

BARRABA UNLIMITED PROGRAM



COMMUNITY STRATEGIC PLAN 2007

March 2007

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Cover photo: Barraba main street and town clock

1. COMMUNITY ECONOMIC DEVELOPMENT PROGRAMS

The Department of State and Regional Development has two community funding programs to revitalise communities throughout NSW by providing them with assistance and guidance. The Main Street/Small Towns Program (MS/STP) is aimed at larger communities or shires with populations of 1,500 – 15,000 people. The Towns and Villages Futures Program (TVFP) is aimed at small villages and communities with populations less than 2,500.

The Department's community economic development programs provide a framework to pull a diverse range of community stakeholders together under one strategic umbrella. Benefits include cohesive strategic planning on issues affecting the community, wider networking opportunities, greater impact and value to businesses and community groups and added value to Council. The programs build social capital within a community and the local government area by establishing communication channels, trust, relationships and networks.

Economic development is entwined with social development in rural communities, so it is necessary for the planning process to take a holistic approach to all the issues affecting communities.

A community economic development program is achieved by harnessing local skills and resources and planning together to implement practical, achievable community and business projects. The community planning workshops develop a community plan with an agreed vision for the future, a consensus of prioritised issues affecting the community and a series of projects to address the issues. The program includes an organisational structure of community volunteers to implement the projects and methods to run the program to ensure its ongoing success and sustainability. The key elements of the program include:

Organisation – creating an organisation with broad stakeholder representation of retailers, business people, property owners, council, community groups, farmers and residents to unite and work towards a common goal.

Economic Development – developing and strengthening local businesses and developing opportunities for new businesses/industries to provide a sustainable economic base.

Physical Design – addressing all physical aspects of the town or area such as improving traffic, parking, tree planting and landscaping, signage, public facilities and preserving the unique qualities and heritage of the town and surrounding environment.

Events and Marketing – promoting the area and increasing community pride and social activities with events and marketing campaigns to target local residents, tourists and commercial markets.

Social Development - addressing the community's social, cultural, health, youth and elderly issues as a holistic approach to long term economic development.

2. THE ROLE OF THE STRATEGIC PLAN

The role of this document is to:

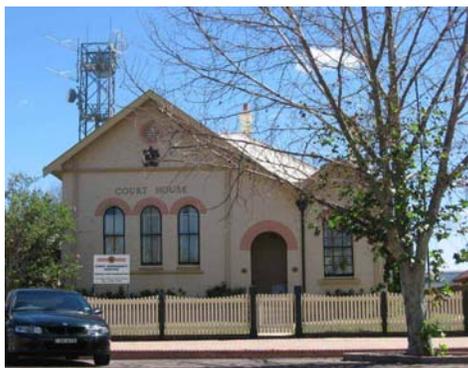
- Act as a framework to direct the development of the community program
- Facilitate cooperative working relationships between the community, businesses, Council and other external partners
- Formalise the goals and objectives of the community in relation to its economic and social future

The plan is divided into the following three categories:

1. Where are we now?
 - Situation Analysis
 - SWOT (Strengths, Weaknesses, Opportunities, Threats)
2. Where do we want to go?
 - Vision and Mission Statements
3. How are we going to get there?
 - Key Result Areas
 - Objectives
 - Issues
 - Program of Projects
 - Organisational Structure for the Community Program
 - Methods to Run the Program – for the implementation of projects
 - Reporting Channels of Communication

The Plan contains vision and mission statements and a set of strategic priorities and objectives that have been developed to guide the community program over the next 2-3 years. The status of each current project is reviewed regularly and reported to the 355 Committee and to the community via the local newsletter.

A second document titled 'Summary of Outcomes' details all the information gathered at the workshop. This is an internal working document that can be used as a resource to refer to as projects are finalised and new actions are sought to address the key issues nominated by the community in the plan.



Barraba Court House



Barraba Commercial Hotel

3. SITUATION ANALYSIS

The following information was gathered from a variety of sources including anecdotal information from the workshops, members of the community, Tamworth Regional Council staff and website, 2001 ABS statistics, Tamworth and Community Profiles 2005, 'Tamworth Regional Council Demographic and Population Information 2005' and the 'Thematic History of Barraba, Manilla and Nundle' February 2007.

3.1 Tamworth Regional Council Area

The Tamworth Regional Council area was proclaimed on 17 March 2004 and was formed by amalgamating the local government areas of Tamworth City, Manilla and Nundle and the majority of the Parry and Barraba shires.



The Tamworth Regional Council area is situated between the Northern Tablelands and the north western slopes and plains of NSW. The area has a population of 54,226 and covers 9,653 square kilometres including the city of Tamworth, the towns of Barraba, Manilla and Nundle and the villages of Attunga, Bendemeer, Dungowan, Duri, Hanging Rock, Kootingal, Moonbi, Somerton, Woolbrook, Woolomin and a range of other small communities including Moore Creek, Weabonga, Watsons Creek & Weabonga.

Tamworth City is situated on the New England Highway inland track from Victoria to Queensland, at the junction of the Oxley Highway, linking west to the Newell Highway. It is 387km northwest of Sydney and 574km south of Brisbane. The area is surrounded by the shires of Armidale-Dumaresq to the north, Walcha to the east, Liverpool Plains to the south, Narrabri, Gunnedah and Gwydir Shires to the west.

The Tamworth Regional Council area covers a range of topographies including rugged mountain ranges, hills, rivers, valleys and plains, including some of the richest agricultural country in the state with good soils and water supply. The area also has productive native and planted forests and remnants of native vegetation preserved as national parks and nature reserves.

