was moved to the current location in the Heritage Precinct behind the Courthouse and used for storage. The dispensary was critical during gold rush years, when the population surged and infectious disease was rife. Records show high use of quinine, laudanum and antiseptics.

The building requires sensitive restoration to preserve and restore its existing original features such as the original shelving still intact and within the building – including a cupboard. Repairing and stabilising these fittings, along with essential structural works, will help retain the building’s authenticity, while the addition of discreet modern upgrades such as lighting and electrical improvements will enhance interpretation and usability for future generations.

The proposed museum display will re-create a visitor experience that highlights the daily operations of the dispensary during Croydon’s gold rush era, including the preparation and use of medicines, treatment of patients and the role of healthcare in a rapidly growing frontier town.

Visual displays and interpretive materials will immerse visitors in the historical context, featuring original bottles, medicines, and dispensary equipment from the gold rush era. These tangible artifacts, alongside recreated treatment scenarios, will help visitors understand the building’s significance and its vital role in supporting the health and wellbeing of the Croydon community. This display will not only preserve an important part of Croydon’s medical history but also provide an engaging and educational attraction for residents and tourists alike.

Images below: Former Hospital Dispensary Building – 2025



Image below: Proposed Former Hospital Dispensary museum display concept sketch



# Heritage Precinct Renewal Concepts



## 2. JAIL CELL #2 HOLOGRAM INTERPRETATIVE DISPLAY

This initiative will activate the currently underutilised second jail cell within Croydon's Heritage Police Building Complex by transforming it into an engaging interpretive display. The space will be fitted with a holographic prisoner projection, creating a dynamic and visually compelling storytelling experience that brings the cell's history to life.

The hologram will depict a lifelike prisoner who speaks to visitors, sharing a short narrative about daily life in confinement, the conditions of the era, and the story of the crime that has landed him in jail. The story will be based upon a real historical prisoner record obtained from archival materials.

The project will involve setting up the cell environment to complement the projection, with appropriate lighting, minimal furnishings, and interpretive signage that enhances authenticity without impacting the heritage fabric.

This activation will be developed so it runs complimentary to the current audio display in the adjacent jail cell, adding depth to the visitor experience, improving interpretive value of the building, and contributing to the overall "living history" atmosphere of Croydon's heritage precinct.

Images right: Jail Building and Cell #2 - 2025



Image below: Proposed Jail Cell #2 hologram display concept sketch



# Heritage Precinct Renewal Concepts



## 3. HERITAGE PARK TOWNSHIP MODEL

This initiative proposes to sensitively transform Heritage Park, located at the western end of the Heritage Precinct on Samwell Street, into an engaging interpretive space that enhances its connection and activation as a key part of the Precinct. Currently under-utilised, the park holds significant potential to strengthen the storytelling and visitor experience of Croydon's early development, while maintaining and enhancing its current character streetscape contribution to the Heritage Precinct.

The concept is to create an interactive, walk-through scaled layout of Croydon as it existed during the gold rush era. This layout will identify the locations of key buildings, businesses, and civic landmarks that once stood in the town, helping visitors understand the original

extent and activity of Croydon's core township area at its peak.

The maps below illustrate the extent of the scaled layout of the former township that could be recreated within Heritage Park. The zoomed-in section demonstrates that the scaled road network can be designed with sufficient width to allow wheelchair accessibility.

*Note: The extent of the area to be included in this interpretive concept will require further investigation during the project design phase. The map below is provided for illustrative purposes only, to indicate the potential area that could feasibly be incorporated.*

*Note: The existing rotunda may be suitable for relocation to the current cemetery – refer to Master Plan Project - Cemetery Restoration.*



# Heritage Precinct Renewal Concepts



There are several creative and interpretive ways the interactive layout could be realised within Heritage Park allowing visitors to physically walk through the scaled township:

- the concept could use durable ground markers or paving outlines to indicate the footprints of former buildings and streets
- sculptural forms or low-scale installations could be incorporated to represent key structures such as hotels, stores or public buildings, helping to define their scale and placement within the historic town grid
- an interpretive pathway of laser cut signage panels depicting the basic outline and shapes of former buildings could re-create a streetscape experience
- complementary interpretive signage panels would provide historical information, photographs, and narratives about the buildings, people and activities that once animated the area
- to further enrich the immersive experience, digital technologies such as augmented reality 3D reconstructions, or QR codes with links to further storytelling, archival imagery and historical information projection could

be utilised at night, the experience could be transformed through the use of creative lighting highlighting the town layout in a visually striking way with the use of subtle colour shifts or projection effects.

This initiative would offer a truly unique experience, unlike any other heritage attraction in the region. By allowing visitors to physically walk through a scaled representation of Croydon's original gold rush township. It would make Heritage Park a major drawcard for visitors, complementing Croydon's existing heritage attractions and significantly enhancing the town's profile as a distinctive outback destination.

Nighttime interpretation would expand the park's appeal, linking to the broader "Croydon by Night" experience and encouraging visitors to explore the Heritage Precinct after dark in a safe, captivating, and educational way. The provision of shade during the day time also needs to be considered.

# Heritage Precinct Renewal Concepts



Image below: Heritage Park town layout concept - mock-up example 1

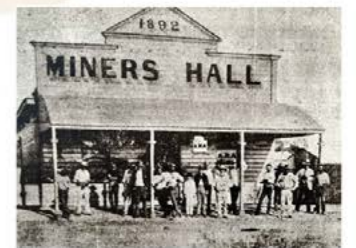
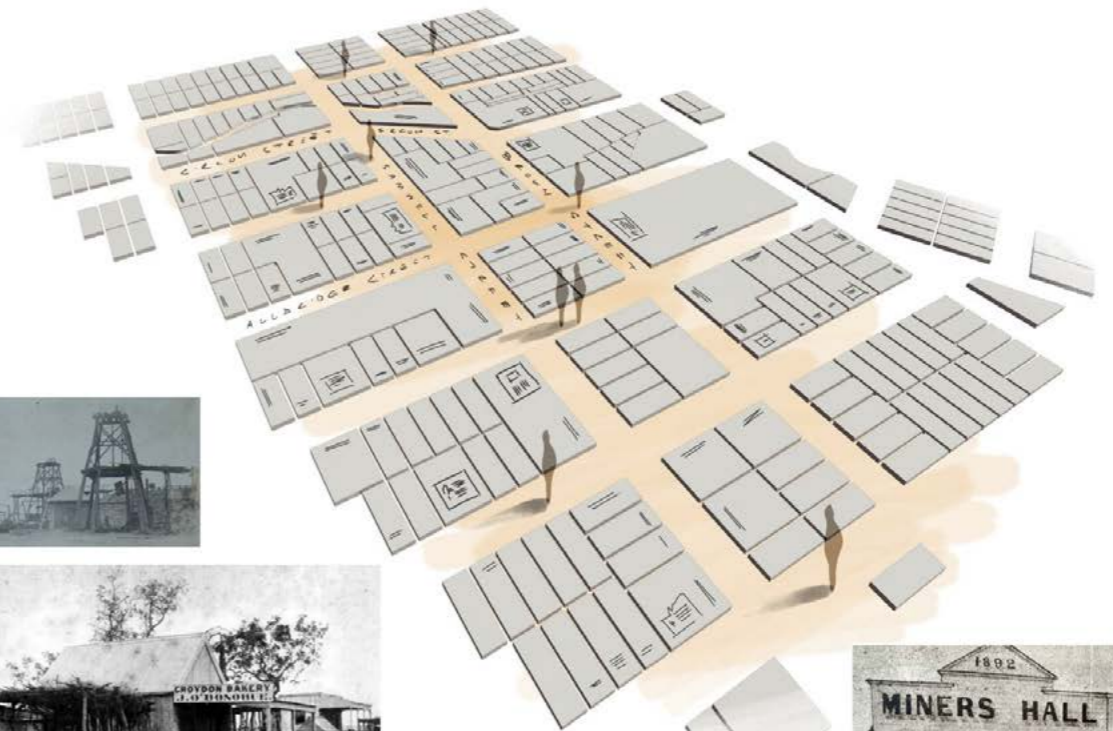
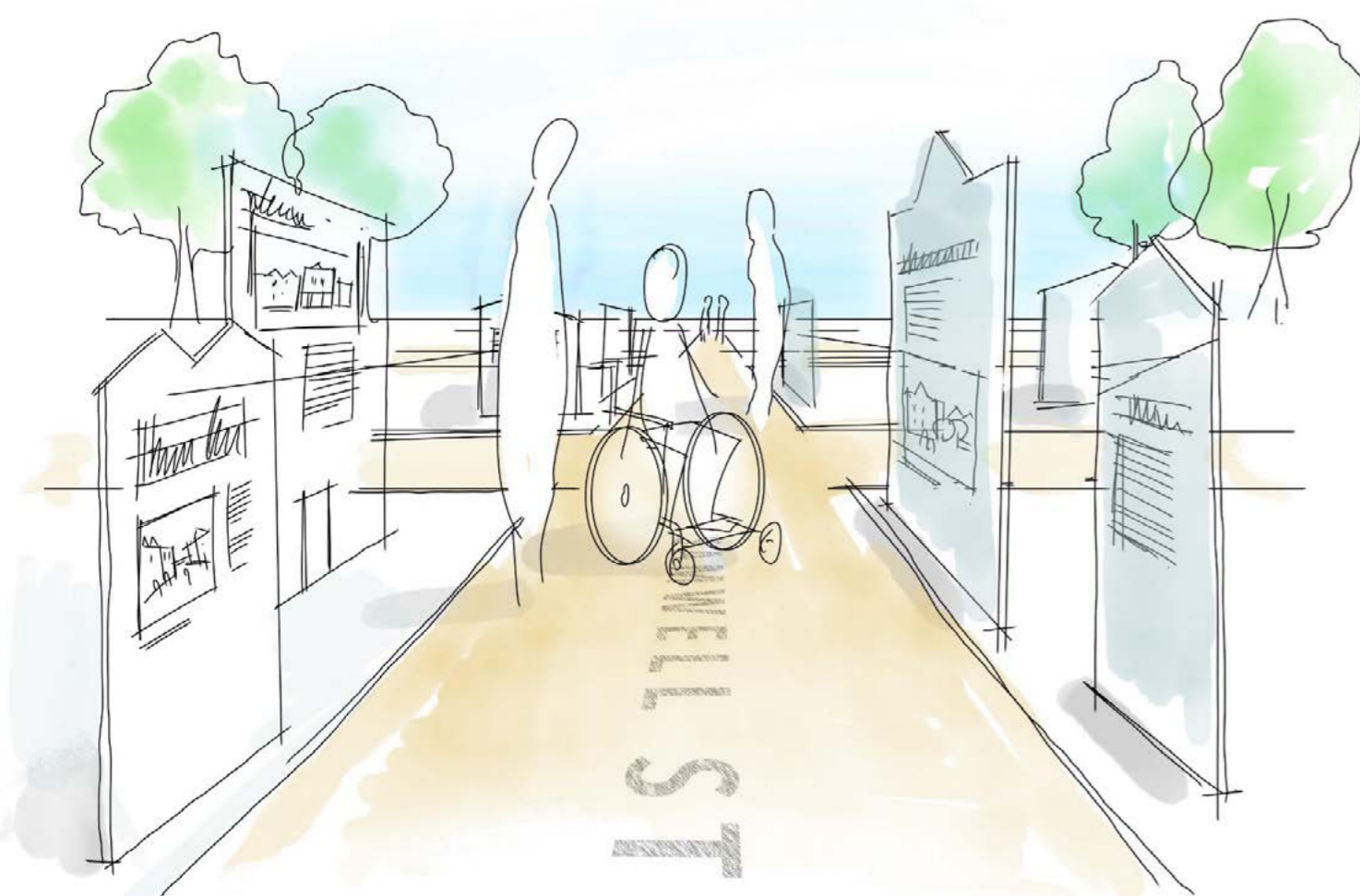


Image below: Heritage Park town layout concept - mock-up example 2



#### 4. TABLETOP SCHOOL – INTERIM DISPLAY AND FUTURE RESTORATION AND ACTIVATION

The historic Tabletop School building is significant as one of the earliest school buildings established on the Croydon goldfield. It also makes an important contribution to the town’s Heritage Precinct as an intact, relocated school structure now positioned on a prominent corner site at the eastern end of Samwell Street.

