Economic Development Strategy – McKinlay Shire Council

DRAFT STRATEGY

Queensland
Government

Amendment History

Version:	Date:	Who:	Amendments:
1.0 Draft	01/08/2024	Deonnie Brogan	Initial draft
2.0 Draft			

Contents

1.0   Message from the Mayor & CEO

1.1 Mayor

As Mayor of McKinlay Shire, I am excited to share our vision for a prosperous and resilient future, built upon our establishing and emerging economic drivers. Our community is entering a new phase of growth, and by strategically harnessing our natural assets and fostering a sustainable environment for our residents, we can create long-term economic stability and prosperity for all.

McKinlay Shire has long been recognized for its agricultural potential. By embracing innovation, investing in technology, and enhancing water access, we will boost agriculture productivity while safeguarding our environment for future generations. This approach will not only increase the economic output of our agriculture sector but also create jobs, support local businesses, and ensure that McKinlay remains a key player in Queensland's agricultural landscape.

McKinlay Shire is positioned to become a powerhouse in the global supply of critical minerals, which are essential to the transition to a low-carbon economy. We are committed to responsible and sustainable mining practices that will protect our environment while providing long-term economic and social benefits to our region. The development of this sector will bring new jobs and infrastructure investments, ensuring that our Shire becomes a hub for mining innovation and a critical contributor to Australia's mineral wealth.

At the heart of our economic vision is the belief that McKinlay Shire must be a place where people want to live, work, and raise their families. That means prioritising the development of quality healthcare, education, recreational facilities, and essential services. By fostering a vibrant, healthy, and connected community, we will create a welcoming environment that supports our growing population and enhances the quality of life for everyone.

Thank you for being part of this journey.

1.2 CEO

As our economy grows, so must our community. Adequate and affordable housing is essential to attracting and retaining the workforce needed to fuel our growth. Our vision includes the development of modern, sustainable housing solutions that meet the needs of both current residents and those who will join us in the future.

Our economic vision for McKinlay Shire is one of sustainable growth, built on the strengths of our people, our land, and our industries. Through the development of intensive agriculture, strategic housing planning, enhanced liveability, and responsible mining, we will create a thriving, resilient community. Together, we can build a future where McKinlay Shire leads in innovation, sustainability, and opportunity.

2.0   Our History

The McKinlay district was first discovered in 1861 by Scottish born explorer, John McKinlay. In 1888 McKinlay was established as a staging post for the Cobb and Co. coaches and a gathering point for the graziers from surrounding properties. In 1891, the Mackinlay Division was created and governed by the MacKinlay Division Board. In 1903 the Mackinlay Division became the Shire of Mackinlay and in 1932 the spelling of the shire was altered to McKinlay to reflect John McKinlay's name.

Historically, McKinlay Shire (Shire) was well known as a cattle and sheep grazing area. Today the town of McKinlay is well known as the home of the Walkabout Creek Hotel which gained notoriety as the pub in the movie Crocodile Dundee. The Shire is also home to Cannington Mine, Australia's largest silver and lead mine and was the supplier of silver for the Olympic Games medals in Sydney in 2000. The Shire has an abundance of critical minerals which are needed to build the infrastructure required to transition to a net-zero emissions future.

Traditional owner groups within the McKinlay shire boundaries are made up of the Mitakoodi people and Koa people.

Located in the North West Minerals Province, McKinlay Shire is home to over 849 people and covers an area of 40,737 km2. The Shire includes the towns of Kynuna, McKinlay, Nelia and Julia Creek, which is the Shire's main town. Julia Creek is located approximately 650 kilometres west of Townsville and 225 kilometres east of Mount Isa.

McKinlay Shire provides its residents and surrounding properties with access to a range of essential health, hospital, emergency services, medical, education and family services and facilities

McKinlay Shire's economy is built upon strengths in the agricultural, mining and tourism industries, with a number of significant critical mineral operations seeking to establish within the region.

3.0   The Economy

The McKinlay Shire economy is primarily driven by the mining, agriculture and construction industries followed by the manufacturing, electricity/gas/water/waste services, accommodation and food services, public administration and safety and rental, hiring and real estate services.

