McKinlay Shire Community Plan 2019-2026

Final Version

Cover photo: Dirt n Dust Windmill, Lions Park, Julia Creek

Source: Plan C

Prepared by:

158 Hardgrave Road West End. QLD 4101
M: 0422 794 072
jim@planc.com.au : www.planc.com.au

For:

Acronyms

ABS - Australian Bureau of Statistics

ACES - Advancing Clean Energy Schools

ADF - Australian Defence Force

ERP - Estimated Resident Population

FIFO - Fly-In-Fly-Out

GCBF - Gambling Community Benefit Fund

LGA - Local Government Area

NRM - Natural Resource Management

QCWA - Queensland Country Women's Association

SEIFA - Socio-Economic Indexes for Areas

SES - State Emergency Service

SIMP - Social Impact Management Plan

Acknowledgements

A special thank you to everyone involved for your generous time in providing input to the McKinlay Shire Community Plan (2019-2026).

Organisations:

- Allied Health James Cook University
- Catholic Church
- Crafty Old School House
- Dirt and Dust
- Fire Fighters
- Julia Creek Campdraft
- Julia Creek Combined Sporting Association
- Julia Creek Sporting Shooters
- Julia Creek Historical Society
- Julia Creek Queensland Country Women's Association
- Julia Creek State School
- Julia Creek Amateur Swimming Club
- Julia Creek Turf Club
- Kids of the Creek Inc

- Kynuna Rodeo & Sporting Association Inc
- Lions Ladies
- McKinlay QCWA
- McKinlay Enhancement Group
- McKinlay Race Club
- Nelia QCWA
- Nelia Small Community Enhancement Group
- North and West Remote Health
- North West Sub Chamber
- QCWA NW Division
- Queensland Chamber of Agriculture Society Inc. Central
- Richmond Campdraft
- Saxby Roundup
- Sedan Dip Sports & Recreation Inc.
- Winton Campdraft

Individuals:

- Amanda Shadley
- Amanda Stevens
- Cat Simmons
- Catherine Woodhouse
- Christine Standley
- Christopher Roberts
- Daniel Maynard
- Dudley Harrington
- Duncan Fysh
- Eddie Maxwell
- Edwina Hick
- Ellen Warner
- Emma Daniels
- Erika Finnila
- Evan Acton
- Frank Wust
- Georgina Westlund
- Graham Ferguson
- Hesley Hattey
- Jackie Elderfield
- Jade Lyons
- Jaime Mills
- Jody Davis

- John Kyle
- Judy Fysh
- Karen Thorne
- Kathryn Fels
- Ken Jackson
- Kira Orton
- Layla Bailey
- Linda Zoglauen
- Lindsay Malone
- Lisa Dolkens
- Luke McNeven
- Luke Wyld
- Lyndell Crawford
- Maureen Read
- Meg Bailey
- Neil William Zoglauer
- Nicole Monis
- Pain Cusack
- Pat Young
- Peter Hayden
- Phillip Alexander
- Raelene Schmitke
- Robert Hick

- Roger Schmitke
- Sharon Maxwell
- Stephen Malone

- Tom Scholes
- Trevor Fegan
- Wyatt Daley Hall

Scott Shearer (Plan C) engaging with Julia Creek Campdraft attendees

Source: Plan C

Message from the Mayor

In 2009, McKinlay Shire embarked on a community planning process as a requirement of the Local Government Act, 2009. The plan was adopted by Council in 2010, expiring in 2020.

Post 2012, the Local Government Act no longer required Councils to complete and formally adopt a community plan as part of their legislative requirements, however, both Council and the community have reaped the rewards of having clear goals to deliver on the community's aspirations and opportunities. Following from this, the current term of Council determined there would be immense value in completing a further community plan from 2019-2026.

McKinlay Shire is a vibrant community, despite the many natural challenges that we have faced in recent years with droughts and floods. The Shire has strong agricultural industry and some mining with towns such as Julia Creek continuing to grow, albeit slowly.

The residents within the McKinlay Shire are extremely proactive in delivering many events and sporting opportunities. Whilst there is a high level of involvement in community groups, the small population certainly impacts on people's capacity to volunteer.

Tourism has increased significantly in recent years assisting to sustain the local economy. The Shire is on the cusp of major developments in mining and irrigated agriculture, along with the North West region. Developments bring change that require investment and time in planning and the community plan will assist in this area. Whether or not they come to fruition, the new *McKinlay Shire Community Plan 2019-2026* will give Council guidance for the future, born from robust and inclusive consultation, to focus resources in the coming years.

Cr Belinda Murphy (Mayor)

Executive Summary

The purpose of the *McKinlay Shire Community Plan* is to guide planning for, and delivery of, community needs, aspirations and opportunities for the McKinlay Shire over the next seven years (2019 to 2026), focussing on the four pillars of sustainability – Governance and Administration, Environment and Country, Social and Community and Economy and Infrastructure.

The *Plan* provides Shire-wide recommendations, in addition to specific recommendations for each township – Julia Creek, Kynuna, McKinlay and Nelia.

Following is a summary of the Community Plan priority initiatives considered critical to the overall success of the *Plan*, and the vision and key strategies.

Priority projects and actions:

1. Council adopts the McKinlay Shire Community Plan and allocates tasks, roles and resources for implementation
2. Council keeps the community updated on, and involved in, delivery of the Community Plan
3. Develop and enact partnerships and agreements between the proposed Multicom Resources St Elmo Mine and McKinlay Shire Council that spell out expectations and incentives to support the local economy and community
4. Continue to focus on economic development and explore (temporary) employment of, or outsourcing, an Economic Development Officer
5. Continue to expand and diversify tourism
6. Consider ongoing township beautifications and improvements in all towns
7. Ongoing upgrades and improvements to roads
8. Community wellbeing and allied and mental health support
9. A hub to cater for children's and parent's needs.

The table on the following page provides a summary of the strategies that comprise this *plan* and their relationship to the key areas of sustainability.

Vision for McKinlay Shire : A Sustainable Community

Governance and Administration	Environment and Country	Social and Community	Economy and Infrastructure
• **Strategy 1:** McKinlay Shire Council to continue to provide quality services and management of the Shire • **Strategy 2**: Support building capacity of community organisations • **Strategy 3**: Stakeholder and community engagement	• **Strategy 4**: Explore viable and feasible opportunities to reduce proportion of waste going to landfill • **Strategy 5**: Continue to deliver adequate pest animal and plant control strategies • **Strategy 6**: Increase environmental management • **Strategy 7**: Identify heritage buildings and explore ways to preserve them	• **Strategy 8**: Community wellbeing and remote health support • **Strategy 9:** Improve first aid and fire response capabilities • **Strategy 10**: Sustainable development of community events and activities • **Strategy 11:** Plan, design and develop the proposed Early Years Hub • **Strategy 12**: Explore School of the Air for students in year 7 to 10 • **Strategy 13**: Activation of community facilities • **Strategy 14**: Julia Creek Library to further expand services and cater for all age groups • **Strategy 15**: Explore request for BMX/bike track from school students • **Strategy 16**: Explore opportunities to reinvigorate Kynuna Rodeo Grounds and events	• **Strategy 17:** Continued focus on economic development • **Strategy 18:** Shire-wide tourism development • **Strategy 19:** Maintain and improve road network • **Strategy 20:** Improved access to water for agricultural practices • **Strategy 21**: Shop local campaign • **Strategy 22:** Develop a comprehensive skills, services and business register • **Strategy 23:** Capitalise on opportunities for Australian Defence Force to stay and train in McKinlay Shire • **Strategy 24:** Shire-wide beautification and improvements • **Strategy 25:** Address maintenance issues of public assets • **Strategy 26:** Work with the Multicom St Elmo Mine development proposal • **Strategy 27:** Deliver Smart Hub • **Strategy 28:** Explore opportunities for housing development • **Strategy 29:** Improve access to and visitor experience of Combo Waterhole

Table of Contents

Tables

Figures

Image next page – Walkabout Creek Hotel, McKinlay

Source: Plan C

1   Introduction

1.1. Purpose

The purpose of the Community Plan is to guide planning for, and delivery of, community needs, aspirations and opportunities for the McKinlay Shire over the next seven years (2019 to 2026), focussing on the four pillars of sustainability – Governance and Administration, Environment and Country, Social and Community and Economy and Infrastructure.