This initiative is to conserve, restore and progressively activate the historic building. The project will be delivered in stages, ensuring both the preservation of the building’s heritage fabric and its long-term adaptive reuse as a valued educational, tourism, historic and interpretive asset within the Heritage Precinct.

##### STAGE 1 – INITIAL STABILISATION AND INTERPRETIVE DISPLAY SETUP

The first stage will focus on:

- painting the external façade of the building and undertaking essential conservation and presentation works to stabilise the structure and make it safe for limited public engagement
- setting up one front room as a schoolroom display, re-creating the atmosphere of a late 19th-century classroom with period-appropriate furnishings, interpretive signage and visual storytelling elements.

Visitors will be able to view the display from the veranda through the doorway or windows, providing an authentic

interpretive experience without entering the building.

Works will include minor stabilisation, cleaning, and installation of protective barriers and interpretive materials to ensure the building’s integrity while allowing limited visitor access and vision into one front room.

##### STAGE 2 – FULL RESTORATION AND ADAPTIVE REUSE

Once further funding is secured a comprehensive restoration to be undertaken to fully rehabilitate the building for active public and educational use as follows:

- Conservation works to address flooring and other structural repairs, kitchen and bathroom facilities, and accessibility and services upgrades in line with heritage standards.
- The restored building will continue to feature a dedicated schoolroom display, preserving its interpretive value.
- Additional rooms will be repurposed for small exhibitions, community use such as a small scale second hand exchange facility, meeting spaces and educational programs including potential use as a Government University Study Hub under their Regional University Study Hubs program, a University of the Third Age (U3A) space, and/or a heritage research and learning centre.

# Heritage Precinct Renewal Concepts



Heritage Native Title

The grounds behind the Tabletop School building could be developed as a community food garden. This initiative would complement the buildings' historic use as a school and community educational facility by creating a vibrant, living extension of the precinct for both learning and social interaction. The community food garden could also engage tourists travelling in the region, offering them the opportunity to donate time to gardening activities as part of their visit.

This hands-on involvement would allow visitors to contribute directly to the upkeep and development of the garden, fostering a sense of connection to Croydon's heritage precinct. In return, volunteers could enjoy fresh produce from the garden.

Consideration could also be given to the installation of playground equipment that may once have existed in bygone era schools, such as a simple swing set or slide.

**Image below: Tabletop School Stage 1 concepts**



# Heritage Precinct Renewal Concepts



Heritage Native Title

## 5. UPGRADED DISABILITY AND PRECINCT ACCESS

This initiative aims to identify and implement improved mobility access solutions across Croydon's core Heritage Precinct, inclusive of the heritage buildings, footpaths to and from the precinct, internal pathways, and treatment of surrounding grounds (such as shade provision and seating).

The scope includes assessing current accessibility barriers, developing sensitive design responses that align with heritage conservation principles, and delivering upgrades such as accessible pathways, disability parking and amenities, ramps and mobility entry points. It also includes an assessment of shade provision and seating within the precinct.

All interventions will be guided by the Burra Charter to ensure the cultural significance of the heritage fabric is retained while enhancing inclusivity and visitor comfort. The project will also consider wayfinding signage and universal access features to create a more welcoming and equitable experience for all community members and visitors.

Several buildings currently do not provide for all-abilities access. Some, such as the Town Hall shown below, have already introduced certain access elements, however, these will require further review and potential upgrades to ensure full accessibility compliance.

**Figures below: current crossing area and Town Hall side entrance**



# Heritage Precinct Renewal Concepts



## 6. LIGHTING AND TEMPORARY/POP-UP EVENTS ACTIVATION PROJECT

This initiative aims to continue to bring Croydon's core Heritage Precinct to life by creatively illuminating its historic buildings, lighting the precinct pathways, and activating the spaces between the buildings as dynamic temporary pop-up areas.

The spaces between the heritage buildings to be better prepared and adapted to readily accommodate pop-up events such as markets, performances, exhibitions, and community gatherings. Consideration to be given to power supply, amenity and water access, provision of level cleared spaces and event mobilisation. This preparation will make the precinct more welcoming and functional for temporary activations, encouraging public engagement with the Heritage Precinct while promoting cultural activities, economic opportunities, and a stronger sense of community.

This initiative will also explore the use of digital projection technology to display Croydon's historical stories, images and archival content directly onto the façades of key heritage buildings. By projecting curated visual narratives and images, the initiative will add further immersive attractions to the "Croydon by Night" experience already being fostered and promoted by Council to encourage overnight tourism visitation.

Upgrades of pathway lighting within the precinct area to be undertaken where necessary to facilitate safe night-time visitation of the area.

# Heritage Precinct Renewal Concepts



Image below: examples of artistic and digital history building projections



Images below: Heritage week dinner event in the Heritage Precinct - June 2025





## 7. CONSERVATION MANAGEMENT PLANS

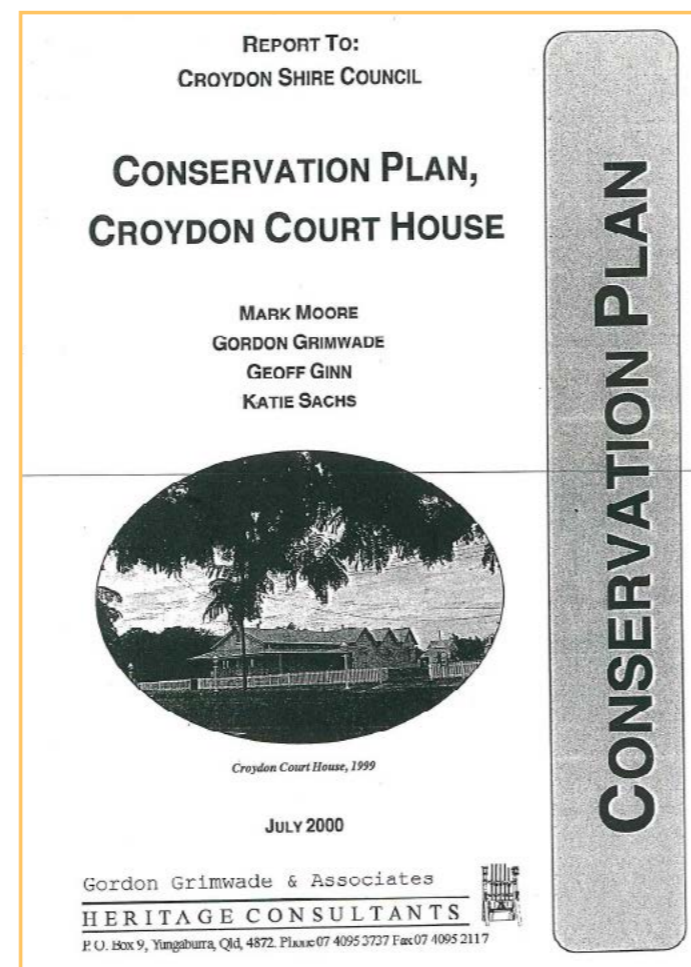
Croydon's core heritage precinct is one of Queensland's most intact examples of a late 19th-century gold rush town. To ensure these significant places are properly conserved and sensitively managed into the future, this initiative proposes the preparation of an overarching Conservation Management Plan (CMP) for the Heritage Precinct, alongside individual CMPs for each major heritage place within it.

The overarching CMP will establish a clear framework for managing change, maintenance, and interpretation across the precinct as a whole. It will identify shared heritage values, assess risks, guide appropriate uses, and set out consistent conservation principles aligned with the Burra Charter.

The individual CMPs will provide tailored conservation policies for each heritage place (such as the Town Hall, Matron Morrow Hall and Police Buildings), documenting their historical fabric and significance. These plans will include place-specific management actions to ensure works, restorations and adaptive reuse ventures respect their cultural heritage values.

Together, these plans will become essential tools for Council and stakeholders. They will enable informed decision-making about any future works, help Council plan for required funding and maintenance works, and ensure that the core Heritage Precinct and its significant places remain authentic but functional.

Note that in 2000, a Maintenance Plan was prepared for the Former Hospital Ward, and Conservation Plans were developed for the Police Station and Courthouse. These existing documents will not need to be redeveloped from the ground up but should be reviewed and updated to reflect current heritage standards, the latest conservation principles, and contemporary technological advances in building management and preservation.



## 8. MATRON MORROW HALL MINOR UPGRADES

This initiative notes minor upgrades and restorations that would help preserve the building and improve the functionality of the library and Council staff spaces. Inclusive of:

- Redesigning the internal library space for improved functionality (note: no building modifications suggested)
- The creation of a staffroom table and meeting area by removing non-significant modern addition cupboards in kitchen room
- Retrofitting storage cupboards where impacts to heritage fabric are minimal.

This initiative also proposes to develop and deliver improved visitor interpretation for the building including display of:

- historical photographs
- signage conveying the building's history.



# Heritage Precinct Renewal Concepts



# Town Hall Restoration



## 9. OTHER INITIATIVES

Through the Master Plan engagement and development process, a number of other Heritage Precinct Renewal initiatives were identified as important considerations for implementation. These are:

**A. War Memorial / Remembrance:** Installation of a statue in ANZAC Park honouring both non-Indigenous and Indigenous soldiers.

**B. Datum Tree:** Undertaking photographic recording and documentation, implementing conservation measures for the existing tree, and eventual creation of a replica to preserve its form when the original tree decays.

**C. Fire Safety:** Undertaking a review of fire prevention and management systems for the precinct's heritage buildings. Following the review implementing the installation of smoke detectors, fire alarm systems, and any other recommended fire management provisions, including upgrading access to water supplies for firefighting purposes.

**D. Climate Comfort:** Investigating the provision of air conditioning, fans, insulation, and other measures to improve visitor comfort within the precinct's heritage buildings. Measures will be designed to ensure that modern comfort upgrades are sympathetic to heritage values, minimising impacts on original fabric and maintaining the historical character of the buildings.

**E. Water Provision:** Installation of water bubblers or fountains for visitor use.

**F. Pest Management:** Undertaking termite inspections and proofing measures.

**G. Insurance Review:** Assessment and updating of insurance coverage for the heritage precinct's buildings and assets.

**H. Community Engagement / Project Board:** Explore the establishment of managed volunteer opportunities within the precinct. Volunteers could contribute in-kind through a range of activities, including machinery and built restoration projects, research initiatives, artefact care and cleaning, gardening, carpentry, and historic craft work such as leatherwork, textile repair, and material conservation. These hands-on, immersive experiences would support the ongoing preservation of the precinct by tapping in to specific skill sets of passing visitors. Partnerships with local organisations such as the Men's Shed could further facilitate structured programs. Dependant on the task and duration, volunteers could receive in-kind accommodation at the caravan park.

**I. Storage Facilities:** Provision of a storage shed to securely house Council collections, larger display materials, and heritage artefacts. This facility will enable the safe storage of items not currently on display, protect them from environmental damage, and facilitate their use in rotating exhibitions.