The area has temperatures ranging from 16-31 degrees centigrade in summer and 3-16 degrees centigrade in winter. Rainfall is around 650mm (26 inches) a year with low humidity. Tamworth City is 404 metres above sea level.

The Tamworth Regional Council area was originally inhabited by the aboriginal Kamilaroi tribe. Within this broad group there were a large number of 'tribes' or subgroups. The main groups in the Tamworth region were the Goonoo Goonoo, Gunnedah, Manilla (or Manellae) and Moonbi. Aboriginal people in the region called themselves the *murri*.

The first known explorer to discover the area was John Oxley in 1818, entering from the west on his way home from trying to discover the inland sea. By 2 September Oxley and his party reached the present site of Tamworth on the Peel River, naming it after the Right Honourable Robert Peel, then Chief Secretary for Ireland. Peel, who later became Prime Minister, made his home in England at Tamworth Castle.

The explorers crossed the ranges to the east, discovering and naming the Cockburn and MacDonald Rivers. They followed the Hastings River eastwards, finally reaching the coast at a

harbour and estuary which they named Port Macquarie. Oxley's discoveries opened up the north coast of New South Wales for settlement.

In the early 1800's there was a boundary set to discourage settlement over the Great Dividing Range due to difficulties in policing and government control. However, squatters took up runs in the area for pastoral farming of sheep and cattle from the late 1820's onwards.

Wool, beef and minerals constituted the wealth of the colony and were shipped to England. The overland track from the Hunter Valley through the Peel River Valley was a major route for supplying the stations and scattered settlements of north-west New South Wales.

The discovery of gold at Hanging Rock in 1852 and later at Rocky River near Armidale, Bingara and Bundarra, greatly increased road traffic and prompted the Government to extend the Great North Road from the Hunter Valley to the New England Tablelands.

In 1861 the Crown Lands Alienation Act and the Crown Lands Occupation Act permitted selection of land before survey. People who took up the land were called Selectors and could select between 40 and 320 acres in a lease-hold area. The idea was to encourage families to occupy and farm the land and the increased population had a big impact on the area.

The railway opened in Tamworth in 1878 with a branch line to Manilla in 1899 and through to Barraba in 1908. The advent of the railway greatly reduced the cost of produce cartage. The wheat industry in particular owed its expansion to the advent of rail transport, as it depended far more than wool on cheap cartage. In areas such as Manilla and Barraba the arrival of the railway led to pastoral land being used for wheat growing and dairying, industries which would not have been possible on a large scale when bullock wagons were the only means of transport.

The railway played a vital role in the economic development of the Manilla and Barraba districts, but today it has been overtaken by road and air transport. The State Rail Commission adopted a strategy of concentrating freight in major regional centres, then distributing it by road to outlying centres. The first regional rail freight centre was established in Tamworth in 1974, signalling the ultimate closure of the Barraba branch line.

Agriculture has always been the backbone of the local economy. Core activities include beef, sheep, grain, dairy, poultry and lucerne. There has also been a growth of boutique agriculture ventures including olives, vines, nuts, specialised game fowl, fish farming, hydroponics, goats, alpacas, buffalo and berries. There is large-scale, intensive animal production such as cattle feedlots, poultry for egg and meat production and piggeries.

One of the current fastest growing agriculture sectors in the region is the hobby farm market. Hobby farms are generally less than 40 hectares (100 acres) and are often run as small productive farms. There are a wide range of services in the region for the hobby farmer including specialised monthly markets offering small lots of cattle, horses and poultry.

The population in the Tamworth region is growing steadily in some areas, remaining static in some areas and contracting slightly in other areas, depending on the geographic location and distance from Tamworth. Most of the growth is attributed to Tamworth and the immediate surrounding areas due to the "sponge city" affect of drawing population from within the Council area after retirement, sale of farms or lifestyle change to a larger centre with greater employment opportunities. Some growth is also attributed to the "tree change" affect of drawing population from major city areas for a lifestyle change where people can conduct business in a safe, rural lifestyle with a range of schools and affordable housing.

Recent Council dwelling commencement data across the region indicates significant new dwellings in Manilla and Moore Creek, a rural residential development of Tamworth with 5 acre lots. There are also a number of dwelling commencements in Nundle, Hanging Rock, Woolomin and Barraba.

Tamworth has been branded as the Music Capital of Australia as a legacy of the long-running Tamworth Country Music Festival held in January each year. A small festival 'Hats Off to Country' is now run in the middle of the year to provide a second peak accommodation and tourism boost to the area. A large development is currently underway in the main street, providing a small supermarket and cinema with a range of shops and decked parking.

The following tables from the 2001 ABS census outline statistics for the (previous) Tamworth City Council and Barraba Council show a percentage breakdown of the community by age compared with the NSW average. The Barraba figures are taken from the previous Barraba boundaries in the 2001 census and reflect the ageing population in the area.

Age structure	Tamworth	Barraba	New South Wales
0-4 years (infants)	7.0	5.8	6.7
5-17 years (children)	21.2	16.3	18.3
18-64 years (adults)	57.7	55.9	61.9
65-84 years (mature adults)	12.5	19.5	11.7
Over 85 years (senior citizens)	1.7	2.4	1.4

The following table shows a percentage breakdown of the family/household type compared with the NSW average. The figures in Barraba show a very high number of couples without children and lone person households, again reflecting the ageing population.