Total gross revenue generated by businesses/organisations in McKinlay Shire is approximately $1.5 billion ($1,557.072 million), primarily driven by mining ($1.2 billion), agriculture ($150 million), construction ($40 million) and manufacturing ($26 million).

McKinlay Shire key employers are mining, accounting for 52.3% of employment followed by agriculture, forestry and fishing (22.3%) construction (6.5%) and administrative and support services (3.6%).

The population has remained relatively constant however as the demand for and focus on critical mineral development increases, it is expected there will be an increase in the population. Leveraging the region's critical minerals to create new opportunities will be instrumental in driving population retention and attraction, thereby ensuring the continued prosperity of the region.

McKinlay Shire seeks to enhance its economic sustainability by building upon its core economic pillars of cattle, tourism, and mining, while also seeking new opportunities for growth.

<<Designer: Include Location Map of Shire>>

3.1 Economic Snapshot

<<Designer: These statistics can be turned into infographics>>

Statistic		Data Source
Resident population	849	ABS, Region Summary: McKinlay, 2023
Median Age	35.5 years	ABS Region Summary: McKinlay, Estimated Resident Population – year ended 30 June 2022
Indigenous population	5.1%	ABS, Region Summary: McKinlay, Aboriginal and Torres Strait Islander Peoples – Census 2021
Employment	1,326 jobs	REMPLAN 2023 Release 2
Unemployment rate	0.9% (5.4% Queensland) (as at December quarter 2022)	ABS 2021 Census
Largest employing industries	• 1. Mining (52.3%) • 2. Agriculture, Forestry & Fishing (22.3%) • 3. Construction (6.5%) • 4. Accommodation & Food Services (5.6%) • 5. Public Administration & Safety (3.6%)	REMPLAN 2023 Release 2
Gross Regional Product	$531,733 million	REMPLAN 2023 Release 2

Businesses	158	REMPLAN 2023 Release 2
Median weekly personal income	$1,074	ABS, 2021 Census
Median weekly total family income	$2,297	ABS, 2021 Census

3.2 Key Regional Exports

Statistic		Data Source
Total Exports	$1.399 million	REMPLAN 2023 Release 2
Top 3 Exports	Mining $1.229 million	REMPLAN 2023 Release 2
	Agriculture, Forestry & Fishing $134 million	REMPLAN 2023 Release 2
	Manufacturing $10.6 million	REMPLAN 2023 Release 2

3.3 Key Regional Imports

Statistic		Data Source
Total Imports	$929.8 million	REMPLAN 2023 Release 2
Top 3 Imports	Agriculture $64.8 million	REMPLAN 2023 Release 2
	Construction $23.5 million	REMPLAN 2023 Release 2

3.4 Property Market

Statistic		Data Source
House Price	$140,000 Median House Price	2024 Price Finder
Rental	$300 Median Weekly Rental	2024 Price Finder
Residential Builds	$1 million Residential Building Approvals (12 months ending 31 January 2023)	ABS, Region Summary: McKinlay, 2023
Commercial Builds	Nil	ABS, Building Approvals, Non-residential building 2023

4.0   Regional Strengths

4.1 Community spirit and liveability

McKinlay Shire's strength lies not only in its traditional pillars of sheep, cattle, mining and tourism but also in its adaptability and openness to new opportunities. The community's resilience and commitment to health, wellbeing, and quality of life contribute to its strength, making McKinlay Shire a great place to live.

McKinlay Shire boasts a well-connected community where residents support one another creating a sense of belonging and shared purpose. Residents enjoy a relaxed lifestyle and actively engage in local events creating a tight-knit community where residents feel a sense of community safety.

For a town with a population less than 900 residents, there is a wide range of community facilities and events in McKinlay Shire that contribute to the vibrant community life. Locals enjoy living in McKinlay Shire due to the array of lifestyle and community opportunities such as horse sports, dance, football, fishing, library, swimming pool, kids parks and playgrounds.

Julia Creek is the business centre of the McKinlay Shire and provides a variety of social, education, health and commercial services to the surrounding region.

4.2 Agricultural production

McKinlay Shire is a major grazing centre primarily focusing on beef cattle and sheep production. The cattle industry plays a crucial role in sustaining the region's economy providing valuable employment and supply chain opportunities. The Julia Creek Livestock Facility serves as a vital hub for the local agricultural community, facilitating the buying and selling of cattle from properties surrounding the town. The cattle yards, dip and weighing facilities, play a crucial role in the livestock industry, supporting the livelihood of many local farmers contributing to the Shires economy.