## PROJECT SCOPE:

Restore and sensitively upgrade Croydon's historic Town Hall to preserve its heritage significance while improving functionality, accessibility and visitor experience. The restoration and upgrade will ensure the Town Hall continues to serve as a vibrant community venue for events, exhibitions and tourism, while safeguarding one of Croydon's most iconic heritage landmarks for future generations.

## COSTINGS/ BUDGET:

\$55,000 to \$65,000 for the preparation of a Conservation Management and Work Plan.

High-level cost estimates indicate an expenditure range of \$275,000 to \$440,000, depending on the scope and extent of works, as well as the availability of specialist services such as clockmakers and cinema technicians. More precise quotes and costings can be determined once the scope of works is defined in the Conservation Management and Work Plan.

*Note: above estimate does not include costs estimates for air-conditioning the building.*

# Town Hall Restoration



## TIMEFRAMES/ STAGING PLAN:

Further scoping, detailed works Prior to undertaking any restoration or upgrade works, a **Conservation Management and Work Plan** for the Town Hall should be prepared. This plan will document the building's heritage significance, assess its current condition, and establish conservation priorities. It will guide decision-making to ensure that all restoration, interpretive, and upgrade works respect the original fabric, materials, and architectural character. Additionally, the plan will outline staging, costs, and technical requirements in detail.

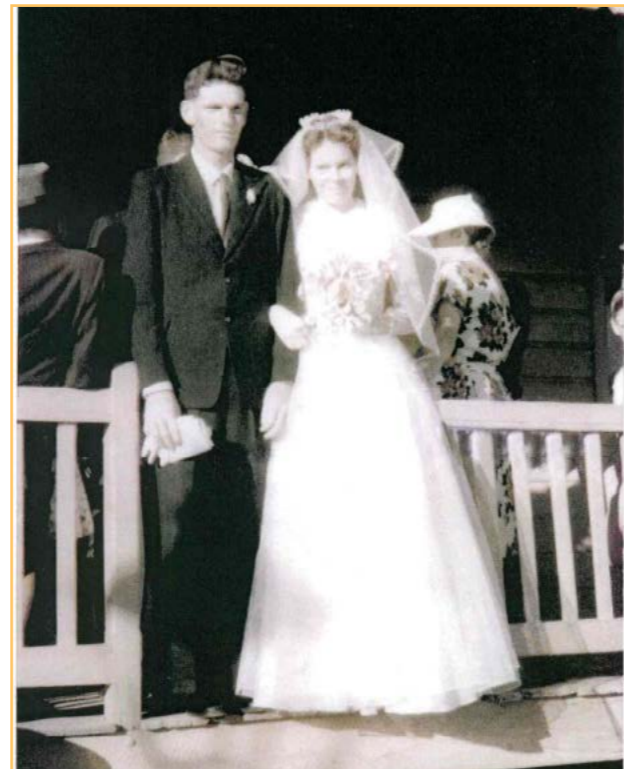
## CONCEPT DESIGN:

### Restoration works to include and consider:

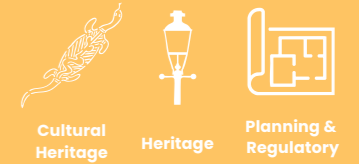
re-instatement of replica veranda railing to the original detail

- restoration of the clock to working condition
- replacement of restroom toilets and sinks
- kitchen functionality and upgrades
- general maintenance and structural repairs
- a review of lighting and the building's electrical wiring
- investigation into installation of air-conditioning
- restoration of the floorboards
- restoration of the projector to working condition
- repainting where required
- an assessment of the roof and drainage system
- archival and photographic recording.

Images below: Town Hall ca 1900 and original front veranda railing



# Town Hall Restoration



## Interpretation and activation work to include and consider:

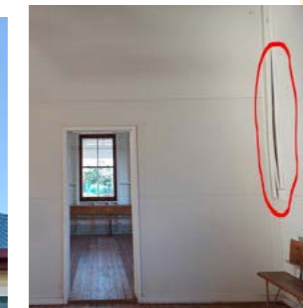
- upgraded interpretation and presentation of the projector room display
- provision of the ability to house temporary exhibitions
- review and upgrade of current interpretive display in the side room and general Town Hall interpretive signage
- provision of the ability to activate the space by having more movie nights (modern movies and themed historic film nights) including the sale of popcorn and drinks
- Installation of sound-activated features that play period music or historic audio when visitors enter, creating an immersive and engaging experience (possibly a gramophone on display as well)

Viability of holographic display or stage projection depicting people dancing, bringing Croydon's social and cultural history to life.

Image below: Movie night in the Town Hall



Images below: examples of required restoration and repairs



# Town Hall Restoration



## CONSIDERATIONS:

### HERITAGE, PLANNING AND REGULATORY

The Town Hall is listed on the Queensland Heritage Register. *The Planning Act 2016* and the *Queensland Heritage Act 1992* regulate development on places entered on the Queensland Heritage Register.

It is expected the proposed works will have no more than a minimal detrimental impact (if any) on the cultural heritage significance of the hall and therefore be eligible for approval via an Exemption Certificate application to the Department of the Environment, Tourism, Science and Innovation (DETSI). DETSI does not charge any fees for the lodgment and assessment of these types of applications.

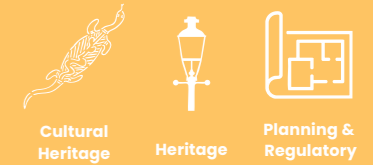
It is also recommended that any restoration works adhere to conservation principals set out in *The Burra Charter*, *The Australia ICOMOS Charter for Places of Cultural Significance*, *Australia ICOMOS, Canberra, 2013* and be guided by a heritage specialist overseen by Croydon Shire Council to ensure the heritage values of the site are properly promoted and conserved.

### RECOMMENDATIONS:

- Funding be sought for the development of a detailed **Conservation Management and Work Plan**
- Heritage Exemption Certification application approval sought and works quoted and costed.
- Implementation of prioritised and specified works in the Conservation Management and Work Plan.



# Cemetery Restoration



## PROJECT SCOPE:

The restoration of the Croydon Cemetery will focus on the careful repair and conservation of tombstones and grave sites to prevent further deterioration and preserve their historic character. It will also investigate whether any graves lie outside the current cemetery boundary, particularly those of Aboriginal people, acknowledging that past discriminatory practices resulted in segregated burials.

The project will also focus on the provision of adequate visitor and interment facilities for its ongoing use as a living and active cemetery, plus the development of innovative interpretation and community initiatives.

The project recognises the cemetery as a place of deep historical and community value, requiring ongoing care, research and protection to honour those interred and maintain its cultural integrity, and support its continued role as a place of remembrance.

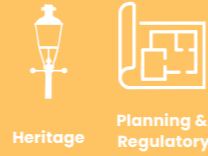
Restoration efforts will be complemented by interpretive elements sharing the stories of those buried there, helping visitors connect with the town's past. Improvements such as new fencing and defined entrances will safeguard the site. A shade structure and thoughtfully placed seating will also provide comfort and protection from the region's harsh sun for visitors attending funerals, paying respects, or exploring the site's heritage.

## COSTINGS/ BUDGET:

The below figures are a high-level rough estimates only and will require detailed scoping and design development and formal quotations to confirm accurate project costs. Overall estimated costs range between \$484,000 and \$897,000.

- \$200,000 to \$300,000 for external grave detection, internal grave identification, grave conservation planning and grave stabilisation and conservation works. Note: Grave conservation works can be prioritised and staged over time to manage costs.
- \$140 to \$160,000 for new perimeter fencing and conservation work to entrance gates. Note: Assumption that grave identification and boundary alignment investigations are completed.
- \$40,000 to \$80,000 for the provision and installation of a columbarium.
- \$45,000 to \$90,000 for burial preparedness works dependent on size of area determined to be made good.
- \$35,000 to \$85,000 for a 3 to 4 metre standard small rotunda and provision of seating around the site. Note: Relocating the rotunda from Heritage Park will substantially reduce this cost.

# Cemetery Restoration



- \$15,000 to \$150,000 for interpretation initiatives dependent on extent of research and chosen interpretive projects and scope. Note: The Cemetery Sound Trail is costed under Master Plan Project – Dual Language, Cultural Wayfinding & Representation, Tagalaka Monuments, Sound Trails.
- \$3,000 to \$20,000 for additional initiatives such as a water fountain and draining works.
- \$8,000 to \$12,000 for the preparation and submission of a Heritage Impact Statement Report and Exemption Certificate Application for State Government approval.

*Note: Internal paving options have not been costed and can be investigated should Council wish to proceed with this component of work. Costed final pricing will depend on scope, materials and area determined to be paved. The same applies to the provision of lawn areas.*

## TIMEFRAMES/ STAGING PLAN:

Further scoping and detailed design could commence as soon as funded.



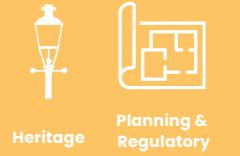
## CONCEPT DESIGN:

Restoration and conservation of grave sites and undertaking improvement works in landscaping, seating, fencing and maintenance, plus provision of a columbarium, engaging interpretation and a shade structure:

### Grave identification and conservation

- Preparation of a conservation schedule for each grave requiring restoration (Note: the comments for those graves not requiring conservation works will read 'nil')
- Stabilisation and restoration of grave sites, headstones, ornaments, lettering, tokens, monuments, grave site fencing and surrounds etc. in accordance with heritage conservation standards
- Unmarked graves within the current cemetery grounds to be identified and respectfully marked where possible
- Investigate whether any unmarked graves lie nearby, but outside, the current cemetery boundary, particularly those of Aboriginal people
- Investigate interpretation and fencing options for the burial area just beyond the cemetery's southern boundary
- Review boundary survey and grave detection findings and determine the cemetery area to be fenced, with lot boundary adjustment undertaken if required

# Cemetery Restoration



## Site infrastructure and facilities

- Restoration of original entrance gates
- Installation of a new perimeter fence in accordance with grave identification and boundary survey findings (fence design to be further scoped and approved – must be functional, modern and not visually dominate the site)
- Design and provision of a shade structure to accommodate mourners and visitors seeking respite from the sun (final location to be scoped and possible relocation of the Heritage Park rotunda explored)
- Provision and selective placement of suitable seating around the site, designed to be simple, unobtrusive and complementary to the surrounding landscape, ensuring comfort for visitors without detracting from the cemetery's natural or historical character
- Explore the provision of a water fountain
- Investigate the potential to introduce more lawn (parts of cemetery as a lawn cemetery)
- Consider paving internal roads and paths

## Burial preparedness

To address large rocks that impede burial site placement and enable planned burial plots:

- Prepare grave sites in the designated areas reserved for future burials by excavating to a depth of approximately six feet, removing any large rocks
- Conduct an initial scan to ensure no existing graves are present before excavation

- After excavation, refill and level the ground in readiness for burials (note: requires time for the ground to settle)
- Map and plan out future plot locations
- Establish a Council system to allow the reservation of plots, allowing families to be buried together

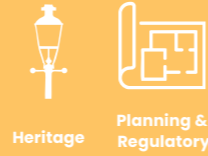


## Cremation wall construction

- New double-sided columbarium wall to accommodate 128 niches (4 rows x 16 per side)
- Wall dimensions approximately 5.2 m long x 1.6 m high x 0.4 m thick
- Internal niche size 170H x 170W x 330D mm, suitable for standard Australian urn dimensions

Includes reinforced concrete footing, structural wall construction, stone or rendered finish, coping, drainage allowances, and provision for optional lighting conduit.