1.2. Project background

McKinlay Shire Council (Council) secured funding through the Commonwealth Government's Building Better Regions Fund – Community Investment Stream, to develop a new seven-year Community Plan. The *Plan* will guide Council's delivery of community driven improvements to the Shire and builds upon the foundations set in the previous plan with a focus on 'sustainability'.

1.3. Flooding Natural Disaster

Extensive flooding in early 2019 devastated large parts of the Shire, resulting in extensive stock losses and damage to property, road and rail infrastructure. Repair to infrastructure, cattle re-stocking and community recovery is a continued, current focus for many.

McKinlay Shire is a strong and resilient community who have worked together, in families and individually, to recover from this disaster. Strong levels of volunteering and the efforts of McKinlay Shire Council, State and Federal Government, and broader community support, has provided assistance, but the journey to recovery is expected to continue for some time for many of the Shire's residents.

1.4. Planning Framework, Methodology and Approaches

The following planning frameworks, methodology and approaches were used to inform development of the McKinlay Community Plan.

The research and engagement approaches were guided by an adaptation of the Oregon Community Planning model:

- Where are we now? (Current Reality)
- Where do we want to be? (Desired Future)
- How do we get there? (Action Planning)
- Are we getting there? (Implementation and Monitoring)

In addition, research and engagement data was analysed and aligned against the four pillars of sustainability (see Figure 1).
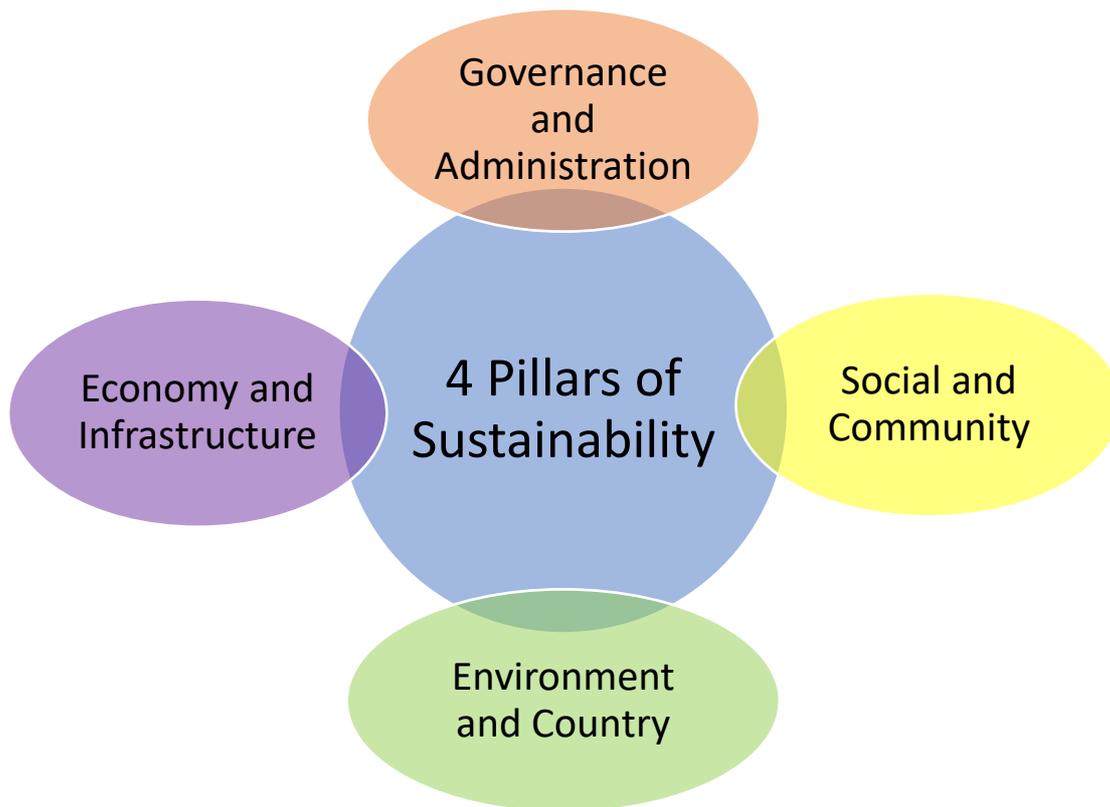
Figure 1: Four Pillars of Sustainability

The following approaches (in Table 1) were undertaken to inform the Community Plan.

Table 1: Methodology and approaches

Activity	Description
Site visit, project assessments and background research	
Study site tour and analysis	Conducted tour of sites and assessed existing infrastructure.
Background Document Review	Reviewed council, regional, state reports, and other relevant documents, such as Multicom Resources St Elmo Mine Factsheet. The review also involved looking at current trends in tourism development and identification of 'game-changers'.
Community Profiles	Targeted desk-based research to identify the community profile of the Shire and each of the towns within it, which included: ▪ Site Analysis ▪ Demographic Profile ▪ Audit of existing community facilities, organisations and activation programs
Media Review	A media review was conducted to build on existing knowledge of current issues/tensions within the Region.

Activity	Description
Preliminary Development and Project Assessments	Assessment of high-level development and project opportunities.
Stakeholder and Community Consultation	
Council workshops	Two workshops were undertaken with Council. The first workshop was to understand where McKinlay Shire is now, where its people want to be and how to get there and seek input into engagement approach. The second workshop involved presenting the draft Community Plan Framework to Council for comment prior to development of the *Plan* and seeking community feedback.
Online/hardcopy survey	A draft Online Survey was developed, which sought to understand community members' perception for the following: ▪ "Where are we now?" - identify the existing needs of the community, potential gaps, opportunities and constraints ▪ "Where do we want to be" – identify the future vision across a range of areas – community, economy, culture, environment, recreation, lifestyle etc; The survey was hosted by the website 'survey monkey' and a link to the survey included in Facebook notifications. It was also available in hardcopy. The survey sought to understand community perceptions in preparation for the workshops and will give the community a chance to start developing their thoughts about the vision they want for the McKinlay Region.
Community engagement activities	Two rounds of community engagement activities were undertaken. The first round involved workshops at Julia Creek, McKinlay and Kynuna, to understand: ▪ ideas, issues and concerns ▪ strengths, weaknesses, opportunities and threats across the quadruple bottom lines of sustainability ▪ economic opportunities for the region ▪ how to meet the needs of diverse groups ▪ building capacity and relationships between key stakeholders and the community ▪ identifying community leaders who can be engaged to champion future projects ▪ spatial mapping of issues and opportunities ▪ game changers ▪ priorities and next steps The second round of engagement activities were undertaken at Julia Creek and Kynuna to present the draft strategies and actions for comment. Previous participants that expressed interested in being updated but couldn't attend engagement activities, were emailed an online survey to provide feedback.