McKinlay Shire has high value agricultural land which is underpinned by the Great Artesian Basin. There are opportunities to develop cropping and horticulture across the region. Fodder crops like sorghum and native grasses are grown to support the cattle industry. There is potential for other crops such as sorghum, chickpea and mung beans. In recent years, there have been successful yields of both dryland and irrigated cotton, presenting great potential as a viable local industry.

4.3 Tourism and Natural Environment

McKinlay Shire is a well-known outback tourism destination with a variety of attractions and outback experiences. Julia Creek and Nelia are located on the Flinders Highway (Overlanders Way) and McKinlay and Kynuna are positioned on the Landsborough Highway (Matilda Way). The towns are connected by sealed roads.

The famous Dirt N Dust Festival is an epic three-day event held annually in Julia Creek. The region also hosts the Julia Creek Campdraft, McKinlay Races, Saxby Round-Up, Sedan Dip, Julia Creek Turf Club Races and Town vs Country Rugby league and netball matches.

Multi-award-winning 'At the Creek' Visitor information Centre in Julia Creek where you can feed the dunnarts, take part in a virtual reality cattle muster, and immerse yourself in the Beneath the Creek, a hands-on interactive journey through many facets of life in the McKinlay Shire or purchase a souvenir.

The award-winning Julia Creek Caravan Park is famous for the refreshing Artesian Bath Houses and the Bush Dinners. The region also has the Water Tower, Duncan McIntyre Museum, nature trails, World War II Bunkers, Walkabout Creek Hotel, free RV camp, Blue Healer Hotel and Combo Waterhole, to name just a few.

4.4 Mining Industry

The mining industry has long been a cornerstone of economic activity in the McKinlay Shire contributing significantly to the region's prosperity. Rich in valuable resources such as copper, lead, silver and zinc, McKinlay Shire has attracted both large-scale mining operations and smaller ventures creating jobs and fostering local development. McKinlay Shire is home to several other emerging mining projects, primarily focused on vanadium, a critical mineral essential for renewable energy storage and high strength steel alloys. McKinlay Shire is within the North West Minerals Province which is one of the world's richest mineral producing regions.

Mining operations provide employment opportunities and have supported infrastructure development in the McKinlay Shire while also helping to sustain local businesses that supply goods and services to the sector.

5.0 Growth Opportunities

5.1 Mining industry

McKinlay Shire is emerging as a valuable region for critical mineral development. Areas around Julia Creek have been designated as Critical Minerals Zones in the Queensland Critical Minerals Strategy due to the significant vanadium resources within the area. There are several known vanadium projects proposed in the Julia Creek area at various stages of development.

Critical minerals, also known as new economy minerals, are the future of the resources sector in Queensland with significant investment being made to develop the industry. One of the listed critical minerals, vanadium, is used to manufacture advanced technologies including battery storage, electric vehicles, smart phones and solar panels.

The development of critical minerals in McKinlay Shire provides opportunities to unlock substantial investment opportunities, driving economic growth and transforming the region into a key player in global resource market. As the demand for critical minerals increases due to their use in clean energy technologies, McKinlay Shire is poised to attract significant capital investment. This investment will boot the local economy and may lead to job creation and growth of supporting industries.

The Queensland Critical Minerals Strategy supports initiatives to attract investment, create skilled jobs and strengthen supply chains for critical minerals industries. McKinlay Shire has the potential to benefit from this in the form of employment and supply chain opportunities, local population growth and upgrading of infrastructure.

Strategies are required to ensure potential opportunities and advantages are captured locally.

Future opportunity may exist from the establishment of the critical minerals industry by fostering growth in other sectors and acting as a catalyst for a range of opportunities such as common user facilities.

5.2 Beef industry

McKinlay Shire is a major beef cattle grazing region. Upgrades and improvements to the Julia Creek Livestock Facility would significantly boost the local beef industry. Upgrades and improvement to the facility and will increase capacity and efficiency and improve economic development of the McKinlay Shire.