Family/household type	Tamworth	Barraba	New South Wales
Couple without child(ren)	36.2	48.8	34.9
Couple with child(ren)	43.1	38.4	47.8
One parent family	19.2	10.9	15.5
Lone person households	37.6	42.6	31.6

The following table shows a percentage breakdown of education standards compared with the NSW average in 2001. The figures show that Barraba has a very low number of people attending tertiary education, around one third of the state average.

Education	Tamworth	Barraba	New South Wales
Attending pre-school or primary	12.0	10.5	10.8
Attending secondary	8.8	6.7	7.0
Attending tertiary education	5.4	2.3	6.7

The following table shows a percentage breakdown of weekly household incomes compared with the NSW average in 2001. This table indicates lower earnings in the Tamworth area compared with the state average, however the Barraba earnings are extremely low with a large percentage of the population earning less than \$300 per week and very few high income earners.

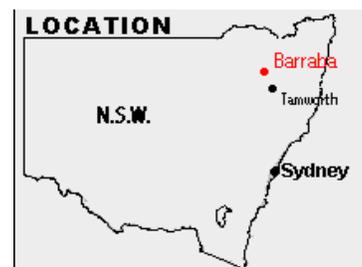
Weekly household income	Tamworth	Barraba	New South Wales
Less than \$300	14.8	22.1	12.2
\$300 to \$999	47.6	52.4	39.4
\$1,000 and over	27.4	13.1	36.9

The following table shows a percentage breakdown of employment status compared with the NSW average, showing an unemployment rate that is much higher than the rest of the state in the Tamworth area and extremely high in the Barraba area.

Employment status	Tamworth	Barraba	New South Wales
Total employed	90.9	89.2	93.1
Total unemployed	9.1	10.8	6.9

3.2 Barraba

Barraba is situated in Northern NSW, 500 m above sea level, 502 km north of Sydney and 90 km north of Tamworth along The Fossickers Way. During the recent Council amalgamation part of the area boundary was amalgamated into the Gwydir shire, so population figures are not available until the new Census figures are released. However, it is estimated that 1,100-1,200 people reside in the town, with approximately 600 in the surrounding area.



Barraba is an agricultural and pastoral centre on the Manilla River, with the Nandewar Ranges to the west, the Horton Valley to the north-west and undulating tablelands to the south east and north. The area is well known for its production of wool, sheep and cattle.

The area was occupied by the Kamilaroi Aborigines before white settlement. In 1827 Allan Cunningham crossed the Manilla River, a little to the west of the present townsite. Barraba Station was established in 1838. Its name derives from an Aboriginal term, said to mean 'camp by the riverbank'.

The first store was opened in the mid 1840s. The post office service was opened in 1851 and the townsite was surveyed in 1852. The town had two hotels and a Court of Petty Sessions once a month. In 1861 the first school was opened and the post office was built in 1866. The first Anglican church was erected in 18775 and the CBC Bank was established in 1876.

An auction of crown lands was held in Barraba in 1876. Mr A Darby purchased a 5 acre lot in the township and later donated part of this land for the site of the hospital. Barraba was proclaimed a town on 20 March 1885. Its population had grown in 20 years from 80 to 500.

Located on the Peel Fault that separates two different geological formations, the Barraba district is rich in minerals. During the 1850s gold was discovered at Woodsreef, Ironbark Creek, Barrack Creek and Crow Mountain. In its heyday Woodsreef, located 15 km east of Barraba, was a thriving village. By the late 1860s gold was exhausted and Woodsreef became a virtual ghost town, but finds of gold could still be made there in later years. Today there are few reminders of Woodsreef village's history.

Another boom period developed when copper was discovered at Gulf Creek in 1889. The first mine was established in 1892. At its peak in 1901, 200 men were employed which was one of the largest copper mines in the state. A prosperous village developed, but the last major company pulled out in 1911 and the mine teetered on for some years with a handful of employees until it finally closed.

Asbestos was first mined at Woodsreef from 1919-1923. However, it was not until 1972 that a large open-cut asbestos mine was opened providing much local employment, although it closed down in the 1980s.

Diatomite mining began at Bells Mountain north of Barraba in 1982. Today Diatomite is distributed from the processing plant at Barraba throughout Australia as pet litter and industrial absorbents. The Barraba area is also rich in chromite, fireclays, gold, limestone, magnesite, copper, chalk and quartz.

Land holdings in the district remained relatively stable until the post-war period when many stations were subdivided for soldier settler blocks. The early European settlers relied mainly on cattle rearing, but the country around Barraba proved ideal for sheep. Wool production soon became the most prominent industry with fine merino wool from Barraba. The heyday of wool lasted well into the twentieth century, but by the end of the century wool production was 80 per cent less than it had been 50 years before. Fat lamb breeding also declined.

Wheat growing in the Barraba district began on a relatively small scale in the late 1870s and 1880s. The areas under wheat cultivation increased in the 1890s as government legislation encouraged the subdivision of the large estates and closer settlement.

Barraba became a municipality in 1906. The town reached the peak of its prosperity after the opening of the railway from Tamworth to Barraba in 1908. Barraba became the railhead for a large area of north-western New South Wales. After World War 1, wheat and oat farming was taken up on a large scale. At the peak of the wheat industry, lines of trucks queued to deliver grain to the huge silo that dominates the southern skyline of Barraba, now long disused. During the 1960s wheat prices fell. The silo on the southern approaches to Barraba is a significant architectural feature, a symbol of Barraba's identity as a strongly agricultural based community. The railway has long since closed down, with the tracks removed from town.