Activity	Description
Phone interviews	Phone interviews were conducted with identified key stakeholders to identify some of the needs of the community, potential gaps and future needs; identify issues, constraints and opportunities for strategic community planning in the Region; and identify other stakeholders.
Community Plan Framework and Report	
Draft Community Plan Framework	A draft Community Plan Framework was prepared, highlighting strategies and actions for comment.
Online survey draft Community Plan Framework	Secondary online survey targeting participants from round one engagement who could not attend the community workshops
Community Plan	Developed vision, goals, priorities, strategies and actions, priorities, timeframe, partners and council's role. Present Community Plan to council for comment and update prior to submitting final *Plan*.

1.5.   Community and Stakeholder Engagement

Over 150 stakeholders, residents and visitors participated in the *plan* engagement activities. Based on the 2017 Australian Bureau of Statistics data[1], approximately 19% of the McKinlay Shire population provided input into the Community Plan.

Following is the estimated number and percent of participants from Julia Creek, Kynuna, McKinlay and Nelia:

- Julia Creek – 80 participants (19%)
- Kynuna – 9 (16%)
- McKinlay – 8 (4%)
- Nelia – 2 (40%)

A summary of engagement activities and participants is outlined below in Table 2.

Table 2: Engagement activity summary

Engagement activity	When	Where	Number of participants
Councillor workshops	2 April 2019	Civic Centre	6
Julia Creek State School student ideas session	2 April 2019	Julia Creek State School	22

---

[1] Australian Bureau of Statistics, 2019, ERP by LGA 2001 to 2017

Engagement activity	When	Where	Number of participants
Online and hardcopy survey	4 May to 27 May 2019	-	101
Community idea sessions/activities #1	16 May 2019	Blue Heeler Pub, Kynuna	6
		McKinlay CWA	6
	17 May 2019	Julia Creek Library drop in	4
		Julia Creek Campdraft	60
Telephone interview with Mayor and others	20 May to 17 June 2019	-	12
Meeting with the CEO and Executive Director of Multicom Resources Pty Ltd.	16 April 2019	Multicom Resources office, Brisbane	2
Community idea sessions/activities #2	4 June 2019	Julia Creek Library	5
	5 June 2019	Blue Heeler Pub, Kynuna	8
Emailed survey to participants that could not make idea sessions for feedback on draft strategies and actions	7 June 2019	Email	36
Councillor Community Plan Framework presentation	4 June 2019	Civic Centre	8

1.6.   Community Plan 2010-2020

Plan C and Verge developed the *Community and Infrastructure Plan* for McKinlay Shire in 2010. The plan was intended to last the community for 10 years. However, Council had achieved most of the goals and strategies identified in the 2010-2020 Community Plan by 2018 and sought to develop a new plan to set the way for the next seven (7) years in 2019.

Ten (10) priority projects were identified in the previous Community Plan, and the majority of these have been substantively implemented.

Community Plan 2010-2020 Priorities

1. Council adopts the McKinlay Shire Community Plan and Infrastructure Plan and allocate tasks, roles and resources for implementation.
2. Develop and enact partnerships and agreements between existing and new mines, energy companies and McKinlay Shire community that spell out expectations and incentives to support the local economy and the community, including:

- Employing locals,
- Buying products locally (where possible),
- Providing incentives to locate existing workers within the McKinlay Shire community and avoid FIFO where possible (this may be most appealing to

workers with young families that are keen to raise children in a great country town that offers a wide range of benefits to children)
- Provide training programs for local people enabling a larger number of the community to work for the mines
- Ongoing commitments to providing community grants for key infrastructure projects and other programs that support the community plan e.g. artesian baths attraction capital grant.

3. Commence and complete the Julia Creek Walking Trails Project.
4. Implement the gateways and 'wayfinding strategy' recommendations of the Infrastructure Plan.
5. Ongoing upgrades and improvements to roads.
6. Complete the land subdivision project at Julia Creek.
7. Develop new housing.
8. Progress development of the caravan park and parkland upgrade and Artesian Baths Facility development at Julia Creek.
9. Prepare and adopt an Economic Development Strategy and Community Services and Facilities Needs Assessment.
10. Commence and continue ongoing work and incentives to retain young people in the Shire. In particular, lobby the State Government to reopen High School, which closed on 31 December 1995.

1.7. Community Plan 2019-2026

This *plan* builds upon the foundations set via implementation of the last plan, however its focus is on 'sustainability' – sustaining our infrastructure but planning for new improvements and amenities; sustaining towns by advocating for the establishment or local working groups that partner with Council to deliver local outcomes; sustaining our people by having the support structures in place; and, sustaining jobs and business via effective partnerships and local business establishment and support.

1.8. How to use this plan

The following outlines the structure of and how to use the Community Plan. See Figure 2 for graphical overview of the Community Plan structure.

Section 2: *About McKinlay Shire and Townships* provides a descriptive demographic overview of the Shire and Julia Creek, Kynuna, McKinlay, and Nelia.

Section 3: *Where do we want to be? Vision for McKinlay Shire* introduces the vision and associated mission statements.

Section 4: *Goals, Challenges and Opportunities* goes on to present the *Community Plan* goals framed by the four pillars of sustainability, challenges for McKinlay Shire Council, and strengths and opportunities the Shire can build on over the next seven years.

Section 5: *Community Plan Strategies* outlines the strategies to achieve the four goals presented in Section 4. This section also highlights where the Shire is now, where the Shire want to be, and how the Shire will get there organised by the four pillars of sustainability.

Section 6: *Priorities, Actions and Implementation Measures* begins by listing the nine priority initiatives and implementation measures critical to the success of the *Plan.* Following, this section presents supporting strategies, audits, assessments and plans to support implementation of the *Plan.* Next, this section introduces the governance model to guide and support implementation of the *plan.* Finally, the actions plans are presented. The action plans are organised by the four pillars of sustainability and include strategies and relevant actions, priority, timeframe, partners and role of council and measures for success.

Town infrastructure mapping and plans have been prepared for each of the four towns and are included to provide further guidance on a mapped base. A separate volume of maps in a larger version have been provided to support implementation of this *plan*.

Vision - Where we want to be in seven years

Goals - Achieving these will realise our Vision

Strategies - The steps needed to reach our Goals

Actions, priority, timeframe, partners, role of Council and measures for success - Detailed individual actions, priorities, timeframes and measures within each Strategy

Town Infrastructure Plans - further detailed guidance for town improvements provided as plans with costs