5.3 Cropping industry

With Flinders and Cloncurry River frontage, there is an increasing interest, and opportunities exist to expand irrigated cropping in the region. Both dryland and irrigated crops such as cotton, sorghum, chickpea and various fodder crops have the potential to be grown in the region. Intensive agriculture can support diversification in farming and play a key role in sustaining the region's agricultural economy.

Further development of a cotton industry in North West Queensland will be significantly enhanced with the development of a local cotton gin to reduce supply chain costs. Proposals have been put forward to build a cotton gin in the McKinlay Shire to develop the cotton industry. Furthermore, cotton seed, the seed recovered after the cotton ginning process, is an ideal supplement for livestock to maximise use of dry standing feed and during drought.

5.4 Tourism industry

McKinlay Shire offers visitors a unique experience of Queensland's outback, rich with history, culture and natural beauty. Tourism plays an increasingly important role in the local economy, providing a steady influx of visitor while preserving McKinlay Shire's unique outback character.

Tourism events in McKinlay Shire are a vibrant drawcard, attracting visitors from far and wide to experience the charm and culture of this outback region. Local events, such as the Julia Creek Dirt and Dust Festival, Julia Creek Campdraft, Julia Creek Races, McKinlay Races, Saxby Round-Up, Sedan Dip Races, Rodeo and Campdraft and the Town vs Country Rugby League and netball matches celebrate the Shire's rich history and rural lifestyle,

offering tourists an authentic outback experience. These events not only boost the local economy but also bring together community and visitors, creating lasting memories.

McKinlay Shire serves as a throughfare for travellers en-route to other iconic destinations in Queensland's outback, such as the Gulf of Carpentaria and Mount Isa. Its strategic location along major highways make it a popular spot for tourists exploring the broader region, providing them with a chance to experience the unique hospitality and attractions of McKinlay before continuing their journey.

Opportunities to expand existing activities and attractions, along with the development of new experiences, will drive economic growth in the region. By enhancing popular events and creating innovative tourism offerings, McKinlay Shire can attract more visitors, extend their stays, and increase local spending. These efforts not only bolster the tourism sector but also stimulate investment in infrastructure, create jobs, and support local businesses. Expanding the region's tourism appeal will strengthen its position as key destination in Queensland's outback, contributing to long-term economic development and community prosperity.

5.5 Industry and business development

McKinlay Shire is strategically located within the thriving North West Mineral Province and areas around Julia Creek have been designated as a Critical Minerals Zone. With the mining sector experiencing significant growth, a well-established pastoral industry, and good transport infrastructure, McKinlay Shire is well positioned for continued economic development.

The development of housing and accommodation in McKinlay Shire is crucial to supporting the region's economic growth and long-derm development. As industries such as agriculture, mining and tourism expand, the demand for residential worker accommodation has increased. Adequate housing is essential to attracting and retaining workers, businesses and their families, ensuring that the local workforce can grow alongside the Shire's economic opportunities. Investment in modern, affordable housing and accommodation options will not only improve the quality of life for residents but also create a stable foundation for sustainable growth.

McKinlay Shire's business sector is steadily growing but there is a pressing need for the development of industrial land to support this progress. Development of an Industrial Estate with a variety of land options could support the development of a cotton gin in the region.

CopperString 2032 is the largest economic development project in North Queensland. CopperString 2032 will connect North West Queensland to the national electricity grid ensuring lower energy costs for local businesses and industry and making the region more attractive for investment and expansion. This increased energy security will be crucial for supporting the growth of industries like critical minerals mining and processing, enabling them to operate more efficiently.

6.0 Key Outcomes Sought (drivers of change)

6.1 Enabling infrastructure

- Reliable access to power to support the growing commercial and residential opportunities

- Infrastructure to support industry development – commercial and residential land

- Reliable, affordable and sustainable water infrastructure which supports regional and industry growth.

- Health and education infrastructure to provide a higher standard of living and improving retention of residents through all stages of their life.

- Urban infrastructure to enhance the appeal and beautification of the community within the McKinlay Shire

- Improved transport infrastructure, including road networks to support the region's mining, tourism and agriculture industries.

- Expanding digital connectivity and telecommunications infrastructure vital for business, education and residents

- Upgrades to Julia Creek Livestock Facility.

6.2 Investment attraction

- Property development including housing and industrial land development.

- Increased primary health and allied health services.