# Cemetery Restoration



## Historical interpretation

- Development and provision of additional interpretation including:
  - Signage telling the stories of some of the people whom are buried there
  - Hardcopy brochure and map for visitors
  - A Sound Trail “Echoes Amongst the Stones” guiding visitors through the cemetery’s layers of history in an engaging and respectful way (address themes of migration, hardship, community life and remembrance, Aboriginal burials and segregated interment practices, cultural burial practices e.g. Chinese – to also include recorded stories, oral histories and reflections from descendants)
  - Tours and events such as sensitively produced theatrical storytelling evenings during heritage week or night tours with light & sound installations (thoughtfully curated evening tours with atmospheric lighting, soundscapes and guides telling layered stories – not just dates and names but social history)
  - Utilisation of Chronicle to help undertake Digital Mapping & Virtual Tours (tools like QR codes at entry points can link to interactive maps and biographies)
- Further research to continue building upon and cataloguing known cemetery records (in Council’s Access database and Chronicle)
- Undertake a Genealogical & Community Story Project (invite locals and descendants to upload family photos, oral histories, and documents

connected to cemetery burials – creates a “living archive” connected to graves)

- Connect Croydon’s cemetery in with broader genealogical initiatives such as Find A Grave and Billion Graves apps that integrate global community data with cemetery interpretation.

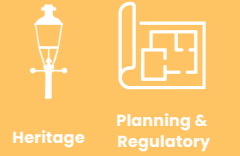
## Other works

The project will also address ongoing site maintenance such as weeding, drainage, pest management (such as the issue with goannas), vandalism prevention and general upkeep to protect the area from further deterioration and keep it accessible and well-presented for visitors and tourists alike.

**NOTE:** The site is being included as a destination on Croydon’s Heritage Bike Trail, currently under development by Council. Previous grave detection work has been undertaken, known cemetery records are being catalogued by Council in Chronicle (a tailored cemetery software program), and boundary surveying has been carried out.

**NOTE:** The Master Plan development process also revealed community interest and support for projects conserving and interpreting Croydon’s outlying cemeteries and burial sites, particularly Tabletop Cemetery, Station Creek Cemetery (also known as Golden Gate Cemetery) and Aboriginal burial sites. These sites are considered a high conservation priority. While these projects remain unscoped, they could be incorporated into a broader cemetery restoration initiative or pursued as standalone projects.

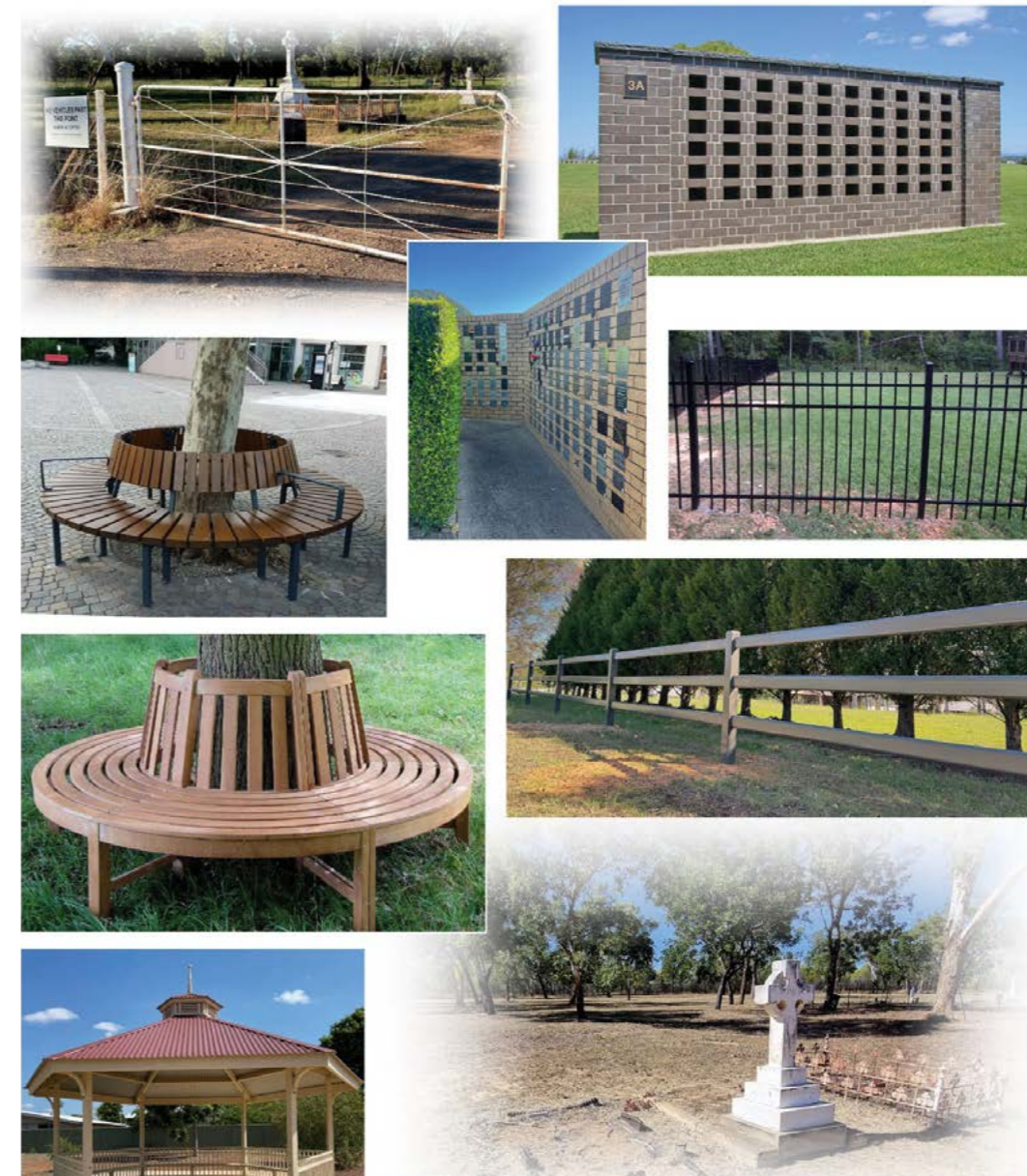
# Cemetery Restoration



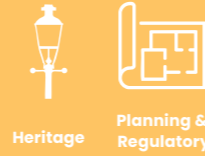
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sites. These sites are considered a high conservation priority. While these projects remain unscoped, they could be incorporated into a broader cemetery restoration initiative or pursued as standalone projects.

## Example concepts:



# Cemetery Restoration



## CONSIDERATIONS:

### HERITAGE, PLANNING AND REGULATORY

The Croydon Cemetery is listed on the Queensland Heritage Register. The *Planning Act 2016* and the *Queensland Heritage Act 1992* regulate development on places entered on the Queensland Heritage Register.

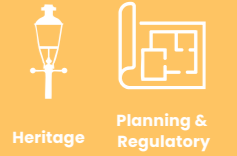
The proposed works are not considered to constitute assessable development under the *Planning Act 2016* and therefore do not require a development application be submitted for assessment by the State Assessment and Referral Agency (SARA). The restoration and improvement works are also in accordance with allowed works under the Croydon Shire Planning Scheme and do not require further assessment in this regard.

Development that will have no more than a minimal detrimental impact on the cultural heritage significance of a State Heritage Place may be eligible for an Exemption Certificate. The proposed works retain and enhance the existing use, significant values and historic features of the site. It is therefore considered appropriate that an approval for the proposed works be sought via a Heritage Exemption Certificate application to the Department of the Environment, Tourism, Science and Innovation (DETSI). DETSI does not charge any fees for the lodgment and assessment of these types of applications. It is expected that the proposed works would be approved by DETSI.

It is also recommended that any restoration and improvement works adhere to:

- Heritage Grave Memorial Policy, Croydon Shire Council, July 2016
- conservation policies and guidelines outlined in Conservation Plan: Croydon Cemeteries, Gordon Grimwade and Geoff Ginn, January 2000
- Guidelines for Cemetery Conservation, National Trust 2nd Edition 2009.
- compliance where possible with the Australian standard for gravestones AS 4204-2019 "Headstones and Cemetery Monuments"
- conservation principals set out in The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance, Australia ICOMOS, Canberra, 2013
- be guided by a heritage specialist overseen by Croydon Shire Council to ensure the heritage values of the site are properly promoted and conserved.

# Cemetery Restoration



### NATIVE TITLE, ABORIGINAL CULTURAL HERITAGE AND LAND TENURE:

No matters to address for current cemetery works. Refer to relevant Technical Workstream Report – ANNEXURE F (Report #2) for commentary applicable to any cemetery expansion.

### ENGINEERING:

Structural engineering considerations for any new shade or other structure.

### RECOMMENDATIONS:

The proposed concepts for the restoration and improvement works for the Croydon Cemetery are further developed and funded for implementation. This project currently has no impediments preventing an immediate progression into the detailed scoping and design phase.

### PROJECT SCOPE:

Carry out sensitive conservation and renewal of the Old Croydon Cemetery to ensure its long-term preservation and respectful presentation as a place of historical and cultural significance, whilst simultaneously creating an additional tourist attraction. The initiative aims to safeguard the integrity of the cemetery, honour those interred and enhance Croydon's tourism offerings.

### COSTINGS/ BUDGET:

\$245,000

### TIMEFRAMES/ STAGING PLAN:

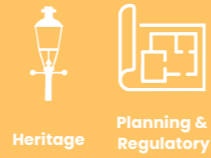
Further scoping and detailed design could commence as soon as funded.

### CONCEPT DESIGN:

Restoration of the site plus provision of engaging site interpretation, fencing, landscape features and entrance statement:

- Installation of fencing around the specific area containing identified burials, rather than the entire lot (fence location to be determined after reviewing grave detection and boundary survey outcomes)
- Fencing design to include a unique site entrance statement, additional interpretation, and incorporate a seating / bench space.
- Signage to be cleverly inset into the proposed entrance statement structure.
- Signage content to be visually engaging and include some of the stories and history of those interred and of the cemetery itself.
- Vegetation overgrowth, weeds and debris to be removed to improve accessibility and visibility.

# Old Cemetery Restoration

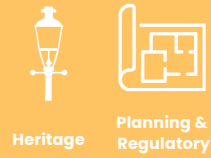


- Existing graves and tombstones to be stabilised and conserved in accordance with heritage conservation standards.
- To honor those buried there, unmarked graves to be identified and respectfully marked where possible.
- A simple carpark area be created near the entrance that adheres to safety and accessibility considerations.
- The project will also address ongoing site maintenance such as mowing, weeding, drainage and general upkeep to protect the area from further deterioration and keep it accessible and well-presented for visitors and tourists alike.

*NOTE: The site is being included as a destination on Croydon's Heritage Bike Trail, currently under development by Council. Previous grave detection work has been undertaken, known cemetery records are being catalogued by Council in Chronicle (a tailored cemetery software program), and boundary surveying has been carried out.*



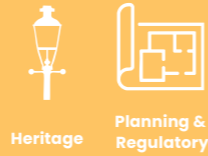
# Old Cemetery Restoration



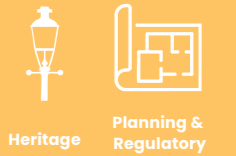
## Proposed entrance statement and fence concept design (front and back):



# Old Cemetery Restoration



# Museum Upgrades



## CONSIDERATIONS:

### HERITAGE, PLANNING AND REGULATORY

The Old Croydon Cemetery is listed on the Queensland Heritage Register. *The Planning Act 2016* and the *Queensland Heritage Act 1992* regulate development on places entered on the Queensland Heritage Register.