Figure 2: Community Plan Overview

2   About McKinlay Shire and Townships
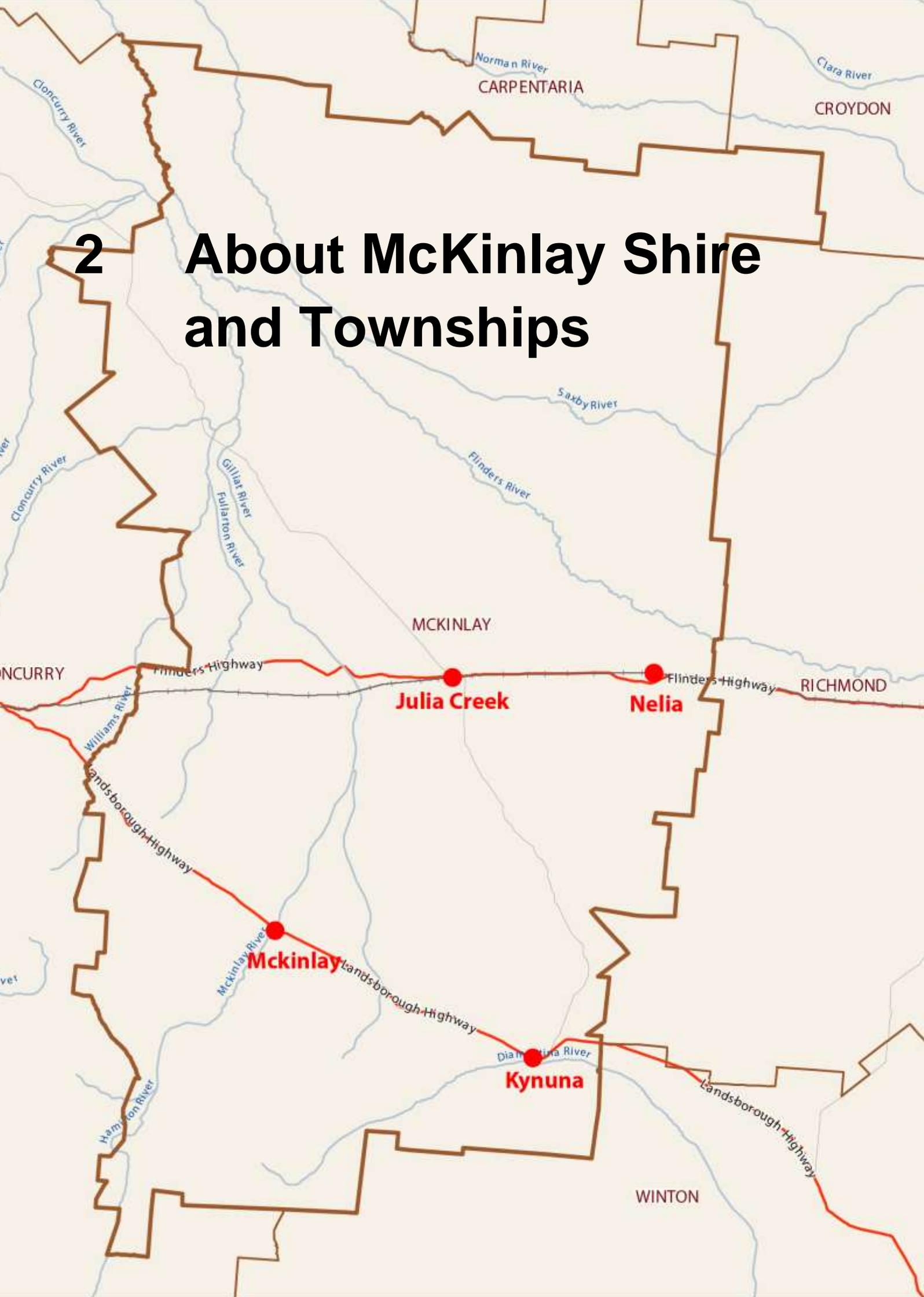
2.1 McKinlay Shire

McKinlay Shire is a local government area in North-Western Queensland.

As of 30 June 2017, McKinlay Shire had an estimated resident population of 810 persons. It is important to note that McKinlay Shire has experienced a wave of population increase and decline since 2001, with population peaking in 2011 at 1,085 persons, as seen in Figure 3. McKinlay Shire is facing concerns of population decline as well as an ageing population with a median age of 41 years, notably higher than the Queensland median age of 37 years.

Agriculture, Public Administration and Metal Ore Mining are the main industries in the McKinlay region with Agriculture occupying almost 40% of the division. The proposed Vanadium Mine at Saint Elmo offers the McKinlay Shire an opportunity to attract a population to the area which may mitigate population decline and lead to population growth and economic opportunities for workers and associated services.

McKinlay Shire is comprised of townships including; Julia Creek, Kynuna, McKinlay, and Nelia, below is an overview of each area.

Figure 3: Estimated resident population growth, McKinlay LGA, 2001 to 2017
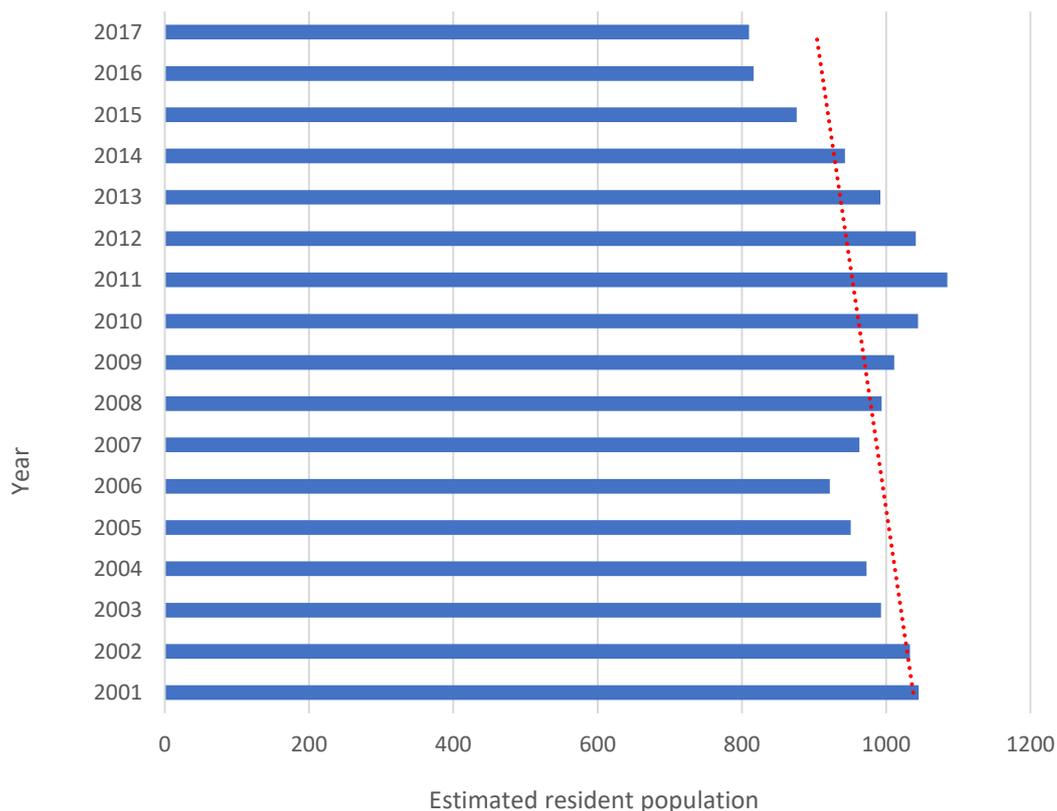
Source: Australian Bureau of Statistics, 2019, ERP by LGA 2001 to 2017

2.2   Julia Creek

Julia Creek is the primary economic and social centre of McKinlay Shire with a population of 421[2]. The Overlander's Way passes through Julia Creek[3].

Julia Creek represents the activity center of the Shire providing the primary social and community facilities and infrastructure. Facilities including the Julia Creek Civic Centre, Julia Creek Indoor Sports Centre and the Nerida Currin Skate park and Peter Dawes Park, not only service the population but also attract people to live in Julia Creek.

The provision of additional housing has been raised as a need for residents as more people are drawn to living in Julia Creek.

'Lovely town with great opportunities for young kids and families, plenty of work if you are willing to work.' (Questionnaire respondent)

Burke Street, Julia Creek
Source: Aussie Towns, Julia Creek, Qld

---

[2] Queensland Government Statistician's Office, 2019, Estimated resident population (a) by urban centre and locality (b), Queensland, 2008 to 2018p
[3] A State Strategic Touring route as designated by the Queensland Government.