Barraba has always produced fine beef cattle. According to local knowledge the high mineral content of the soil and water has contributed to the strong bone growth of the cattle raised there. The Double B Beef Promotion Organisation, otherwise known as the Barraba-Bingara Better Beef Association, has established itself as a major regional producers' organisation at the top end of the market. The area has also been known for its fine horses. Conda Thoroughbred Stud was established in the 1920s and has produced many champion race horses over the years.

Employment in the agricultural sector declined dramatically with farm mechanisation. However in 2006 the Barraba district has around 400 farming properties which provide the main source of the area's wealth, with cattle production as the major earner.

In 1991 Barraba celebrated the centenary of the Barraba and District Hospital. Throughout the 1990s the local community devoted much time and effort raising funds to upgrade the hospital. Major renovations were conducted in 2002–2003 and the modernised hospital was opened in November 2004, providing a 24 hour emergency service and general nursing care for acutely ill patients recovering from major operations. There is a self-contained unit for families and friends to stay, long-term care for aged community members and postnatal care for Barraba women who deliver their babies in nearby centres. The fundraising, lobbying and hospital upgrade was a major achievement for a small rural community.

The prominent memorial clock tower in Barraba's main street was erected by the Barraba Returned Servicemen's League (RSL) in 1924 with plaques commemorating the local men killed in the First World War and later added the Second World War. The RSL is planning an extension to this project by planting trees in Maude Street and establishing plaques for locals who served or were killed in all war conflicts.

Today tourism is the second major wealth earner for Barraba. The closure of the town's major industry - the asbestos mine at nearby Woodsreef, severe drought, low commodity prices and the withdrawal of banks and government services have affected everyone in the Barraba district in recent years, so the community awareness of the environment has become the basis of a maturing tourism product.

Barraba is well known for its innovative community project 'Bird Routes of the Barraba District' which involved signposting key bird habitats along the travelling stock routes, as well as route maps and district bird lists. The project has established Barraba as a premier location for bird watching and people travel from around the globe for the chance of sighting rare and endangered species, such as the Regent Honeyeater. There are 14 routes and bird watching sites and a list of the 161 bird species seen in the region. The project won the 2000 National Award for Innovation in Local Government, in the rural award category of the Environment.

Barraba won the 1998 Award for Excellence in Environmental Tourism and in February 2000 it was selected as a special area for potential tourism development in a submission by the Australian Heritage Commission.

There are geological drives of Barraba, Manilla and Bingara and the colourful mining history of Barraba remains a contributor to the local tourism economy. Visitors have ample opportunities to fossick for gold, other minerals and precious stones. A Native Flora Trail and a History Trail have both been established at Woodsreef. There are many possibilities for bush walking, for example in Mount Kaputar National Park. Split Rock Dam provides opportunities for camping, boating, fishing and swimming. Such projects and attractions bring visitors to the area and subsequently money to the town through ecotourism.

Barraba is committed to restoring its many fine old buildings, some dating back to the late 1800s. A Heritage Architect has assessed each building and in 1994 restorations commenced on a number of buildings. This work will continue, with the aim of restoring more of the town's oldest buildings to their earlier charm.

There was a period where Barraba lost population through the natural attrition of an ageing population and farmers retiring outside the area. In recent years there has been a trend of some residents returning to the area, farmers retiring to the town and the attraction of "tree change" residents seeking a new lifestyle change in a small, friendly community, so Barraba has managed to maintain its population base.

Barraba has a long history of working together to enhance their quality of life. The recently formed Landcare group has instigated a tree planting project at the south end of the town and

has begun to rehabilitate the banks of the Manilla river. The community has immense pride in its town, which is reflected in the neat, tidy, well-kept appearance throughout the built and natural environment.

A major threat to the livelihood of Barraba is the lack of a sustainable water supply. Barraba draws their water supply from the Connors Creek Dam, the Barraba Creek Pumping Station and the Manilla River and also use rainwater tanks for drinking water. Connors Creek Dam has blue-green algae and has lost volume through silt on the bottom of the dam. The silt cannot be dredged due to contaminants and difficulties in disposal of the dredged material. The other water sources depend on rainfall and river flow. Water from the creeks has diminished to a point where they are not getting enough flow to maintain the town's requirements and at times have carted water in. Traditionally Barraba has always had water restrictions, but due to the prolonged drought their lack of a sustainable water supply has become urgent.

An option is to run a pipe from Split Rock Dam. This issue was investigated in the past and eight years ago there was an estimated cost of \$3.2m to run a pipeline from Split Rock Dam to Barraba. At the time some funding was available from the government, but the option was not taken up by the community as the rate increase to service the debt was not affordable by residents in a low socio economic area. A disaster back-up measure was introduced by striking two bores, but the bores will only be used if the community reaches level five water restrictions.

The estimation for the pipeline is now \$10m and the community is pursuing the issue again through the new Council as a matter of urgency. The lack of water impacts on all aspects of community life, restricts industry and causes enormous concern for everyone in the community. In the meantime until the pipeline is connected, Barraba must work on issues and progress that does not rely on the pipeline.

3.3 Barraba Unlimited Program

Barraba was one of the first Main Street/Small Towns Program to be established in the early days of the state-wide program. They held planning workshops and conducted a highly successful program from 1992-93. Before the program the town looked drab and uninviting, but through the program the community transformed the town and built their tourism industry. Things looked better and people were happy, so eventually the program wound down.

The recent drought and water crisis revived interest in the community to establish a new community program, so two community Strategic Planning Workshops were held in March 2007 funded by the Tamworth Regional Council and the Department of State and Regional Development through the Main Street/Small Towns Program.