The proposed works are not considered to constitute assessable development under the *Planning Act 2016* and therefore do not require a development application be submitted for assessment by the State Assessment and Referral Agency (SARA). The restoration works are also in accordance with allowed works under the Croydon Shire Planning Scheme and do not require further assessment in this regard.

Development that will have no more than a minimal detrimental impact on the cultural heritage significance of a State Heritage Place may be eligible for an Exemption Certificate. The proposed works retain and enhance the existing use, significant values and historic features of the site. It is therefore considered appropriate that an approval for the proposed works be sought via a Heritage Exemption Certificate application to the Department of the Environment, Tourism, Science and Innovation (DETSI). DETSI does not charge any fees for the lodgment and assessment of these types of applications. It is expected that the proposed works would be approved by DETSI.

It is also recommended that any restoration and improvement works adhere to:

- *Heritage Grave Memorial Policy*, Croydon Shire Council, July 2016
- conservation policies and guidelines outlined in *Conservation Plan: Croydon Cemeteries*, Gordon Grimwade and Geoff Ginn, January 2000
- *Guidelines for Cemetery Conservation*, National Trust 2nd Edition 2009.
- compliance where possible with the Australian standard for gravestones *AS 4204-2019 "Headstones and Cemetery Monuments"*
- conservation principals set out in *The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance, Australia ICOMOS, Canberra, 2013*
- be guided by a heritage specialist overseen by Croydon Shire Council to ensure the heritage values of the site are properly promoted and conserved.

### ENGINEERING

Design of carpark and access to be considered and in accordance with Australian Standards and Austroads.

### RECOMMENDATIONS:

The proposed concepts for the presentation and restoration of the Old Croydon Cemetery are further developed and funded for implementation. This project currently has no impediments preventing an immediate progression into the detailed design phase.

### PROJECT SCOPE:

The project will involve the upgrade and enhancement of Croydon's museum room displays to improve visitor engagement, storytelling, and the preservation of the Shire's unique heritage. This will include the development of new displays and the addition of items to the heritage collections to expand the stories represented and highlight lesser-known aspects of Croydon's rich gold rush history. Modern interpretive techniques, improved lighting, and multimedia elements will be incorporated to create a more immersive, thoughtfully curated and educational visitor experience. These enhancements will strengthen Croydon's identity as a distinctive heritage destination and help position the town as a significant point of difference for visitors exploring Outback Queensland.

### COSTINGS/ BUDGET:

Estimated \$100,000 for a detailed curation plan.

Estimated costs range from \$50,000 to \$5 million for upgrades to displays, depending on the scale, extent of works, and the types of displays chosen for implementation. This range reflects the wide variety of museum and interpretive display options. Displays can also be staged or developed in phases over time, allowing for a gradual expansion of exhibits and interpretation while managing costs and resources effectively.

### TIMEFRAMES/ STAGING PLAN:

The first stage of the project will involve undertaking a comprehensive review of the existing museum displays and collections to assess their condition, relevance and interpretive potential. This will include the development of a detailed Curation Plan to guide future display upgrades, identify key themes and stories, and ensure that new additions align with Croydon's historical connections. The Curation Plan will provide a clear framework for display design, object selection and interpretation options, forming the foundation for a cohesive, engaging, and well-managed museum experience.

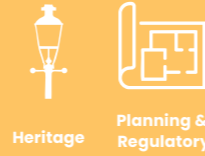
The Curation Plan will then inform a staged upgrade of museum room displays.

### CONCEPT DESIGN:

Development of a detailed **Curation Plan** covering aspects including but not limited to:

- A review of all museum and interpretive displays within the Heritage Precinct buildings (excluding the Chinese Museum Room that was upgraded in 2025) and development of proposed upgrades where required
- a review of Visitor Information Centre interpretation offerings and displays (consideration of additional offerings such as displaying the original plans of the train)

# Museum Upgrades



- an upgraded Courthouse experience (with the use of modern technologies such as augmented reality/holograms/special effects lighting – and development of an interactive way of being sentenced for a crime in the gold rush days)
- a “Croydon Timeline” display
- an Aboriginal culture and history display (if not being undertaken at the proposed Tagalaka Hub – and if so then incorporation of Aboriginal historical information where relevant in Heritage Precinct museum displays with directional information to the main display at the Tagalaka Hub)
- a rotating exhibition space
- a “Croydon Personalities” display
- a “Making Do in the Outback” display
- the incorporation of activities and offerings for both children and adults (such as a mine-shaft experience).

## Example of a possible display concept “Making Do in the Outback”

A museum display of examples of homemade furniture that showcases and helps tell the story of the resourcefulness of Croydon residents during the gold rush era. Each piece, like a home-made meat safe or converted kitchen dresser reflects the challenges of remote living and the need to make do with limited materials – while simultaneously highlighting the desire to make a comfortable home in tough conditions. The display will demonstrate how early residents of Croydon and surrounding goldfield settlements combined practicality with creativity, offering visitors a stark contrast

to how we live today with our modern creature comforts and a large variety of furniture readily available in shops.

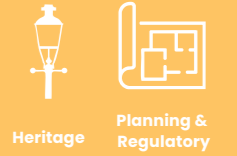
*Note: An Expression of Interest has already been submitted to the Queensland Museum (October 2025) for the acquisition of pieces for the development of this display due to the Queensland Museum undertaking their own Collection Rationalisation Project and offering up items for transfer.*



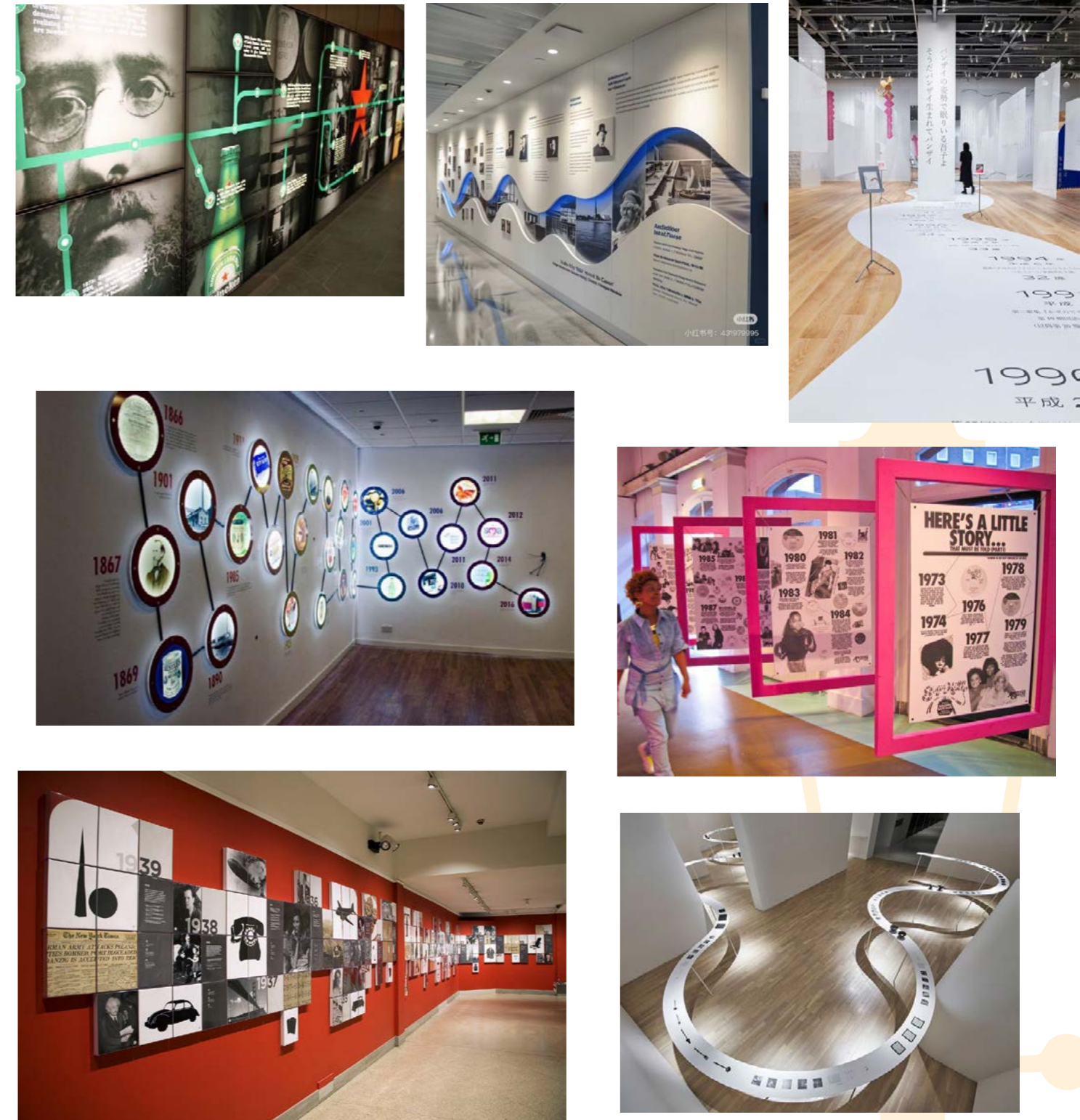
## Historical Timeline Display Concept

An innovative display will be prepared to showcase Croydon’s historical timeline, presenting the Shire’s evolution from traditional custodians to early pastoral beginnings through the gold rush era and into its modern identity. Designed to engage a wide audience, it will serve as a central interpretive feature within the museum room display offerings, helping visitors easily understand the key events, people, and industries that shaped the community over time.

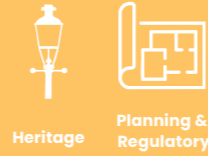
# Museum Upgrades



## Samples of various ways timeline displays can be creatively designed:



# Museum Upgrades



## Sketch example of an interactive display experiences for families and children:



### CONSIDERATIONS:

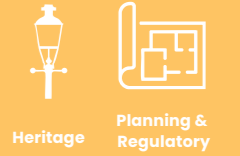
#### HERITAGE, PLANNING AND REGULATORY

Excluding displays located in the Visitor Information Centre and grounds, those located in the Heritage Precinct are within buildings listed on the Queensland Heritage Register (refer to the Master Plan's Heritage Technical Report). Any works other than general maintenance or placement of moveable objects occurring within these buildings will need approval by the Department of the Environment, Tourism, Science and Innovation (DETSI). It is expected that approval for any museum upgrades would be sought and readily granted under the Exemption Certificate application process (as they will have minimal impact on the heritage values of the buildings). DETSI does not charge any fees for the lodgment and assessment of these types of applications.

### RECOMMENDATIONS:

- Funding be sought for the development of a detailed Curation Plan
- Display recommendations from the Curation Plan then be further scoped, designed and implemented in a staged process.

# CWA Hall Activation



### PROJECT SCOPE:

Restore and retrofit this Country Women's Association (CWA) building as an adaptive re-use project within Croydon's Heritage Precinct. Re-activate the use of this building and further add to the conservation value and variety of the town's heritage places and core Heritage Precinct, as well as provide an additional facility for community and tourism purposes.

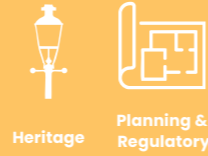
### COSTINGS/ BUDGET:

\$435,000 for a full upgrade inclusive of internal and external conservation and restoration works, small scale kitchen restoration and functionality upgrade, establishment of a museum room and preparation of a flexible adaptive exhibition space. This figure is a high-level rough estimate only and will require detailed scoping and design development and formal quotations to confirm accurate project costs. interpretation while managing costs and resources effectively.

### TIMEFRAMES/ STAGING PLAN:

Further scoping and detailed design could commence as soon as funded.