2.3 Kynuna

Kynuna is a small town surrounded by cattle stations with 55 residents (2016) [4]. The township is characterised by the famous Blue Heeler Hotel and Pub, which, along with the Kynuna Roadhouse, benefits from tourists and truck drivers travelling along the Landsborough Highway.

Amenity improvements in Kynuna and improved physical and cultural links to the Combo Waterhole will help capitalise on the opportunities the town has to offer.

'Incredibly fun and tough in equal measures. More social than anywhere else I've lived if you make the effort to go do things.' (Questionnaire respondent)

The Blue Heeler Hotel & Pub and Hulbert Street/Landsborough Hwy

Source: Queensland Country Life

2.4 McKinlay

The town of McKinlay, located approximately 115km from Julia Creek via the Flinders Highway and Gilliat-McKinlay Road, has a population of 178 (2016)[5].

The Crafty Old School House is a community facility in McKinlay that residents can hire for meetings and activities and includes a kitchenette.

McKinlay, similar to Kynuna, is connected by the Landsborough Highway with the main attraction being the Walkabout Creek Hotel, which featured in the first *Crocodile Dundee* movie. Additionally, the McKinlay Roadhouse services travelers driving along the Landsborough Highway making McKinlay a tourist destination.

---

[4] Australian Bureau of Statistics, 2018, 2016 Census QuickStats, Kynuna.
[5] Australian Bureau of Statistics, 2018, 2016 Census QuickStats, McKinlay.

'It is hot, there are a lot of flies and there is always wind but it is the best place in the WORLD if you ask me.' (Questionnaire respondent)

Centenary Park, McKinlay

Source: Plan C

2.5 Nelia

Nelia is the smallest town consisting of a population of approximately five people[6] located 50km east from Julia Creek.

It is located along the Flinders Highway and is home to the Nelia branch of the Queensland Country Women's Association that provides a meeting place for families in the community.

The Punchbowl Waterhole, along the Flinders River, is a local attraction renowned for its fishing, swimming and picnicking amenities.

[6] Outback Queensland Website

Brolga Family Sculpture
Source: dkshopgirl, 2012

Image next page – Shire roads
Source: Plan C

3   Where do we want to be?
Vision for McKinlay Shire

Vision: A sustainable community

Retaining the population and attracting young families is critical to the ongoing sustainability of the region. The community seeks to maintain the friendly, family-oriented, and close-knit nature of the communities, while overcoming challenges inherent to living in a remote community.

McKinlay Shire Council acknowledge it is important that existing agriculture, tourism and mining industries are maintained, expanded and diversified, including establishment of the proposed St Elmo Mine, to create new business and employment opportunities.

Community facilities, infrastructure, services and events are to be maintained, improved and activated, and gaps in provision across the Shire addressed to advance overall quality of life for the community.

As pointed out by a questionnaire respondent, 'People are the [shire's] best asset', therefore ongoing support for community involvement and participation is fundamentally important to sustainability of the region.

Image next page – Julia Creek Water Tower
Source: Plan C

4 Goals, Challenges and Opportunities

4.1 Goals

The following set of goals were drafted in direct response to community engagement and research outcomes and set clear directions for the Community Plan (see Figure 4). The goals are framed by the four pillars of sustainability:

1) Governance and Administration
2) Social and Community
3) Environment and Country
4) Economy and Infrastructure

A common thread in the achievement of these goals, as outlined in the vision statement, is a sustainable community – now and into the future. These goals are interrelated therefore cannot be achieved in isolation – they rely on the success of each other.

Achieving all these goals requires coordination, collaboration and ongoing monitoring and evaluation of strategies and actions.

Figure 4: Community Plan Goals

Governance and Administration – maintain and improve provision of quality services and management of the Shire, and an active, engaged and connected community.

Environment and Country – create a sustainable environment by focusing on the Shire's built and natural environments, supporting infrastructure and programs to mitigate negative environmental impacts.

Social and Community – maintain and improve the health, wellbeing and social quality of life.

Economy and Infrastructure – maintain and increase economic productivity and standard of living through retaining population, support new business development and employment opportunities and effective partnerships with new industries.

A comprehensive set of strategies and actions have been developed for each goal to guide the Shire over the next seven (7) years and beyond (refer to Section 0).

4.2 Challenges

Various, immediate and longer-term challenges for McKinlay Shire were identified from the community engagement and research outcomes. The following list is a summary of high-level challenges the Shire faces over the next seven years.

- **Retaining population.** While the McKinlay Shire has experienced a wave of population increase and decline since 2001, overall, the population has declined[7].
- Maintaining, expanding and diversifying **industry and employment opportunities.**
- **Lack of childcare and after school care.** Consequently, this negatively impacts family's ability to earn more money, the shire's economy and businesses as a result of a restricted labour force and spending potential.
- The eminent threat of **natural disaster** and the effects on the community.
- The continued **drought and 2019 flood** have had immediate and longer term economic, social, health and environmental impacts for the Shire.
- **Transport** across the region is affected by access to alternative modes of transport, impact of wet weather conditions, variability of road network standards, underuse of existing infrastructure, and growth in self-drive tourism[8].
- Access to **allied health services**. While prevalence of mental illness in rural and remote Australia is similar to major cities, access to mental health services is more limited[9]. However, given the drought and 2019 flood, the immediate and longer-term mental health issues may be exacerbated. As a remote Shire, residents are reliant on visiting health services.

4.3   Strengths and Opportunities

The Shire has many strengths and opportunities identified from the community engagement and research outcomes. The following list is a summary of high-level strengths and opportunities the Shire can build on over the next seven years:

- The **proactive nature, strategic approach and financial position of McKinlay Shire Council** places the Shire in a great position to capitalise on opportunities.
- **Community events** – brings community together, attracts visitors and is positive for the regional economy.
- Strong **community spirit and involvement**. In 2016, more than a third of the population undertook voluntary work[10] and almost 40% of questionnaire respondents represent one or more community organisation(s).
- The **St Elmo Mine** will be a game-changer for Julia Creek and McKinlay Shire if it proceeds. The mine has the potential to retain and grow the population, provide employment and economic opportunities, and explore innovative approaches for water harvesting, storage and land management.
- The McKinlay Shire overall has an **adequate supply of community facilities**, **infrastructure** and **services**.
- The McKinlay Shire **Tourism Plan** identified a potential to grow tourism through various tourism strategies and actions.

---

[7] Australian Bureau of Statistics, 2019, ERP by LGA 2001 to 2017
[8] North West Queensland Draft Regional Transport Plan 2018
[9] National Rural Health Alliance Inc. 2017
[10] Australian Bureau of Statistics, Census of Population and Housing, 2016

5 Community Plan Strategies

The following table outlines the goals and associated strategies to achieve these goals.