- New and alternative accommodation offerings to support tourism – eco stays, farm stays, glamping.

- Increased agricultural production including irrigated and diversified cropping.

- Increased mining investment in region.

- Sustainable agriculture sector including irrigated agricultural opportunities, broadacre cropping, dryland cropping and local feed lotting

- Transport and freight infrastructure which supports efficient movement of goods to market

- Tourism infrastructure which unlocks McKinlay Shire's natural wonders and enables increased visitation to the region

- Access to in region education for middle school students

- Work with industry to realise McKinlay Shire's economic potential

- Increased awareness of tourism experiences, tourism operators and major events

6.3 Enhanced liveability

Supports liveability and additional visitation to McKinlay Shire.

- Increased recreational events and activities particularly for older children eg all ability skate park, tennis, heated pool, gym classes, liaise with and support RSL and clubs to be more active.

- Access to child care and out of school hours care.

- Affordable and suitable housing.

- Enhance existing events with experiences surrounding the events – e.g. eco-tourism and outback experiences, guided tours highlighting the unique flora and fauna of the region.

- Access to a recreational lake to enable swimming, kayaking, canoeing

- Main street beautification and access to parking

- More public art installation from local artists and community collaboration.

6.4 Strong business community

- Telecommunications infrastructure which enables connectivity to drive business innovation

- Access to banking services

- Businesses have the capacity and capability to respond to market opportunities.

- Connect local businesses with state and federal agencies, major projects and economic opportunities

- Businesses have attracted, developed and retained skilled workforce

- Support the establishment of Chamber of Commerce

7.0   Infrastructure Pipeline

7.1 Industry development

- CopperString 2032.
- Development of an Industrial Precinct to support growth of businesses.
- Residential land development.
- Implementation of the Community Strategic Plan.
- Improved telecommunications.

7.2 Transport and freight infrastructure

- Intermodal road/rail load out facility.
- Airport (2000-metre airstrip)
- Maintain existing access routes – air, rail and road

7.3 Tourism infrastructure

- Watertower (adventure beacon and lookout)
- Julia Creek lake

7.4 Urban infrastructure

- Main street parking – time limits and options for caravans away from the CBD
- Town entry beautification/signage
- Heating for the pool

8.0   Investment Opportunities

8.1 Property development

- Industrial land development.
- Residential land development.
- Diverse housing mix.

8.2 Tourism

- New and alternative accommodation offerings to support tourism – eco stays, farm stays, glamping.
- New product and experience development.
- Accessible tourism – wheel chair accessible attractions and accommodation

8.3 Business and industry

- Business opportunities – trades, bakery, restaurant.
- Another licensed venue
- More accommodation services

8.4 Agriculture

- Biofuel crops
- Irrigated agricultural opportunities.
- Local feedlotting.
- Dryland cropping.
- Cotton gin

8.5 Mining

- Future mining projects.
- Common user mining processing facility (eg common user acid plant).
- Community legacy projects.

9.0   Key Action Areas

9.1 Advocacy

Advocate for the opportunities in McKinlay Shire keeping the shire at the forefront of government agencies, industry associations and regional economic development organisations minds

Council will:

- Prioritise and focus efforts on projects which have the ability to deliver the most significant benefits for the Shire.
- Continue to advocate for and support development of the connection to CopperString 2032 with a Julia Creek substation.
- Advocate for improved telecommunications.
- Host regular strategic engagements with state and federal government agencies and industry associations.
- Increased bus/rail/air transport services and subsidies
- Relaxed bank lending criteria for regions
- Improved education, emergency and government services
- Advocate for improved health and emergency services

9.2 Planning for growth

To support future opportunities planning for growth is needed.

Council will:

- Provide necessary planning support to ensure proposed developments can proceed.
- Investigate ways to showcase the region as a stop, stay, spend location

9.3 Supporting local business

Identify opportunities for local procurement and establish supportive networks for businesses to engage, grow, collaborate and resolve common issues

Council will:

- Provide ongoing support to the McKinlay Shire businesses.
- Encourage local procurement and purchasing.
- Support the establishment of a Chamber of Commerce

9.4 Investment attraction

Private sector investment across a range of industries is needed to realise the growth opportunities in the Shire.