# CWA Hall Activation



## CONCEPT DESIGN:

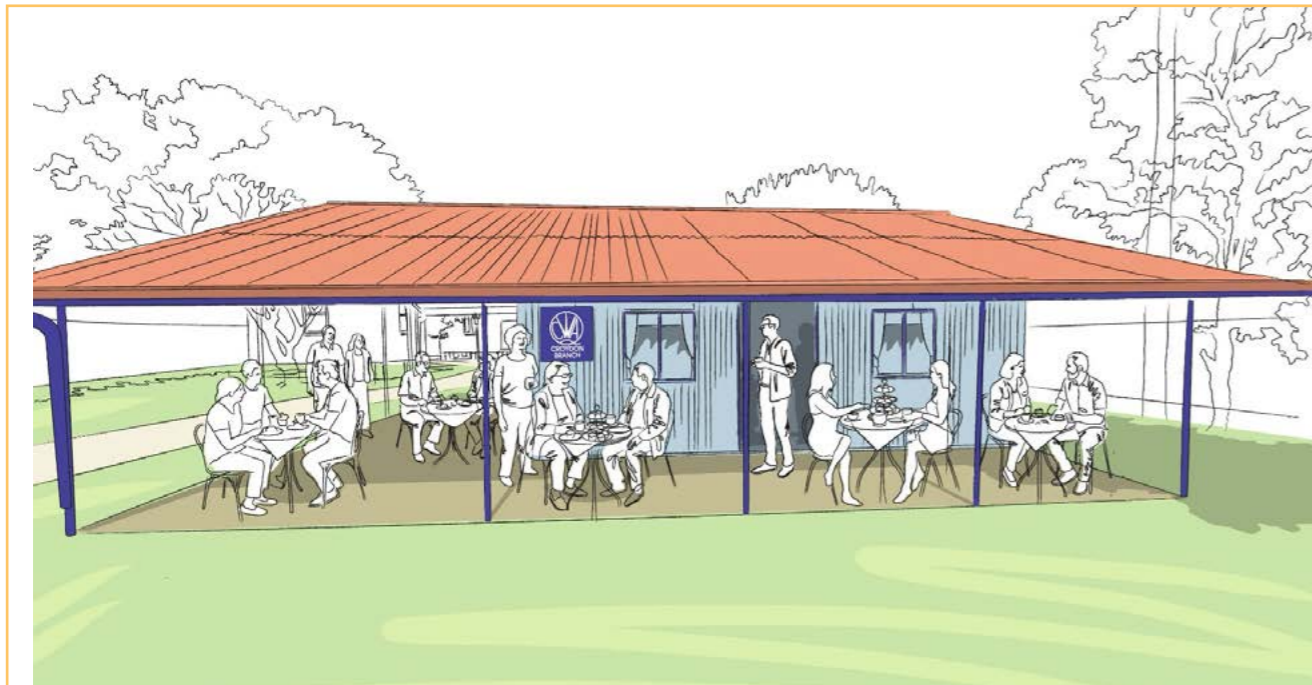
A sensitive restoration and renovation of the Croydon CWA Hall be undertaken in accordance with recognised heritage principles, ensuring the building's historic character and fabric are conserved and respected.

The upgraded space be dual purpose as a functional and inviting setting housing a Croydon CWA memorabilia and museum room display,

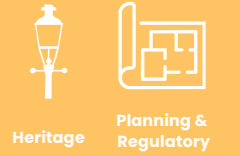
as well as an open space for exhibitions showcasing the work of local artists, photographers, school children, local crafts etc.

The kitchen to be renovated and restored in the traditional style of the original CWA Hall kitchen while cleverly incorporating modern kitchen facilities so that it can be functional and used at times for events such as high teas or exhibition openings.

The covered outdoor area be levelled and paved and able to be utilised for small functions.

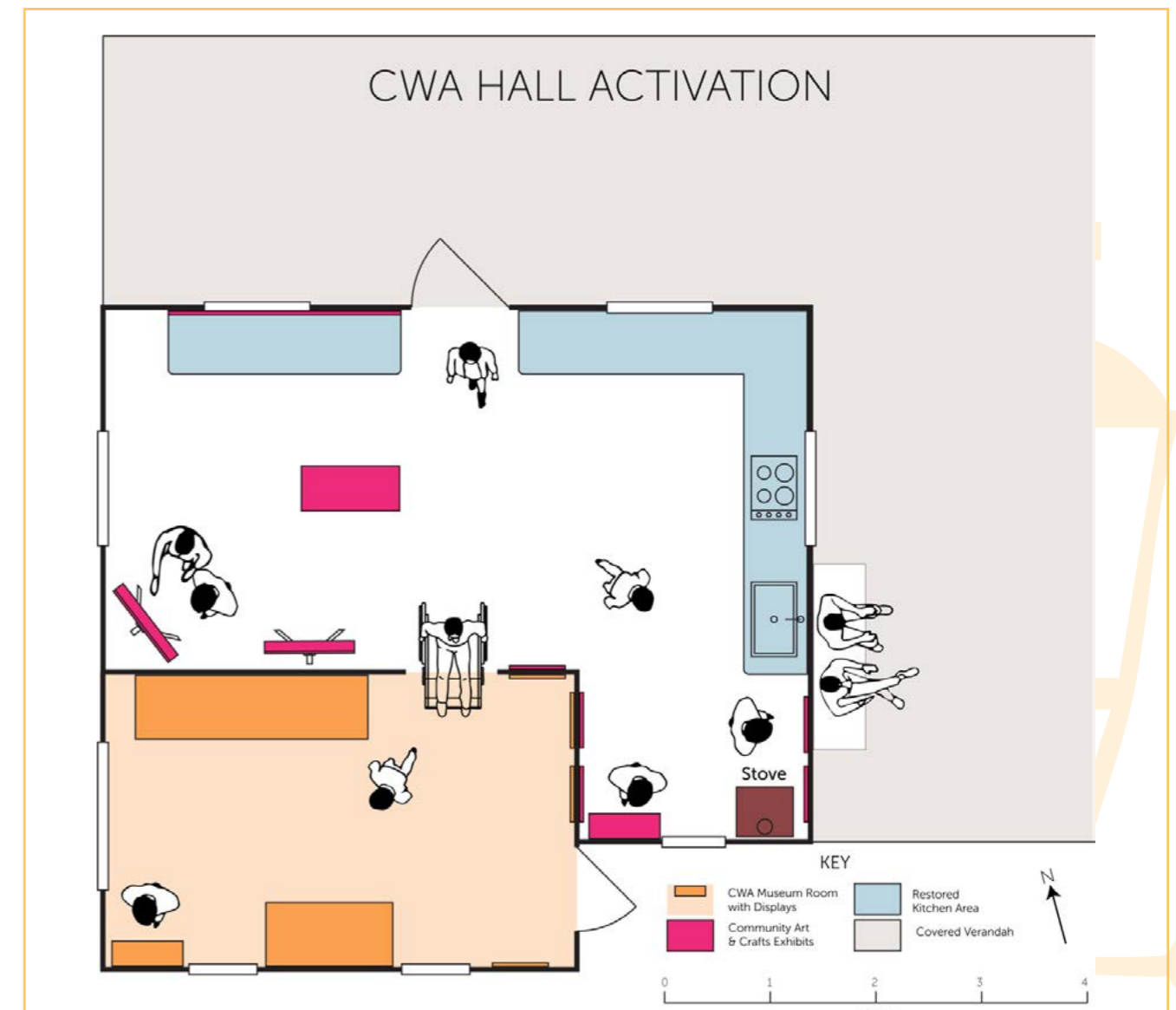


# CWA Hall Activation

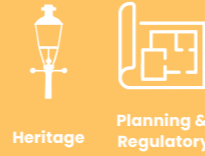


Other works to include:

- Re-installment of a historic wood stove (locate and use original building stove if possible)
- Inspect, treat and repair all timber framing for termite or structural damage
- Replace or repair doors, windows, locks and louvres as needed for security and ventilation
- Install compliant smoke alarms and fire safety measures / extinguisher
- Upgrade electrical wiring where needed and install new energy-efficient lighting suitable for exhibitions
- Repainting and waterproofing
- Conserve and refinish the original CWA signboard on the front façade
- Provision of appropriate building cooling measures such as air-conditioning, insulation and fans (noting ceiling height).



# CWA Hall Activation



## CONSIDERATIONS:

### HERITAGE

The CWA Hall has been identified as a local heritage place recommended for listing on the Croydon Local Heritage Register.

Any adaptive re-use and restoration works to this building needs to adhere to conservation principals set out in *The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance, Australia ICOMOS, Canberra, 2013* and be guided by a heritage specialist overseen by Croydon Shire Council to ensure the heritage values of the building are properly promoted and conserved.

### PLANNING AND REGULATORY

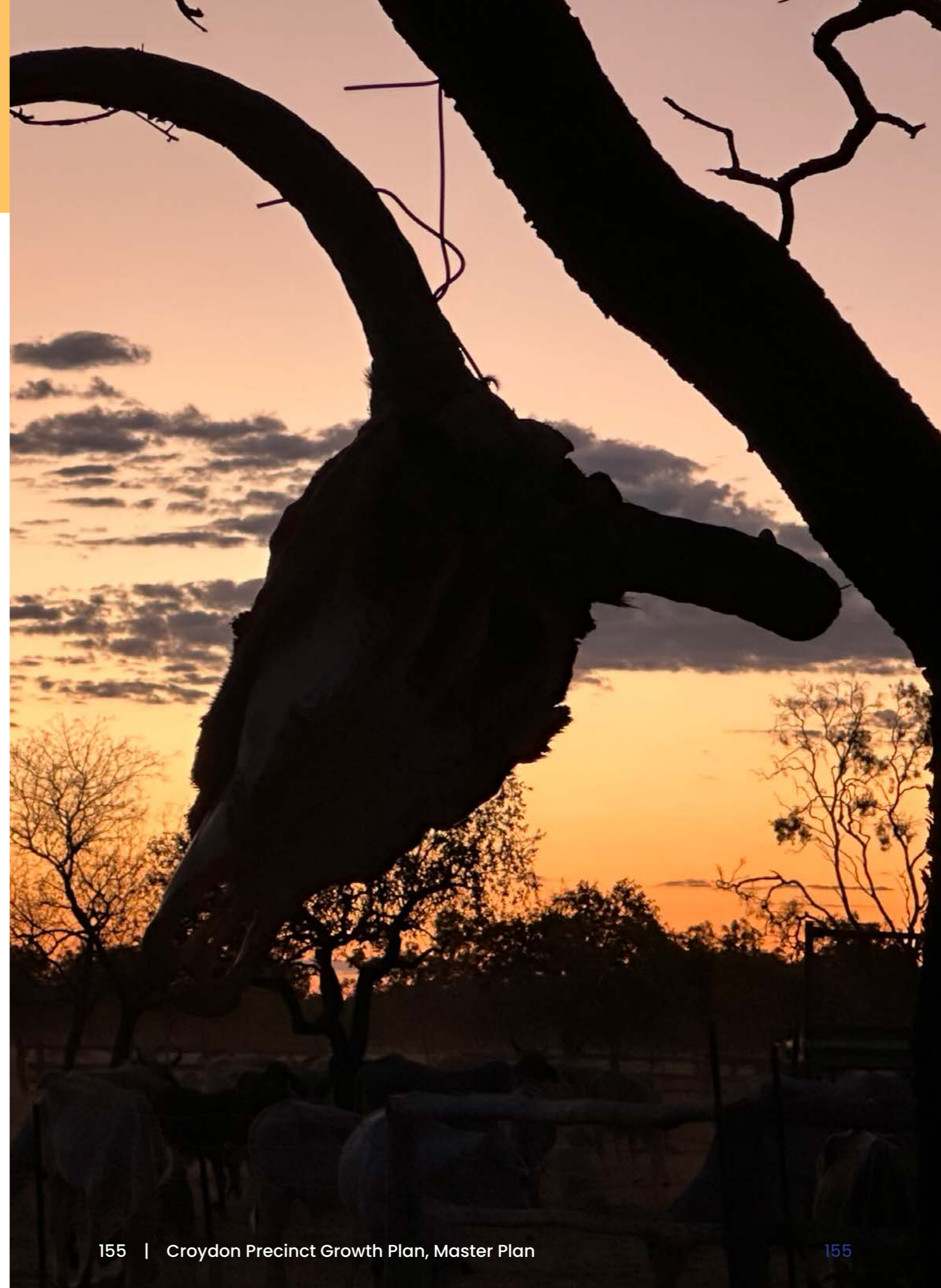
If to be used for public food preparation, the kitchen restoration and renovation:

- must comply with Food Safety Standards 3.2.3 (underneath the *Food Act 2006 (QLD)*), which outlines the requirements for commercial food premises
- may be classified as a Food and Drink Outlet in the Croydon Shire Planning Scheme which is Accepted Development Subject to Requirements and does not require a Development Approval if the applicable Planning Scheme Codes are met.
- Compliance required with heritage provisions in the Croydon Shire Planning should this project commence after it has been listed on the Local Heritage Register.