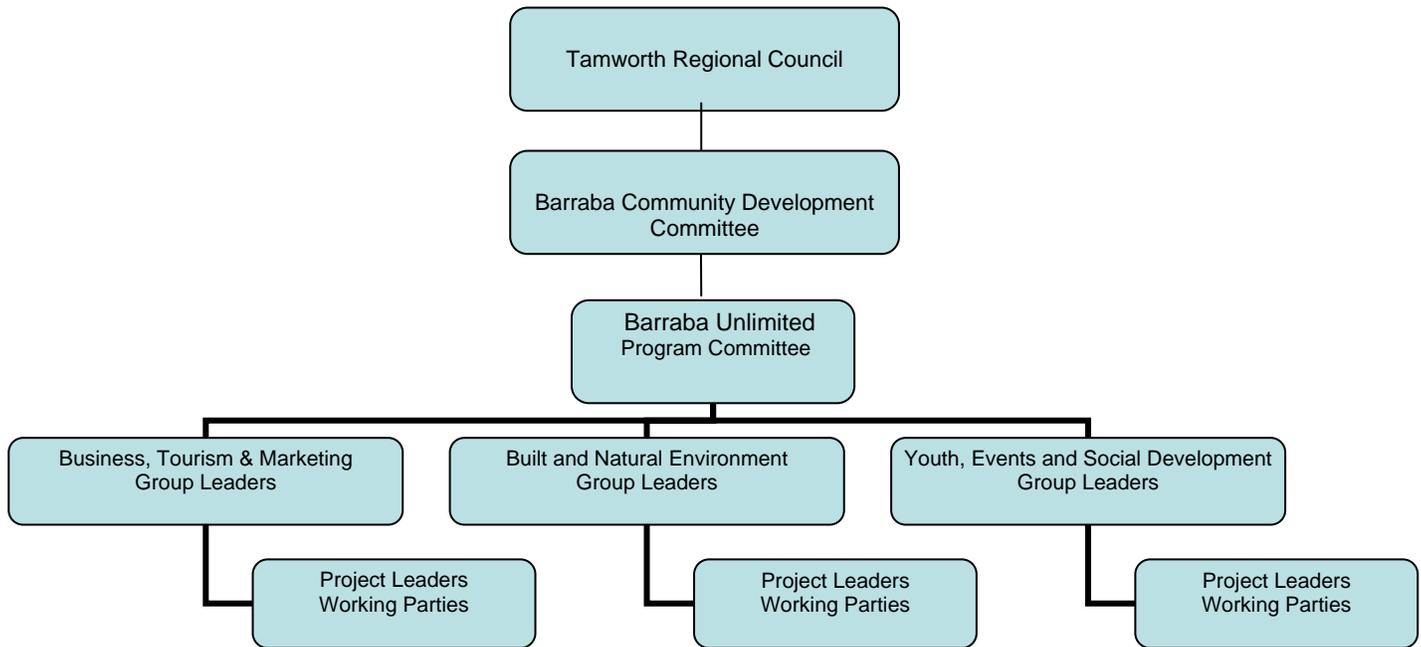
A Photographic Survey was conducted prior to the workshop with a range of community stakeholders taking photos of things they liked and disliked in the village and area. Projects and issues were identified from the survey and incorporated into the workshop process.

During the workshop the community developed a name for the program, a SWOT (strengths, weaknesses, opportunities and threats), values and vision statements and the mission statement was devised from the objectives of each group. Current issues were identified, placed under key result area headings and prioritised. Groups were formed for each key result area and participants nominated short, medium and long term projects to address the issues.

Two Group Leaders were nominated for each key result area group and Project Leaders were identified for projects, where possible. The Committee for the program will consist of the six Group Leaders, with one of the Group Leaders acting as a contact point and spokesperson for the program.

Attendees placed the program as a community-owned, 'action oriented' sub-committee of the Barraba Community Development Committee (BCDC), a 355 committee of Council. The community will implement the projects on a project-by-project basis. Groups will meet individually to plan and update their projects and will report regularly to their Group Leaders. The Group Leaders will meet and report regularly to the BCDC Committee, who in turn report to Council. Progress will be reported to the community via the Barraba community newsletter.

The following organisational structure is a suggested model to outline the program's lines of communication:



Barraba Unlimited Program Organisational Structure

- Project Team members report to their Project Leader
- Project Leaders report to their Group Leaders
- Group Leaders report to the Barraba Unlimited Program Committee
- The Barraba Unlimited Program Committee reports to the Barraba Community Development Committee (BCDC)
- The BCDC reports to Council



O'Meara Park and steam engine

4. COMMUNITY ACHIEVEMENTS

Barraba commenced a Main Street Program in 1992. The following list of community achievements since that time was compiled at the workshop - some of them quite astonishing for a small, low socio-economic community:

- Built a community funded Hospital (major project)
- Built a retirement home aged care hostel
- Planted trees in the main street – now a major feature of the town
- Established a Hydro Therapy Pool at the swimming pool complex
- Established a water slide at the pool complex
- Established a Tourist Information Centre run by volunteers
- Built a Monument for Prisoners of War for soldiers who served at Changi
- Painted shops in the main street
- Established some heritage verandahs in the main street
- Formed a local Development Committee
- Built the Rugby clubhouse
- Planted trees leading up to the southern end town entry from Tamworth
- Established a Steam Age Memorial at the southern end town entry
- Paved footpaths in the main street
- Established and maintained garden beds in the main street
- Established the War Roll of Honour at the gardens beside the town clock
- Built a new Showground kitchen
- Established a new power generator for the Showground