Goal	Strategies
Governance and Administration – maintain and improve provision of quality services and management of the Shire, and an active, engaged and connected community.	**Strategy 1:** McKinlay Shire Council to continue to provide quality services and management of the Shire
	Strategy 2: Support building capacity of community organisations
	Strategy 3: Stakeholder and community engagement
Environment and Country – create a sustainable environment by focusing on the shire's built and natural environments and supporting infrastructure	**Strategy 4:** Explore viable and feasible opportunities to reduce proportion of waste going to landfill
	Strategy 5: Continue to deliver adequate pest animal and plant control strategies
	Strategy 6: Increase environmental management
	Strategy 7: Identify heritage buildings and explore ways to preserve them
Social and Community – maintain and improve the health, wellbeing and social quality of life	**Strategy 8:** Community wellbeing and remote health support
	Strategy 9: Improve first aid and fire response capabilities
	Strategy 10: Sustainable development of community events and activities
	Strategy 11: Plan, design and develop the proposed Early Years Hub
	Strategy 12: Explore School of the Air for students in year 7 to 10
	Strategy 13: Activation of community facilities
	Strategy 14: Julia Creek Library to further expand services and cater for all age groups
	Strategy 15: Explore request for BMX/bike track from school students
	Strategy 16: Explore opportunities to reinvigorate Kynuna Rodeo Grounds and events

Goal	Strategies
Economy and Infrastructure – maintain and increase economic productivity and standard of living through retaining population, creating employment opportunities and diversifying and strengthening industries	**Strategy 17:** Continued focus on economic development
	Strategy 18: Shire-wide tourism development
	Strategy 19: Maintain and improve road network
	Strategy 20: Improved access to water for agricultural practices
	Strategy 21: Shop local campaign
	Strategy 22: Develop a comprehensive skills, services and business register
	Strategy 23: Capitalise on opportunity for Australian Defence Force to stay and train in McKinlay Shire
	Strategy 24: Shire-wide beautification and improvements
	Strategy 25: Address maintenance issues of public assets
	Strategy 26: Work with the Multicom St Elmo Mine development proposal
	Strategy 27: Deliver Smart Hub
	Strategy 28: Explore opportunities for housing development
	Strategy 29: Improve access to and visitor experience of Combo Waterhole

5.1 Governance and Administration

Where are we now?

McKinlay Shire Council is generally applauded by the community for its good governance of current and past projects and programs within its jurisdiction. The community has also praised the McKinlay Shire council for being proactive in delivering outcomes for the Shire. When asked, 'In your opinion, how well is McKinlay Shire Council managing McKinlay Shire?', 72% of survey respondents stated *very well* or *well*.

Limited population numbers mean that Council and the community need to take advantage of any benefits that can be sought through partnerships and strong relationships with service providers and local industry with access to opportunities that may go towards meeting the needs of the community.

Form here, the community and Council should continue to take advantage of the opportunities that lie within the Shire and fostering relationships that create mutual benefits. This can be achieved through ongoing consultation with the community and key stakeholders.

Where do we want to be?

McKinlay Shire Council Corporate Plan 2016-2021 aims to maintain a good governance framework that incorporates the elements of effective democratic representation, integrity and strong inclusive leadership with strategic orientation that fosters ongoing collaborative partnerships with community, industry and government stakeholders to produce an effective and sustainable organisation.

McKinlay Shire Community Plan 2010-2020 proposed the following strategies, which remain relevant:

- A Shire that prospers through partnerships and good governance
- Develop and maintain effective partnerships between Council, the community and industry commitments from partners

Stakeholder and community engagement and research outcomes identified:

- McKinlay Shire Council to continue to provide quality services and management of shire
- Build capacity of community organisations
- Provide ongoing and regular stakeholder and community engagement

How do we get there?

- Council continues to provide professional, efficient and responsive services that meet community needs
- Support community organisations to build their capacity, be more sustainable, manage projects, apply for funding and collaborate with Council and other organisations
- McKinlay Shire Council continue providing services and financial support to community organisations for community development and welfare purposes
- Provide regular and ongoing involvement and updates for all interested in and affected by council projects
- McKinlay Shire Council to actively engage and consult the community regarding Council projects
- Kynuna residents to establish an association
- McKinlay residents to reinvigorate their association
- Continue to support community groups and organisations

5.2 Environment and Country

Where are we now?

The McKinlay Shire Council continues to maintain over 1,000 kilometers of the State Government's primary, secondary roads and minor or unused stock routes along with numerous stock and water reserves throughout the shire on behalf of the State Government.

Council manages the control of pest animal and plants in the Shire with two rounds of baiting being delivered during the 2018/19 financial year. McKinlay Shire has a total protected area of 0.2 km2 (National Park).

Extreme weather events have had long term impacts on the McKinlay Shire with the region being subject to both severe flooding and drought events. This climatic variation has resulted in a suite of economic, environmental and social impacts on the population.

Where do we want to be?

The *McKinlay Shire Council Corporate Plan 2016-2021* aims to ensure the natural and rural environment is maintained and developed to support existing and future lifestyles, where the community shares responsibility of environmental sustainability.

The 2010-2020 McKinlay Shire Community Plan outlined the following strategies to achieve environmental goals, which remain relevant:

- Become a frontrunner in sustainable agriculture and green energy production
- Improve environmental management
- Improve water, waste and refuse management

Stakeholder and community engagement and research outcomes identified a strong desire for:

- Recycling in the region
- Continuation of delivering pest and animal controls
- Sustainable land management practices
- Preserving cultural heritage
- Ongoing protection of the Julia Creek Dunnart

How do we get there?

- Explore recycling opportunities in the region
- Maintaining ongoing pest animal and plant control
- Implement sustainable land management practices
- Preserve heritage of Blue Heeler Hotel & Pub
- Preserve heritage of McKinlay
- Continue protection of the Julia Creek Dunnart

5.3 Social and Community

Where are we now?

As of 30 June 2017, the estimated resident population for McKinlay (S) LGA was 810 persons, a decline of 234 persons since 2010 from 1,044[11]. Population numbers in the region are expected to continue to decline with a projected decrease from 810 persons in 2016 to 618 persons in 2041 a decrease of 1.1% per year over 25 years[12]. Compared to the Queensland average there are proportionately fewer young people aged 15 to 24 years in McKinlay LGA[13] as further education and employment opportunities draw young people away from the Shire. This data supports the major concern of the McKinlay Shire community of coping with an ageing population in culmination with a declining population.

The McKinlay Shire community have identified a lack of housing and housing choice as obstacles facing the current community that are also adding to the problems associated with population decline and attracting new residents.

Where do we want to be?

McKinlay Shire Council Corporate Plan 2016-2021 aims to provide a range of human services and community facilities, either directly, in partnership or by external parties, that meet the recreational, social, community support and cultural needs of the community and visiting tourists.

The *McKinlay Shire Community Plan 2010-2020* presented the following recommendations in relation to community, health and cultural services and facilities:

- Provide and maintain adequate community services and facilities that respond well to the needs of all ages and sectors of the community
- Ensure polices, plans and infrastructure support the creation of safe local environments to encourage participation in physical activity (not just sport), and healthy eating for all ages and abilities

- Plan and deliver sport and recreation, public space and community events
- Maintain community safety, Police and Emergency Services

Stakeholder and community engagement and research outcomes from the community planning process identified the following desires:

- Maintain and improve community wellbeing and mental health support
- A hub to cater for children's and parent's needs
- Secondary and tertiary education opportunities in McKinlay Shire
- Explore opportunities to increase the number of traineeships and apprenticeships
- Community events and activities continue to be delivered
- Community facilities are maintained and improved
- Julia Creek Library to cater for all age groups
- A BMX/bike track in Julia Creek
- Support additional recreation and sporting events
- Improved public first aid and fire response

---

[11] Australian Bureau of Statistics, 2019, ERP by LGA 2001 to 2017
[12] Queensland Government Population Projections, 2018 edition (medium series)

[13] ABS 3235.0, Population by Age and Sex, Regions of Australia unpublished data and Queensland Treasury estimates

How do we get there?