- Note: any planning scheme heritage provisions would logically be adhered to during the design phase of the project regardless of the timing of heritage listing due to their very nature as best practice conservation provisions drawn from the *Burra Charter (above)*.

## RECOMMENDATIONS:

- a. The CWA Hall be listed on Croydon's Local Heritage Register as part of the upcoming amendments to the Croydon Shire Planning Scheme.
- b. The proposed concepts for the activation of the CWA Hall are further developed and funded for implementation. This project currently has no impediments preventing an immediate progression into the detailed design phase.
- c. Consultation should occur with the Queensland CWA, past Croydon CWA members, and other relevant stakeholders who may use the building during the detailed design phase. Engagement with past CWA members will also be important for sourcing memorabilia, historic material, and input into the interpretive content for the building.



# CULTURAL HERITAGE

Dual Language,  
Cultural Wayfinding &  
Representation, Tagalaka  
Monuments, Sound Trails

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## Dual Language, Cultural Wayfinding & Representation, Tagalaka Monuments, Sound Trails



### PROJECT SCOPE:

This project seeks to celebrate and interpret Croydon's cultural heritage through the creation of dual language wayfinding and interpretation materials, increased Tagalaka representation and signage, and immersive sound trails across key township and heritage sites.

It aims to:

- acknowledge, respect and share the enduring connection of the Tagalaka People to Country
- provide interpretive materials such as brochures, historical information and maps in languages other than English
- offer further audio tours to enhance visitor understanding and engagement with Croydon's diverse cultural and historic landscape.

### COSTINGS/ BUDGET:

Estimated cost for sound trails: \$40,000 to \$60,000 per trail.

Estimated costs for dual language initiatives: \$10,000 to \$60,000 dependent on initiatives adopted for progression.  
*Note: Partnership opportunities are being explored to assist with funding of Chinese temple related initiatives.*

Estimated costs for cultural wayfinding and representation initiatives: \$15,000 to \$50,000 subject to further scoping.

*Note: This initiative to also be integrated and funded as part of other projects such as Master Plan Project - Museum Room Upgrades.*

Estimated costs for the development of the Tagalaka Hub \$4 million.

*Note: Project scoping and funding to be led by the Tagalaka Aboriginal Corporation.*

Estimated costs for Tagalaka monuments: \$15,000 to \$100,000 subject to further scoping.

### TIMEFRAMES/ STAGING PLAN:

This project has been flagged for integration across all Master Plan proposed projects and initiatives where appropriate and relevant to do so. This can commence immediately.

Further scoping of any stand-alone concepts such as specific monuments or sound trails could commence as soon as funded.

Co-design is required with Tagalaka Aboriginal Corporation and Traditional Owner representatives in the development and inclusion of any Aboriginal cultural initiatives.

# Dual Language, Cultural Wayfinding & Representation, Tagalaka Monuments, Sound Trails



# Dual Language, Cultural Wayfinding & Representation, Tagalaka Monuments, Sound Trails



## CONCEPT DESIGN:

### Dual Language Materials

#### Project Proposals:

- Conduct an analysis of the main visitor languages other than English and identify key brochures, tourist maps, online content and printed handouts suitable for translation. The focus will be on multilingual visitor materials rather than permanent signage, ensuring that tourism and heritage information is accessible across a range of digital and physical formats.
- Selected materials pertaining to the recent Chinese Temple Reinvigoration Project launched in 2025 to be translated into Mandarin and made available in the form of brochures and on-line content.
- Translate the Chinese Temple audio trail into Mandarin. This service is currently available through the audio trail platform provider (Voice Map).

### Cultural Wayfinding & Representation

#### Project Proposals:

- Provide opportunities to incorporate Tagalaka stories, culture and history into relevant initiatives such as museum upgrades and cycling or walking trails to ensure Indigenous cultural heritage is more fully represented across the existing suite of tourism interpretation.
- Welcome to Croydon Entrance signage inbound from Normanton – with Tagalaka acknowledgement and representation.
- Provide support where able to the Tagalaka Aboriginal Corporation in the development of a Tagalaka Hub, including support with approval processes and related requirements.

The Tagalaka Hub will be a cultural keeping place for cultural knowledge, historical artefacts and documents, photographs, memorabilia and other materials of significance. It is also intended to include native medicine and food gardens, along with workshop spaces for the creation and production of crafts and bush products. In addition, the Hub will provide an art gallery space and opportunities for visitors to purchase arts, crafts and bush products.

### Tagalaka Monuments

The development and installation of public monuments that pay tribute to, and recognise, Croydon's Traditional Owners. These are to be delivered through a co-design process with Tagalaka representatives and may include:

- A monument honouring Apical ancestors and Elders across family lines
- Monuments representing significant historical events and cultural stories

### Sound Trails

Two audio trails were recently developed under the Chinese Temple Reinvigoration Project using VoiceMap. Council's Premium Plan with VoiceMap allows up to five trails under the one fee, meaning three additional trails can still be hosted at no extra platform cost. However, while hosting is covered, the development of new trails will still incur costs. These include planning the tour's structure and key themes, researching and scripting content, engaging narrators and contributors (such as Tagalaka Elders or local historians), recording and editing audio inputs, undertaking quality assurance, and coordinating trail mapping and upload of final content.

## Proposed additional audio trails for development:

- Township Walking Tour. To include key heritage sites around town.
- Cemetery Tour "Echoes Among the Stones". To guide people through the cemetery and include stories of some of those interred, plus historical information about burial practices back in the gold rush era (including Aboriginal burials).
- Tagalaka Stories – title to be determined. To include cultural stories, information about the *Aboriginal Protection Act* and its impact, and historical information referencing how Tagalaka people lived in and around Croydon post-European settlement (reserve lifestyle etc).

**Images below:** people of varying ages listening to an audio trail and an example of how people can access it via their phones. Note: some tours can be locational or GPS activated as well depending on distances between stations – they are not all beholden to be QR code activated.



## CONSIDERATIONS

### HERITAGE

Any physical signage or monuments proposed on or adjacent to any heritage listed sites to be approved by State Government for any Queensland Heritage Listed Places or Croydon Shire Council for any Local Heritage Places. It is essential that any new signage aligns with or compliments current design styles and maintains consistency across the township. Signage and monuments should enhance, not detract or distract from, the visual harmony and interest of the heritage streetscape and Croydon's 19th-century architecture and distinctive outback charm.

Proposed initiatives must be underpinned by appropriate historical research and consultation and collaboration with relevant stakeholders.

### NATIVE TITLE, CULTURAL HERITAGE AND LAND TENURE

Dependent on initiative location and type, has likelihood of requiring further consideration.

### ENGINEERING

Ensure any signage is compliant with the relevant Australian Standards, and Austroads guides particularly in roadways.

# Dual Language, Cultural Wayfinding & Representation, Tagalaka Monuments, Sound Trails



## RECOMMENDATIONS:

- a. All Master Plan Projects consider the integration and implementation of this initiative where appropriate.
- b. Consultation occur with Tagalaka Traditional Owner representatives, Council's CEO and Director Community Tourism and Marketing, and Council's heritage advisor/heritage consultant in the development and implementation of specific concepts.
- c. The three audio trails be progressed.
- d. Tourism visitor research be undertaken to inform dual language needs.
- e. The Tagalaka Hub concept be supported in partnership, noting that delivery is to be led by the Tagalaka Aboriginal Corporation.
- f. Partnership opportunities continue be explored for the translation of Chinese Temple materials.



# BUSINESS FEASIBILITY

**Short Term Accommodation Expansion** **163**

**Truck Stop** **167**

## Croydon Short-Term Accommodation and Caravan Park Expansion



Engineering



Heritage

Cultural Heritage

### PROJECT SCOPE:

Expand the Croydon Caravan Park by increasing the number of powered and unpowered sites, planting additional shade trees, additional dongas and refurbishing amenities to improve comfort, accessibility and capacity.

### Location

Current Caravan Park (lot 24 on SP137323/ Lots 2 and 21 on MPH22302) and future overflow expansion to the north (vacant lots 115 on SP340508 and/or Lot 934 on SY28).

### Situation

The Croydon Caravan Park is a key Council-owned accommodation facility with 49 powered and 10 unpowered sites, supported by a dump point, laundry, pool, and a wide range of cabins including pet-friendly, accessible, and family-sized options. It caters to everyone from single travellers to large families and Elders. Racecourse Rest, a nearby donation-based camping area requiring a permit, offers basic amenities and potable water but limited services, and is popular particularly during events. Additional accommodation is provided by the Club Hotel, which offers a range of rooms at a standard nightly rate.

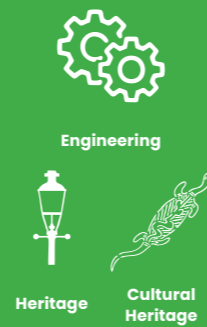
Despite these options, Croydon faces a significant shortage of short-term accommodation. Housing supply is very limited, overcrowding is common, and local workers and families often must stay outside the Shire, putting pressure on tourism capacity and

reducing economic opportunities. Technical assessments for the Croydon Precinct Growth Plan indicate that local demand from workers is increasingly crowding out accommodation for visitors, especially during the dry-season tourism peak between May and October, with the highest demand occurring around major events in July and August.

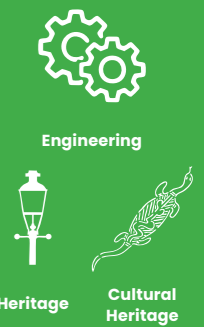
Engagement identified several key user groups, including touring caravanners, grey nomads, event attendees, drive-in drive-out workers, returning Tagalaka families and Elders, pensioners seeking affordable stays, and Traditional Owners interested in bush camping and on-country accommodation. Competing supply within a two-hour radius—Normanton and Georgetown—remains limited and basic, meaning Croydon's facilities play a crucial regional role. However, the donation-based camping area currently competes with its own caravan park due to the differing service levels and pricing.

Upgrading and expanding Croydon's accommodation assets would deliver substantial community benefits. Improved facilities would increase visitor length of stay, support local businesses, enhance safety and accessibility for families, older visitors and people with disability, and strengthen the town's ability to host events. A broader mix of accommodation types would also help Croydon adapt to tourism fluctuations and position the community to capture future opportunities linked to economic growth and emerging mineral projects.