Barraba Aged Care Hostel

5. SWOT

STRENGTHS

- Community spirit/kindness
- Own sense of identity
- Peaceful
- Isolation/space
- Pretty town, nice place to live
- History
- Security
- Beautiful countryside
- Artistic bent
- Facilities
- Affordability
- Sporting facilities
- Good shops – some
- Nursing home/hospital
- Education x 2
- Low crime
- Good weather?
- Accommodation
- Generosity
- Professionals
- Pretty country
- Tidiness
- Health services
- Art & craft facilities
- Brilliant doctor x 2
- Law & order
- Hydrotherapy pool
- Pool
- Strong rural district
- Aged care facilities
- Central to major centres
- Barraba Festival
- Brass band
- Barrapella
- Worlds 2nd Smallest Backpackers lodge

THREATS

- Lack of water
- Petrol prices
- Youth leaving town
- Ageing population
- Government policies
- Lack of employment
- Concentration of resources in City
- Loss of medical services

WEAKNESSES

- Lack of water
- Land & employment
- Distance from local government
- Limited access to Mt Kaputar
- Lack of accommodation for large events
- Limited mobile phone access
- Weather extremes
- Length of time for repairs
- Eastern side of river – lack of maintenance
- No public transport
- Cost of cars/fuel
- Division amalgamation – lack of support by wider community
- Need more police
- Broadband in town – need in wider area
- Riverbank choked up
- Lack of tradesmen
- Empty shops – absentee landlords
- Lack of faith in the community

OPPORTUNITIES

- Tourism
 - Industry
 - TAFE courses
 - Government funding
 - Fix up riverbank
 - Artistic and cultural centre
 - Make better use of facilities
 - Better monthly markets
 - Fill empty shops
 - Work opportunities through internet
 - Mobile phone coverage (100%)
 - Youth activities
 - Re-open mine
 - Reg Council Department located in Barraba
 - Make use of facilities
 - Fit with equine centre
 - Use of train track as bike track
 - Lobby absentee landholders and fill empty shops – strategies to rent
 - More retirement units
 - Marketing
 - Tradesmen earn to live with what we've got (without relying on pipeline water)
-

6. COMMUNITY VALUES, VISION AND MISSION STATEMENTS

5.1 Values Statement

A Community Values Statement defines the basic core values and beliefs that are honoured by the community. It identifies past and present values that need to be retained in a future vision.

Community Values Statement:

“The Barraba community is proud of their community spirit, sense of identity and well-kept, historical town. They value their isolation, space, beautiful countryside and tranquil lifestyle”

5.2 Vision Statement

A Community Vision Statement is a statement from the heart of how a community wishes their situation will become as an ‘ideal’ situation for the future. It is a simple statement that is easy to remember and is written in the present tense to encourage positive affirmation and motivation to make the vision a reality.

Community Vision Statement:

“Barraba strengthens its economic base through sustainable agriculture, tourism and small business growth as a central hub for the region and attracts residents and visitors with its beautiful town and environment, artistic reputation and strong sense of identity and community spirit”

5.3 Mission Statement

A Community Mission Statement states the community program’s purpose or role. It is an action statement of what needs to be done to reach the vision. The following statement was devised from the Objectives of each group in the program:

Community Mission Statement:

“To develop opportunities for business, tourism and marketing; establish a sustainable water supply; beautify and maintain the built and natural environment; develop activities and entertainment for all ages and upgrade services and facilities”

7. KEY RESULT AREAS AND PRIORITISED ISSUES

The following key result areas were chosen:

- Business, Tourism and Marketing
- Built and Natural Environment
- Events and Social Development
- Youth

The following issues were nominated by the community and are presented in prioritised order:

- Water
- Business development
- Marketing
- Tourism development
- Develop activities, entertainment, arts and education
- Youth activities
- Renovate and beautify the built environment
- Riverbank beautification
- Aged/retiree facilities, services and activities
- Fix up the cemetery
- Health and wellbeing
- Plant trees and maintenance



Barraba Weir

8. OBJECTIVES AND PROJECTS

8.1 BUSINESS, TOURISM AND MARKETING

Objective:

“To develop opportunities for business, tourism and marketing”

- By December 2007 we will update the website, develop an Apprenticeship Seminar and Information Package and investigate funding sources for a Main Street Coordinator
- By December 2008 we will establish a main street coordinator and a statue of Lee and Cummins

Issues:

- Business development
- Tourism development
- Marketing

Business, Tourism and Marketing Projects:

ISSUE	PROJECTS	TIME
Business development	Establish a Main Street Coordinator in Barraba to coordinate community projects, Visitor Information Centre and Work for the Dole Program	Short-med
	Establish a Work for the Dole program to implement community projects	Short
	Establish apprenticeships - develop a seminar/Information Pack, provide information to local businesses on the employment of apprentices	Short
	Establish a Women in Business group	Short
	Establish a Business Email Network to distribute information to all businesses	Short
	Establish Business Breakfasts or Business After Hours networking sessions on a regular basis	Short
	Empty shops – conduct a Mail Out and lobby shop owners for: <ul style="list-style-type: none"> • Window displays - allow community groups or local artists to put displays in their empty shop windows • Property owners meeting– establish strategies and appropriate rentals to fill the empty shops • Paint the Buildings Program – put together a Painting Package to make it attractive to paint buildings in the main street 	Short Short Medium
	Establish more trades people in town, identify needs/gaps and target specific trades, develop a brochure and appropriate marketing materials	Medium
	Establish business training seminars in shop presentation, customer service, marketing, business management etc	Medium