Council will:

- Invest in project de-risking (business cases) to ensure projects are investment ready.
- Promote McKinlay Shire as a great place to live, work and invest.
- Support community groups/events.

9.5 Regional promotion and destination management

McKinlay Shire Council has an opportunity to increase visitation through regional promotion, attraction of events, expansion of existing activities and attractions, as well as the development of new product / experiences. These will positively impact on the local economy through extended length of stay and increase in local spend.

Council will:

- Implement an event attraction policy.
- Promote capacity and capability for hosting regional events and conferences.
- Explore opportunities for new product and experience development.
- Enhance existing events by providing experiences surrounding these events (e.g. tours, packaging).
- Develop a marketing plan and improve / implement signage.

10.0 Measuring Success

10.1   Performance

- Delivery of specified tasks / actions

10.2   Effectiveness

Will be measured by the achievements of regional outcomes sought:

- Enabling infrastructure
- Investment attraction
- Enhanced liveability
- Strong business community

10.3   Impact

Success will be measured by a change in the McKinlay Shire:

- Employment – Total FTE jobs
- Gross Regional Product – GRP
- Value of construction – residential
- Value of construction – non-residential
- Total overnight visitation
- Regional population
- Regional migration
- Business counts

Economic Development Strategy – McKinlay Shire Council

ACTION PLAN

Amendment History

Version:	Date:	Who:	Amendments:
1.0 Draft	09/09/2024	Deonnie Brogan	Initial draft.
1.1	07/11/2024	Georgia Crocker	Updated action plan
1.2	07/11/2024	Deonnie Brogan	Updated action plan

Contents

1.0 Key Action Area - Power, Transport and Telecommunications

Outcome	Implementation Lead	Implementation Partner(s)	Key Actions
Reliable and affordable energy (include net zero, carbon neutral) to support the growing commercial, industrial and residential opportunities	QG	Powerlink; MSC	Supporting the CopperString 2032 project in community by providing the land and services for the WFA.
	QG	Powerlink; MSC	Deliver legacy infrastructure and investment from the CopperString 2032 development with value to the community
	MSC		Julia Creek Industrial Estate Microgrid; stage 1 business case and design; stage 2 delivery.
	MSC		Advocate; facilitate Julia Creek substation. Land. Identify appropriate land parcel.
	MSC	Powerlink; private enterprise	Support renewable energy projects moving into community delivering jobs, economic growth, discounted power and legacy for community.
Expand digital connectivity and telecommunications infrastructure vital for business, education and residents	MSC		Advocate for improved telecommunications, mobile coverage, reduction of black spots, across the Shire.
	MSC		Advocate for new developments to have access to latest technology advances, for example NBN
	TMR	MSC	Investigate and help facilitate Julia Creek Intermodal rail terminal
Telecommunications infrastructure which enables connectivity to drive business innovation	MSC		Advocate for improved telecommunications

2.0 Key Action Area - Urban Infrastructure + Residential, Commercial and Industrial Property Development

Outcome	Implementation Lead	Implementation Partner(s)	Key Actions
Urban infrastructure to enhance the appeal and beautification of the community	MSC		Upgrade and beautification of the streetscape, including footpath upgrades and public art
Infrastructure to support industry development – commercial, industrial and residential land	MSC		Obtain land from state government for future industrial estate
	MSC		Develop sewer and water services, and roads for commercial, industrial and residential developments
	MSC		Renew sewer, water and road infrastructure
	MSC	State Government, private enterprise	Development of western suburbs residential estate
Infrastructure to provide a higher standard of living and improved retention of residents providing essential services to community (for example Health and Education staff)	MSC	QG	Support government to identify land and development of accommodation solutions for essential services workers

3.0 Key Action Area - Roads			
Outcome	**Implementation Lead**	**Implementation Partner(s)**	**Key Actions**
Improved transport infrastructure, including road networks to support the regions mining and agriculture industries	MSC		Etta Plains Road (Dalgonally to Etta Plains) gravel
	MSC		Byrimine Road (Wills Development Road to Clonagh) seal
	TMR		Flinders Highway (Richmond to Julia Creek, pavement rehabilitation, widening and culvert upgrades).
	TMR		Wills Development Road (widening to two lanes, Julia Creek to Burke and Wills Junction)
	TMR		Wills Development Road (upgrade bridge and approaches to two lanes at Sedan Dip/Cloncurry River)
	TMR		Landsborough Highway upgrade (Kynuna to Cloncurry)
	TMR		Flinders Highway upgrade (Gilliat Channels upgrade)
	TMR		Landsborough Highway – McKinlay River Crossing
	MSC		Investigate opportunities to connect agriculture developments via new roads
	TMR		Julia Creek to Kynuna Road widening