# Croydon Short-Term Accommodation and Caravan Park Expansion



# Croydon Short-Term Accommodation and Caravan Park Expansion



Map 1 – Current and potential future expansion of Caravan Park Map

## COSTINGS/ BUDGET:

\$5- \$10M

## TIMEFRAMES/ STAGING PLAN:

12 months.

Comparisons:

- The 2021 Jetty Caravan Park Upgrade project in South Australia involved the design and construction of 23 new cabins at the Jetty Caravan Park, with an estimated cost of \$4.09 million
- The Fraser Coast Regional Council Burrum Heads caravan park \$11m upgrade.

## CONCEPT DESIGN:

### Basic Option

For tourists and short-term visitors, the project could provide an extended range of powered and unpowered sites within the caravan park, with additional shade trees and upgraded lighting for comfort and safety. Refurbished amenities blocks would include accessible toilets and showers. Basic cabins and dongas would offer flexible, affordable options for overnight or short-stay guests.

### Gold Standard Option

A mix of additional high-quality family cabins and single units.

## PRACTICAL CONSIDERATIONS

### NATIVE TITLE

#### N. No practical consideration.

Current Caravan park extinguished of native title (Lot 24 on SP137323). Future overflow expansion has been proposed to north of the current site, specifically within vacant lots 115 on SP340508 and/or Lot 934 on SY28; Native Title does not exist at either site.

### CULTURAL HERITAGE

#### Y. Likely practical consideration at expansion areas only.

Substantially cleared land over current lot 24. Future overflow expansion has been proposed to north of the current site, specifically within vacant lots 115 on SP340508 and/or Lot 934 on SY28; Cultural Heritage should be a consideration at both of these sites.

### LAND TENURE

#### N. No practical consideration.

Current Caravan park (Lot 24 on SP137323) is Council freehold. Future overflow expansion has been proposed to north of the current site, specifically within vacant lots 115 on SP340508 and/or Lot 934 on SY28; both are Council Reserve.

See **Technical Workstream Report** for specific reference to applicable Native Title, Cultural Heritage and Land Tenure commentary regarding this Project.

### PLANNING SCHEME REQUIREMENTS

#### N – No practical consideration.

The existing Caravan Park is owned and operated by Croydon Shire Council and is located on Lot 24 on SP137323 and Lots 2 and 21 on MPH22302. This land is located within the Township Zone (No Precinct). The existing Caravan Park is defined as both Tourist Park and Short-term Accommodation.

Within the Township Zone (No Precinct), these uses (if provided by Council) are Accepted Development subject to Requirements. If the Development complies with the Township Zone Code and the General Development Code of the Croydon Shire Planning Scheme, the upgrades to the existing Caravan Park do not require Development Approval. If the proposed upgrades do not comply with the relevant Planning Scheme Codes, the proposed development will require Impact Assessment Development Approval.

The proposed Caravan Park expansion area described as Lot 115 on SP340508 and Lot 934 on SY28 and owned by Croydon Shire Council is located in the Rural Zone. Within the Rural, a Tourist Park use (if for 15 patrons or less) is Accepted Development subject to Requirements and if compliance is shown with the relevant Codes of the Croydon Shire Planning Scheme does not require Development Approval.

A Tourist Park exceeding 15 patrons and Short-term Accommodation within the Rural Zone will require Impact Assessment Development Approval.

Avoid building in areas identified in the Queensland Floodplain Assessment Overlay and consider drainage works.

## HERITAGE

### Y. Likely practical consideration.

Preservation of historic windmill and mine shaft required at the caravan park frontage. Any expansion into the golf course to preserve historic cricket pitch and racecourse track remnants. Heritage place check required for any additional proposed expansion sites.

## ENGINEERING

### Y. Likely practical consideration.

Both sites require consideration for upgrade/replacement of existing services (water and electrical in particular, communications to a lesser extent). Road and signage upgrades also likely required, and at the very least an audit of both. Any new site works should ensure flood resilience with habitable floor levels above any noted flood level.

## ENVIRONMENT

### N. No practical consideration.

Recommendation to focus 100% of local native trees when considering planting additional shade trees. This will avoid long-term invasive species or biosecurity issues that could arise from the use of non-natives.

## PROJECT SCOPE:

Currently truck drivers park along streets or behind the pub without proper facilities. A purpose built truck stop would improve road safety, support fatigue management and encourage drivers to spend in town.

This project proposes the development of a dedicated heavy vehicle rest area and truck parking facility. It will provide sealed, level parking bays for road trains and other heavy vehicles, safe entry and exit to the highway, and essential amenities to support driver safety, comfort, and fatigue management.

Key features will include accessible toilets and showers, potable water, shaded seating and rest areas for drivers, waste and wastewater management, and crime prevention measures such as lighting.

There will be no provision for car or caravan parking, as the facility will serve exclusively the needs of truck drivers.

## Location

The proposed site of the truck stop would be across the entirety of lots 935 on SY28, 936 on SY28 and 13 on MPH22367 as noted in Map 1 below.



Map 1 – Truck Stop site map

# Truck Stop



# Truck Stop



Between Normanton and Georgetown there is no dedicated heavy vehicle rest area with long bays and driver amenities, so a Croydon facility would fill a regional gap. Arguably this affects the amenity of residential areas and also limits Croydon's ability to respond to growth opportunities in freight, transport, and supporting businesses. In the second round of community consultation, it was suggested that the Gulf Gate BP Roadhouse be extended, as it already offers fuel, food, convenience items, and public showers available to drivers for \$5 per use.

but are optional rather than universally required. Site orientation should reduce noise and glare for both users and neighbours, and design should address the needs of female drivers, including safety, lighting, and security. Ongoing maintenance is highlighted as essential for usability and driver wellbeing (Austroads AP R591 19, Sections 4.6.3.)

The Department of Transport and Main Roads state that that heavy vehicle rest areas are exclusively for heavy vehicles and they should not be used by other motorists or campers. General motorists may incur fines if they occupy heavy vehicle rest areas:

*"Truck drivers need to be able to rest in the heavy vehicle rest areas – they should not be used by other motorists, or to stop and camp.*

*Fines may apply if you are not driving a commercial or heavy vehicle and you are found using a heavy vehicle rest area. These fines are in place to make sure truck drivers get to take their legislated rest breaks when using Queensland roads."*

<https://www.qld.gov.au/transport/safety/holiday-travel/stops/rest>

All options will be subject to design within available land constraints and are provided as a concept only, and not as a detailed specification.

## COSTINGS/ BUDGET:

**\$3.8M**

Comparable projects:

- Salt Creek Heavy Vehicle Rest Area in South Australia, a \$3.8 million upgrade. ([https://www.dit.sa.gov.au/infrastructure/road\\_projects/salt-creek-rest-area-upgrade](https://www.dit.sa.gov.au/infrastructure/road_projects/salt-creek-rest-area-upgrade)).

## TIMEFRAMES/ STAGING PLAN:

**12 months**

## CONCEPT DESIGN (IF APPLICABLE)

### Guidelines and expectations

Austroads guidelines recommend that heavy vehicle rest areas provide toilets, drinking water, shaded seating, bins, and clear separation from car parking. Showers are encouraged for major rest areas, particularly on key freight routes,

## Basic Option:

Eight bays at 36 to 40 metres and one long bay at 50 to 55 metres.



## Gold Standard Option:

An enhanced facility with additional fatigue management features, such as a driver lounge, laundry, 24-hour amenities, secure lockers, tyre inflation, water top-up, and dedicated rest spaces.







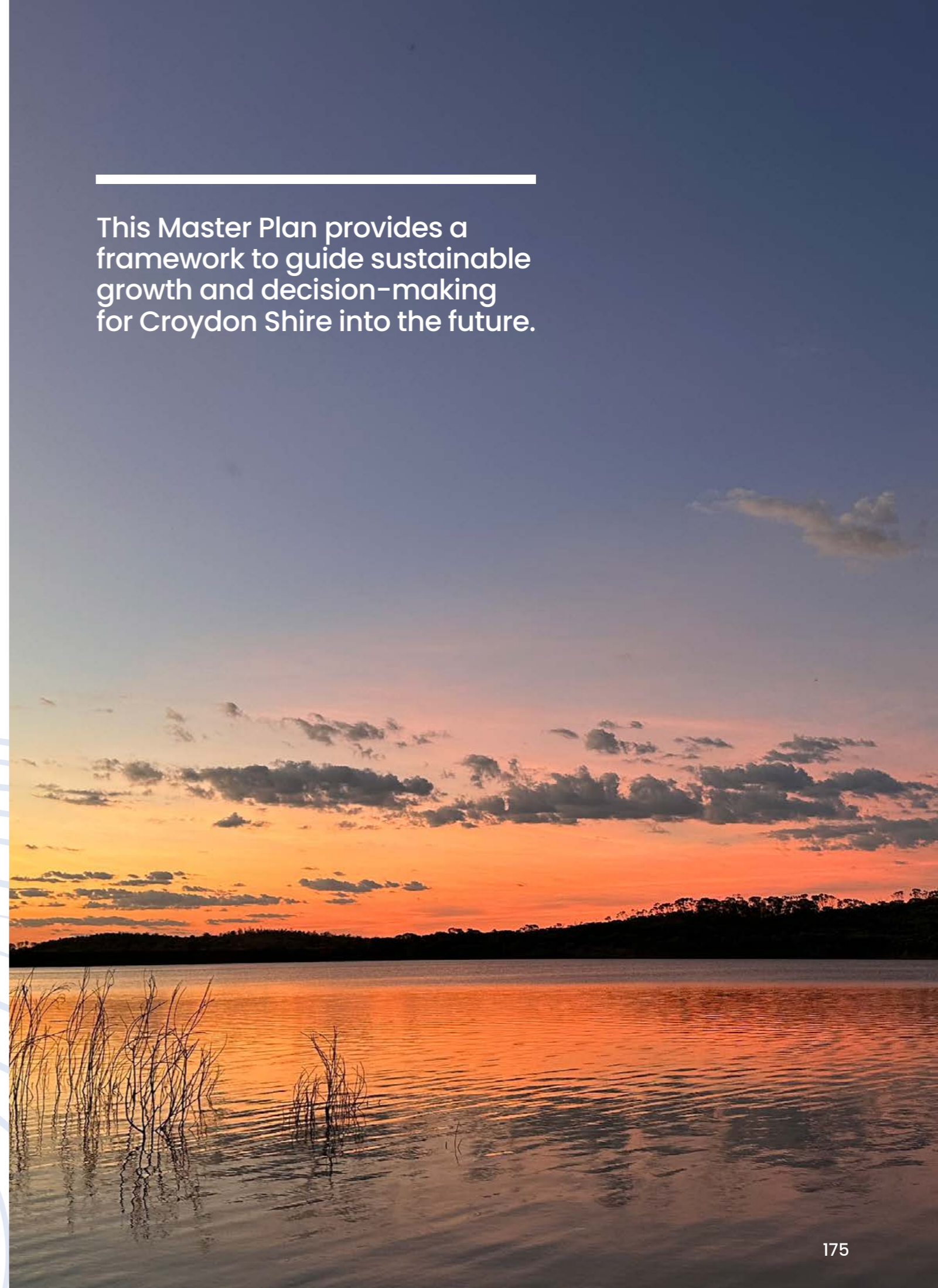
# Supporting Technical Reports

These reports provide detailed analysis to support the Master Plan.

- Cultural Heritage, Native Title & Land Tenure
- Engineering
- Environment
- Heritage
- Sport & Recreation
- Town Planning

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This Master Plan provides a framework to guide sustainable growth and decision-making for Croydon Shire into the future.





# Croydon Shire Council