ISSUE	PROJECTS	TIME
Tourism development	Improve the Visitor Information Centre and signage/directional signage	Short
	Establish a manager for the Visitor Information Centre	Short
	Improve the Museum usage: <ul style="list-style-type: none"> Clean up the grounds and tidy up the museum Increase opening hours and museum access Establish fireproof long term storage of historical records Establish protocols for use of archives by community groups 	Short Short Short
	Establish Tourism Map and Business Information signage at town entries	Short-med
	Beautify the town entrances renovate the welcome signage	Short
	Establish small events in the main street to attract visitors: <ul style="list-style-type: none"> Regular, improved markets with produce and local artists' work and crafts, establish marketing strategies to attract visitors Other events/retail events, as appropriate 	Short-medium
	Establish a local Home Stay register for tourist accommodation, protocols and/or standards for registered properties and marketing materials	Medium
	Establish murals in the main street	Medium
	Establish a statue of Lee & Cummins	Long
	Use the railway tracks – lobby to reinstate the train or use as a bike track	Long
Marketing	Establish a Marketing Cooperative and plan a Marketing Campaign	Short
	Update and redesign the Barraba website	Short
	Establish a Television Marketing Campaign with a generic advertisement for Barraba and its attractions and a series of commercials with three local businesses per ad	Short-medium
	Produce a short documentary on Barraba and its attractions	Medium



Regent Honeyeater



Horton Falls



Fossicking

8.2 BUILT AND NATURAL ENVIRONMENT

Objective:

“To establish a sustainable water supply and to beautify and maintain the built and natural environment”

- By December 2007 we will lobby to de-silt Connors Creek Dam, establish rubbish bins in three park areas, upgrade the toilets at the Mall and clean/weed the river banks
- By December 2008 we will de-silt Connors Creek Dam, plant trees/shrubs on the riverbank and establish toilets in Cherry Street

Issues:

- Water
- Renovate and beautify the built environment
- Riverbank beautification and green spaces
- Fix up the cemetery
- Plant trees and maintenance

Built and Natural Environment Projects:

ISSUE	PROJECTS	TIME
Water	De-silt Connors Creek Dam	Short
	Lobby government through local members, Minister and Water Resources to establish a sustainable water supply for Barraba	Short-long
Renovate the built environment	Upgrade the toilets at the Mall	Short
	Establish better signage at the Lookout, map of Barraba and district and directional signage to the Lookout	Short
	Establish rubbish bins in Bi-Centennial Park, Australia Day Park and Cherry Street	Short
	Remove the Rotary sign at the northern entry to town	Short
	Establish toilets on the riverbank along Cherry Street	Short-med
	Establish drinking water tanks and BBQs at the riverbank in Cherry Street	Medium
	Establish new amenities at the Sports Ground	Medium
	Establish ramps over gutters for elderly and disabled access	Medium
	Paint the Steam Engine in O'Meara Park	Medium
	Widen road at the southern end of Mall car park – beautify/plant trees	Medium
	Paint the hall and clean it up	Long
	Upgrade the road to the Lookout, establish a map of Barraba and district	Long
Establish toilets in Australia Day Park	Long	
River bank beautification and green spaces	Establish a Working Bee to clean up the river banks and weed eradication – plant native trees and grasses suitable to the area	Short
	Establish a River Bank Care Group to maintain the river banks regularly	Short
	Lobby Council to eradicate foxes, feral cats, rabbits at the cemetery	Short
Plant trees and maintenance	Plant trees to line Maude Street as a War Remembrance tribute	Short
	Plant trees in the town's side streets	Long
Fix up the cemetery	Establish a Working Bee to clean up the old section of the cemetery	Medium
	Establish seating under shade at the cemetery	Long

8.3 YOUTH, EVENTS AND SOCIAL DEVELOPMENT

Objective:

“To develop activities and entertainment for all ages and upgrade services and facilities”

- **By December 2007 we will establish increased internet access and open hours at the library, cricket nets and a Singles Group**
- **By December 2008 we will establish displays and promotion of Barraba arts and crafts and a Men’s Shed**

Issues:

- Develop activities, entertainment, arts and education
- Youth activities
- Aged/retiree facilities, services and activities
- Health and wellbeing

Youth, Events and Social Development Projects:

ISSUE	PROJECTS	TIME
Youth activities	Conduct a Youth Survey and ask them what they want, identify projects	Short
	Establish a Youth Committee with youth to implement their own projects	Short-long
	Establish youth sporting facilities: <ul style="list-style-type: none"> • Cricket nets • Other facilities as required 	Short-long
	Establish a Youth/Adult Mentor Program eg at the Men’s Shed	Medium
	Establish a Youth Meeting Place for activities and entertainment eg Youth Centre and/or skate and bike park with seating/shade/water	Long
	Establish and implement youth projects	Long
Develop activities, entertainment, arts and education	Open the library 5 days a week and establish more internet access	Short
	Display arts and crafts made in Barraba and develop marketing strategies to promote them	Short-medium
	Establish a Singles Group and a range of activities and events	Short
	Establish a Men’s Shed	Medium
	Establish a Family Fun Day	Medium
Aged/retiree facilities, activities and services	Develop touring shows for culture, photo exhibitions etc and entertainment	Medium-long
	Establish a calendar of appropriate activities for older residents and visitors	Medium
	Establish more aged care accommodation units in Barraba	Medium-long
	Establish a Community Bus for aged transport needs	Long