4.0 Key Action Area - Agriculture

Outcome	Implementation Lead	Implementation Partner(s)	Key Actions
Reliable, affordable and sustainable water infrastructure which supports regional and industry growth	MSC		Advocate for water licensing to support agriculture development
	MSC		Support protection of natural water resources (including rivers and Great Artesian Basin)
	MSC		Participate in the Gulf Water Plan review
Upgrades to livestock facility	MSC		Upgrades to livestock facility, including new yards, improvements to loading/elevated platform facilities and dip is replaced. Clean yard with independent weighing facilities
Sustainable agricultural sector including irrigated agricultural opportunities, broadacre cropping, dryland cropping, local feed lotting	MSC		Develop an investment prospectus to promote business investment opportunities –trades and labouring services that support the agriculture sector
	MSC	DSDIL DAF	Support the establishment of a Cotton Gin
	DAF	MSC	Explore increased agricultural production including irrigated and diversified agriculture opportunities
	MSC NWQROC		Continue to advocate for biosecurity staff and resources for the region.

	5.0 Key Action Area - Investment Attraction and Legacy Building		
Outcome	**Implementation Lead**	**Implementation Partner(s)**	**Key Actions**
Property development including residential housing, commercial and industrial land development	MSC		Increase hospitality investment and development in community
	MSC		Promote community to commercial and industrial businesses to locate or expand in community to support developing industry
New and alternative accommodation offerings to support tourism – eco stays, farm stays, glamping	MSC		New and alternative accommodation offerings to support tourism – eco stays, farm stays, glamping, ensuring accessible options
Transport and freight infrastructure which supports efficient movement of goods to market	TMR	MSC NWQROC	Investigate initiatives which reduce freight and logistics costs
	CMO	MSC	Develop a new Julia Creek Airport Masterplan
	MSC	TMR DITR	Continue engagement with TMR and DITR regarding future infrastructure needs

6.0 Key Action Area - Tourism and Events

Outcome	Implementation Lead	Implementation Partner(s)	Key Actions
Tourism infrastructure which unlocks regions natural wonders and attractions to enable increased visitation to region	MSC		Work to attract private tourism operators focused on the attractions of the region
	MSC	QG	Improved and new tourism signage to promote the region
	MSC		Advocate for improved roads and airport facilities to increase visitor numbers
	MSC	TMR	Maintaining and upgrading existing tourism infrastructure including signage
Increased awareness of tourism experiences, tourism operators and major events	Local event organisers		Encourage external investment for major events and attractions in community
	MSC	OQTA TEQ	Explore opportunities for new and improved products, events and experience development
Enhance existing events with experiences surrounding the events	MSC		Support the coordination of multiple events in community to leverage tourism visitor numbers, duration of stay and spend
More public art installation from local artists	MSC		Engage with residents, business owners and property owners on ideas and strategies to deliver a more vibrant and activated community. More public art from local artists
Community and events accessibility, including parking	MSC		Investigate opportunities for accessible infrastructure including accommodation, business access and parking

7.0 Key Action Area - Enhanced Liveability - Education, Health, Sport and Recreation

Outcome	Implementation Lead	Implementation Partner(s)	Key Actions
Access to in-region education for secondary school as population grows	MSC	EQ	Advocating for a secondary school offering in community as population grows
	MSC	MISOTA EQ JCSS	Maintain existing middle school offering in community in partnership with Mount Isa School of the Air, Julia Creek State School and Council
Increased recreational events and activities, with a focus on older children	MSC		Identify, plan and deliver new and improved local lifestyle and recreational opportunities, including accessibility for community, such as accessible development of skate park, tennis, heated pool, gym classes
	MSC		Renew and resize existing recreational facilities, for example McIntyre Park, gym and pool, to cater for population growth
	MSC		Investigate opportunities for development of a lake for community to provide fishing and other recreational opportunities
	MSC		Collaborate with neighbouring Shires to coordinate sporting events, carnivals
Access to child care and out of school hours care	MSC		Continue advocacy efforts to secure funding for services and infrastructure, such as housing, to support child care services in community
	MSC	NWROC	Recruitment and retention of staff through innovative approaches
Diverse range of affordable housing and accommodation options	MSC	DCHDE	Renew and deliver Local Housing Action Plan
	MSC		Plan residential land development with a view to the potential diversity needs of population growth of the community