- Provide greater access to allied health services, many of which are delivered by mobile health services
- Continue promoting flood relief information via council website and social media
- Actively connect people affected by the 2019 flood together through targeted events and activities
- Focus on maintaining and monitoring the ongoing mental wellbeing of those effected by the 2019 flood, especially at key times during year which may trigger depression and mental illness
- Plan, design and develop the Early Years Hub
- McKinlay Shire Council to continue working with Queensland Government to deliver School of the Air for students in year 7 to 10
- McKinlay Shire Council continue supporting existing and new events and activities
- Maintain existing facilities
- at current level and develop new facilities as required
- Request books from the State Library of Queensland for various age groups as required
- Address Kynuna Rodeo Grounds tenure and operational issues
- Support community groups and organisations to plan, develop and deliver recreation and sporting events and activities
- Provide annual public first aid and fire response training

Camp fire, Julia Creek Caravan Park

Source: Plan C

5.4 Economy and Infrastructure

Where are we now?

The McKinlay Shire community has indicated that the major economic issues are a combination of lack of industry diversity, population decline, high cost of living expenses, and environmental factors (floods and droughts). Additionally, high fuel prices and costs of everyday items – partially caused by a lack of competition in the local economy, excessive freight costs and lack of local spending – contribute to the economic issues.

The McKinlay Shire is recovering from recent flooding events which have had severe consequences on the North West cattle industry as well as farm and civil infrastructure. Unsurprisingly flood, as well as drought resilience is an issue that the community raised as being key to the economic sustainability of the Shire.

Where do we want to be?

The *McKinlay Shire Council Corporate Plan 2016-2021* aims to proactively grow a stronger, more competitive and diverse economy, both locally and within the region, through providing support and investment in both business development, local employment opportunities and tourism development. In addition, the Plan wants to provide and maintain infrastructure assets that meet the existing and future needs of the shire for economic and social connectivity and utility services.

Regional priorities identified from stakeholder and community engagement presented in the *McKinlay Shire Economic Development Plan 2018-2022* include:

- Population attraction/retention
- Tourism and natural assets
- Information communications technology and digital connectivity
- Transport road, rail and airport

- Resilience and sustainability of the local economy
- Agricultural Intensification and Diversification
- New mining opportunities
- Major tourism growth

The *McKinlay Shire Tourism Plan (2018-2022)* established the following goals:

- Drive value before volume
- Grow our share of overnight drive markets
- Increase visitor numbers to events
- Increase commercial tourism

Stakeholder and community engagement and research outcomes of the community planning process identified:

- Capitalise on the benefits of the proposed St Elmo Mine while mitigating the negative impacts
- A growth in tourism and tourism-related businesses
- Improved access to water for agricultural practices
- Improved bridge design to reduce unintentional damming and displacement of water

- Township beautification
- Improved cattle yard
- Access to diverse housing requirements
- Australian Defence Force stopover opportunities for McKinlay Shire
- Ongoing financial support by State and Federal Government for properties affected by the 2019 flood
- Residents and visitors support businesses in the shire by shopping local
- A skills, services and businesses register
- Employ an Economic Development Officer to support micro and small business opportunities in the shire
- Maintain and improve road network
- A Smart Hub in Julia Creek
- Maintenance issues of public and private assets addressed

How do we get there?

- Prioritise tourism road funding to seal Julia Creek, McKinlay, and Kynuna Triangle
- Continue and improve existing tourism offers and identify, plan and deliver new tourism opportunities
- Queensland Government Department of Communities to continue directly encouraging properties affected by the 2019 flood to apply for funding
- Work with local businesses and community organisations to create a shop local campaign
- Lobby state and federal government to provide financial support for businesses indirectly affected by the 2019 flood
- Establish a skills, services and business register for Cannington - South32 and proposed St Elmo Mine and McKinlay Shire Council
- Promote local skills, services and business

throughout the shire and the region
- Seek state and federal government funding for McKinlay Shire Council to employ an Economic Development Officer to support micro and small business opportunities in the shire, including seed funding for business grants
- Continue to maintain and improve internal Shire road network
- Improve crossings and culverts for flood resilience
- Continue lobbying state government in conjunction with other local councils and stakeholders for improvements to Flinders and Landsborough Highways
- Explore opportunities for affordable water provision for agricultural purposes
- Support St Elmo Mine water capturing and storage approach and provision for farmers or pastoralists
- Maintain and improve beautification of townships with Kynuna a priority
- Consider providing acreage blocks in

Julia Creek to attract
families seeking the
country lifestyle
- Explore opportunities to
provide additional
housing in Julia Creek
- Support infrastructure
and resources to
encourage Australian
Defence Force activity in
the Shire
- Formalise a process by
which
- community groups can
accumulate minor works
into larger scope
packages to incentivise
skilled tradesman to work
in rural location

*This report has identified a few infrastructure
projects of discernable scale and scope and
have sourced costing information for high-
level strategic planning purposes. These are
provided in Appendix 1. Please note that the
authors of this document are not qualified
cost professionals and have supplied all third-
party sources of costing information so that
the McKinlay Shire Council can practice their
own due diligence in strategic cost planning.
The data has been supplied for information
only.*

Image next page – McKinlay road

Source: Plan C
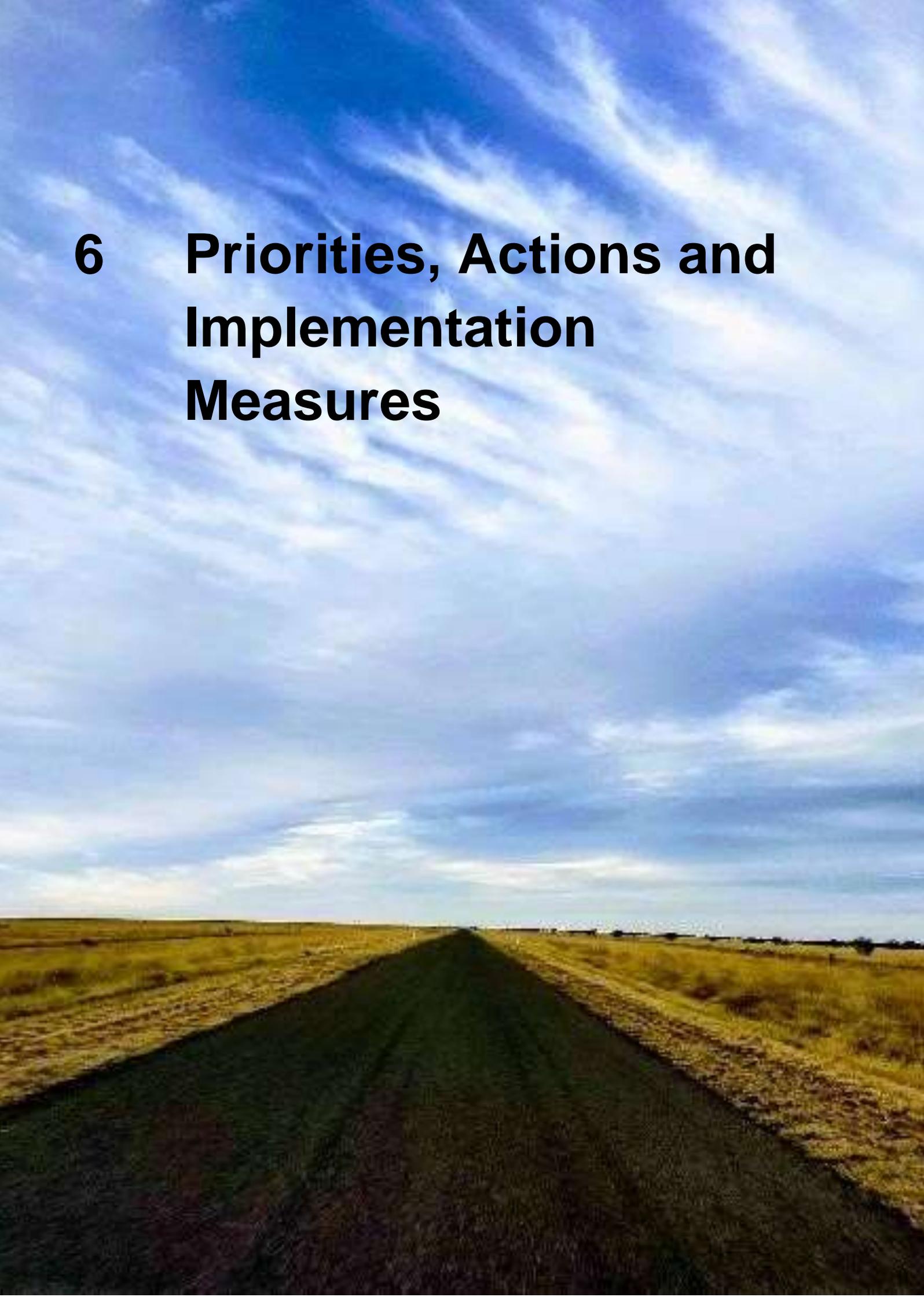
6 Priorities, Actions and Implementation Measures