9. SUMMARY OF PROJECTS

ISSUE	PROJECT	TIME
BUSINESS, TOURISM AND MARKETING		
Business development	Establish a Main Street Coordinator in Barraba to coordinate community projects, Visitor Information Centre and Work for the Dole Program	Short-med
	Establish a Work for the Dole program to implement community projects	Short
	Establish apprenticeships - develop a seminar/Information Pack, provide information to local businesses on the employment of apprentices	Short
	Establish a Women in Business group	Short
	Establish a Business Email Network to distribute information to all businesses	Short
	Establish Business Breakfasts or Business After Hours networking sessions on a regular basis	Short
	Empty shops – conduct a Mail Out and lobby shop owners for: <ul style="list-style-type: none"> Window displays - allow community groups or local artists to put displays in their empty shop windows Property owners meeting– establish strategies and appropriate rentals to fill the empty shops Paint the Buildings Program – put together a Painting Package to make it attractive to paint buildings in the main street 	Short Short Medium
	Establish more trades people in town, identify needs/gaps and target specific trades, develop a brochure and appropriate marketing materials	Medium
	Establish business training seminars in shop presentation, customer service, marketing, business management etc	Medium
Tourism development	Improve the Visitor Information Centre and signage/directional signage	Short
	Establish a manager for the Visitor Information Centre	Short
	Improve the Museum usage: <ul style="list-style-type: none"> Clean up the grounds and tidy up the museum Increase opening hours and museum access Establish fireproof long term storage of historical records Establish protocols for use of archives by community groups 	Short Short Short
	Establish Tourism Map and Business Information signage at town entries	Short-med
	Beautify the town entrances renovate the welcome signage	Short
	Establish small events in the main street to attract visitors: <ul style="list-style-type: none"> Regular, improved markets with produce and local artists' work and crafts, establish marketing strategies to attract visitors Other events/retail events, as appropriate 	Short-medium
	Establish a local Home Stay register for tourist accommodation, protocols and/or standards for registered properties and marketing materials	Medium
	Establish murals in the main street	Medium
	Establish a statue of Lee & Cummins	Long
	Use the railway tracks – lobby to reinstate the train or use as a bike track	Long
Marketing	Establish a Marketing Cooperative and plan a Marketing Campaign	Short
	Update and redesign the Barraba website	Short
	Establish a Television Marketing Campaign with a generic advertisement for Barraba and its attractions and a series of commercials with three local businesses per ad	Short-medium
	Produce a short documentary on Barraba and its attractions	Medium

ISSUE	PROJECT	TIME
BUILT AND NATURAL ENVIRONMENT		
Water	De-silt Conners Creek Dam	Short
	Lobby government to establish a sustainable water supply for Barraba	Short-long
Renovate the built environment	Upgrade the toilets at the Mall	Short
	Establish better signage at the Lookout, map and directional signage	Short
	Establish rubbish bins in Bi-Centennial Park, Australia Day Park, Cherry St	Short
	Remove the Rotary sign at the northern entry to town	Short
	Establish toilets on the riverbank along Cherry Street	Short-med
	Establish drinking water tanks and BBQs at the riverbank in Cherry Street	Medium
	Establish new amenities at the Sports Ground	Medium
	Establish ramps over gutters for elderly and disabled access	Medium
	Paint the Steam Engine in O'Meara Park	Medium
	Widen road at the southern end of Mall car park – beautify/plant trees	Medium
	Paint the hall and clean it up	Long
	Upgrade the road to the Lookout, establish a map of Barraba and district	Long
	Establish toilets in Australia Day Park	Long
	River bank beautification and green spaces	Establish a Working Bee to clean up the river banks and weed eradication – plant native trees and grasses suitable to the area
Establish a River Bank Care Group to maintain the river banks regularly		Short
Lobby Council to eradicate foxes, feral cats, rabbits at the cemetery		Short
Plant trees & maintenance	Plant trees to line Maude Street as a War Remembrance tribute	Short
	Plant trees in the town's side streets	Long
Fix up the cemetery	Establish a Working Bee to clean up the old section of the cemetery	Medium
	Establish seating under shade at the cemetery	Long
YOUTH, EVENTS AND SOCIAL DEVELOPMENT		
Youth activities	Conduct a Youth Survey and ask them what they want, identify projects	Short
	Establish a Youth Committee with youth to implement their own projects	Short-long
	Establish youth sporting facilities: cricket nets and other facilities as required	Short-long
	Establish a Youth/Adult Mentor Program eg at the Men's Shed	Medium
	Establish a Youth Meeting Place for activities and entertainment	Long
	Establish and implement youth projects	Long
Develop activities, entertainment, arts and education	Open the library 5 days a week and establish more internet access	Short
	Display arts and crafts made in Barraba and develop marketing strategies	Short-med
	Establish a Singles Group and a range of activities and events	Short
	Establish a Men's Shed	Medium
	Establish a Family Fun Day	Medium
	Develop touring shows for culture, photo exhibitions etc and entertainment	Medium-long
Aged/retiree facilities, activities and services	Establish a calendar of appropriate activities for older residents and visitors	Medium
	Establish more aged care accommodation units in Barraba	Medium-long
	Establish a Community Bus for aged transport needs	Long

"Always bear in mind that your own resolution to succeed is more important than any other one thing." --Abraham Lincoln

"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it's the only thing that ever has." -- Margaret Mead