	MSC	Mining Proponents Property Owners	Promote and support increased density to provide a range of accommodation options e.g. second dwelling on residential properties
	MSC		Investigate options to support home ownership in McKinlay Shire
Maintaining and growing primary health and allied health infrastructure and services with population growth			Collaborate with service providers to meet the specific health and allied health needs with continuity and expansion of service provision in the community (for example emergency, after hours)
			Advocate for aged care and special needs infrastructure investment and funding

8.0 Key Action Area – Mining

Outcome	Implementation Lead	Implementation Partner(s)	Key Actions
Attract investment in mining in McKinlay Shire which supports regional and industry growth	CMO	MSC	Work with potential and existing mining proponents to attract investment in mining in McKinlay Shire
Develop Common user mining processing facility (eg common user acid plant) in McKinlay Shire	CMO Mining Proponents	MSC	Collaborate and help to facilitate common user facilities (e.g. common user acid plant) in McKinlay Shire
Managing mining growth and legacy opportunities for the community	CMO	MSC	Work with Critical Minerals to advance the social baseline study to ensure the unique and necessary components of the community are captured in mining planning and development
	Mining Proponents	MSC	Advocating for investment from mining companies that leads to a legacy beneficial to community – employment, economic growth and development and social benefits

9.0 Key Action Area - Foster a Strong Business Community

Outcome	Implementation Lead	Implementation Partner(s)	Key Actions
Access to banking and lending services			Advocate for lending criteria improvements in McKinlay Shire
			Advocate for increased banking services in McKinlay Shire to cater for population growth
Businesses have the capacity and capability to respond to market opportunities	DESBT	MSC	Raise awareness of programs and support available to facilitate workforce development. Raise awareness of programs and support available to make it easier to run and grow business
	MSC	DSDI	Raise awareness of supports available to develop a compelling capability statement and meet tendering requirements for supply chain opportunities
	MSC	DSDI DESBT AusIndustry	Identify and communicate opportunities for funding to assist business development
	MSC	Business State Govt Depts	Advocate for the development of Chamber of Commerce
Connect local businesses with state and federal agencies, major projects and	MSC		Communicate with local businesses via E-Newsletters
	DSDI	MSC	Support agencies to deliver local business networking events
	DSDI	MSC	Regularly update local businesses on grant opportunities, and available support

economic opportunities			
Businesses to attract and retain skilled workers	DESBT	MSC	Raise awareness of programs / services available to get people back into work and support business to employ and assist jobseekers
	DESBT	MSC	Raise awareness of training and skills development programs to prepare for work now and in the future
	NWQROC		Advocate for increase to Zone Tax Offset and general tax and rebates for the region

8.0   Acronym list

CMO	Critical Minerals Office
DAF	Department of Agriculture and Fisheries
DCHDE	Department of Communities, Housing and Digital Economy
DESBT	Department of Employment, Small Business and Training
DITR	Department of Infrastructure, Transport, Regional Development, Communications and the Arts (Australian Government)
DRSA	Department of Recreation, Sport and Arts
DSDI	Department of State Development and Infrastructure
DSDSATSIP	Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
LBN	Local Business Network
MSC	McKinlay Shire Council
MITEZ	Mount Isa to Townsville Economic Zone Inc
MIWB	Mount Isa Water Board
NWMP	North West Minerals Province
NWHHS	North West Hospital and Health Service
NWQROC	North West Queensland Regional Organisations of Councils
NWQRRTG	North West Queensland Regional Roads and Transport Group
OQTA	Outback Queensland Tourism Association
QG	Queensland Government
RDA	RDA Townsville & North West
TEQ	Tourism and Events Queensland
TMR	Department of Transport and Main Roads
NWQROC	North West Queensland Regional Organisation of Councils

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