6.1 Priority Projects and Actions

The following nine (9) priority initiatives and implementation measures are considered the most important to the Shire in implementation of this *Plan's* recommendations. The projects below have been prioritised based on feedback in the *Plan* preparation; the capacity and available resources of McKinlay Shire and the level of overall community benefit they would provide.

1. Council adopts the McKinlay Shire Community Plan and **allocate tasks, roles and resources for implementation**
2. Council keeps **community** updated on and involved in delivery of the Community Plan
3. Develop and **enact partnerships and agreements between the proposed Multicom Resources St Elmo Mine and McKinlay Shire Council** that clarify expectations and incentives to support the local economy and the community, including:
   - Incorporating recommendations from the Community Plan with the Social Impact Management Plan (SIMP) prepared by Multicom Resources as part of St Elmo Mine approval process
   - Sourcing local services and products, where possible
   - Employing locals
   - Providing incentives to attract workers to relocate to McKinlay Shire and reduce reliance on FIFO
   - Integrating workers village development in Julia Creek
   - Providing access to housing prioritising young families willing to relocate to Julia Creek
   - Provide training programs for local people enabling a larger number of the community to work for St Elmo Mine
   - Ongoing commitments to providing community grants for key infrastructure projects and other programs that support the community plan
4. Employ an **Economic Development Officer**
5. Continue to expand and diversify **tourism**
6. Ongoing **township beautifications and improvements**, with Kynuna an initial priority
7. Ongoing upgrades and improvements to **roads**
8. Community **wellbeing and mental health support**
9. A hub to cater for **children's and parent's needs**

6.2 Supporting Strategies, Audits, Assessments and Plans

In addition to the Priority Projects, the following Strategies, Audits, Assessments and Plans have been identified throughout the implementation plans as key implementation tools and mechanisms required supporting the Community Plan. To accurately direct the goals and actions of the Community Plan, it is recommended McKinlay Shire Council, in conjunction with the community and partners, undertake the following agreements, audits, studies and strategies to support implementation of the Community Plan:

- The St Elmo Mine Social Impact Management Plan (SIMP) incorporate strategies and actions from the Community Plan

- Agreement between Multicom Resources and McKinlay Shire Council
- Sport and Recreation Strategy
- Local Skills Needs Assessment and Audit
- Housing Needs Assessment
- Pre-feasibility and operating plan to secure funding for Water Tower Experience
- Business case and feasibility plan for higher-end accommodation in Julia Creek in partnership with private investors
- Feasibility study for developing waterhole is Julia Creek
- Destination Tourism Plans for Julia Creek, Kynuna, McKinlay and Nelia
- Julia Creek and McKinlay footpath improvement plan
- Julia Creek and McKinlay bike path improvement plan

6.3 Community Plan Implementation

The section provides a guide for implementing the community plan strategies, including:

- **Actions**
- **Priority** – Listed from 1 – 3 (1 – highest and 3 lowest based on importance expressed by community)
- **Timeframe** – Short-term (within 12 months) Medium-term (1-2 years) Long-term (3-5 years and beyond)
- **Partners** (Partners who can support the implementation of the strategy or action); and,
- Role for Council & Measures for Success

The implementation plan is a **living document** that is updated over time. This applies to the operational and funding capacities of McKinlay Shire Council. Further input from Council and the community may be required to ratify the priorities outlined in the tables during the plan review process and over time.

While all the strategies are important, the community and the project team acknowledge that financial and capacity constraints may mean that **not all things can be done at once**. The **nine (9) priority projects and actions that have been identified within the** *plan* are critical to maintain momentum and indicate progress to the community and represent the key areas of focus and priority in moving forward and progressing implementation of the *plan*.

The strategies and actions outlined in the tables on the following pages are organised by McKinlay Shire and each township: Julia Creek, Kynuna, McKinlay and Nelia, where relevant.

6.4   Implementation Governance Structure

To implement the Community Plan, the following governance structure was developed (Figure). This involves designating a McKinlay Shire Council senior staff member as Plan Manager to oversee implementation of the *Plan*. The executive management team and council officers will be responsible for undertaking tasks outlined in the *Plan* within individual areas of responsibility, communicating and coordinating internally and externally, seeking funding opportunities, and reporting on progress.

Critical to the success of the *plan's* implementation is supporting the establishment and revitalisation of local working groups within each township and then regularly engaging with these groups. Once the *plan* is adopted, Council will update local working groups on strategies and actions they may be responsible for or require partnership with council or other stakeholders to implement. Furthermore, Council will undertake regular and ongoing engagement with local working groups in each township to support implementation of actions and garner feedback. Local working groups in partnership with incorporated associations may seek local, state and federal government funding to support implementation of strategies and actions.

In addition, Council will commit funds each financial year towards implementing priority actions identified within the endorsed Community Plan for capital and operational projects.

Cattle Yards, Julia Creek Campdraft

Source: Plan C

PLAN MANAGER

PLAN MANAGER ROLE

- Responsible for overall implementation of the Community Plan
- Ensure the Community Plan strategies and actions are reflected in other council policy areas including the Corporate Plan, Planning Scheme and Operational Plan
- Allocate work plans from implementation plan to key officers and staff based on areas of responsibility
- Ongoing liaison with key stakeholders to build relationships, partnerships and to support local working groups
- Oversee and coordinate programs and processes
- Communicate progress to local working groups and community
- Annual update on progress of the community plan and performance measures

EXECUTIVE MANAGEMENT TEAM AND COUNCIL OFFICERS

- Undertake tasks outlined in the plan within individual areas of responsibility as allocated by Plan Manager
- Communicate and coordinate between and within branches
- Communicate and coordinate with partners and key stakeholders (e.g. Multicom Resources and incorporated associations)
- Liaise with state and federal government agencies and seek funding opportunities
- Provide quarterly reports on progress to the Plan Manager

LOCAL WORKING GROUPS & STAKEHOLDERS*

- Establish or revitalise local working groups in each township
- Council to update local working groups on strategies and actions they may be responsible for or require partnership to implement
- Council to undertake ongoing engagement with local working groups in each township to implement actions and garner feedback
- Seek local, state and federal government funding to support implementation of strategies and actions
- Implementation of key actions through support of Council

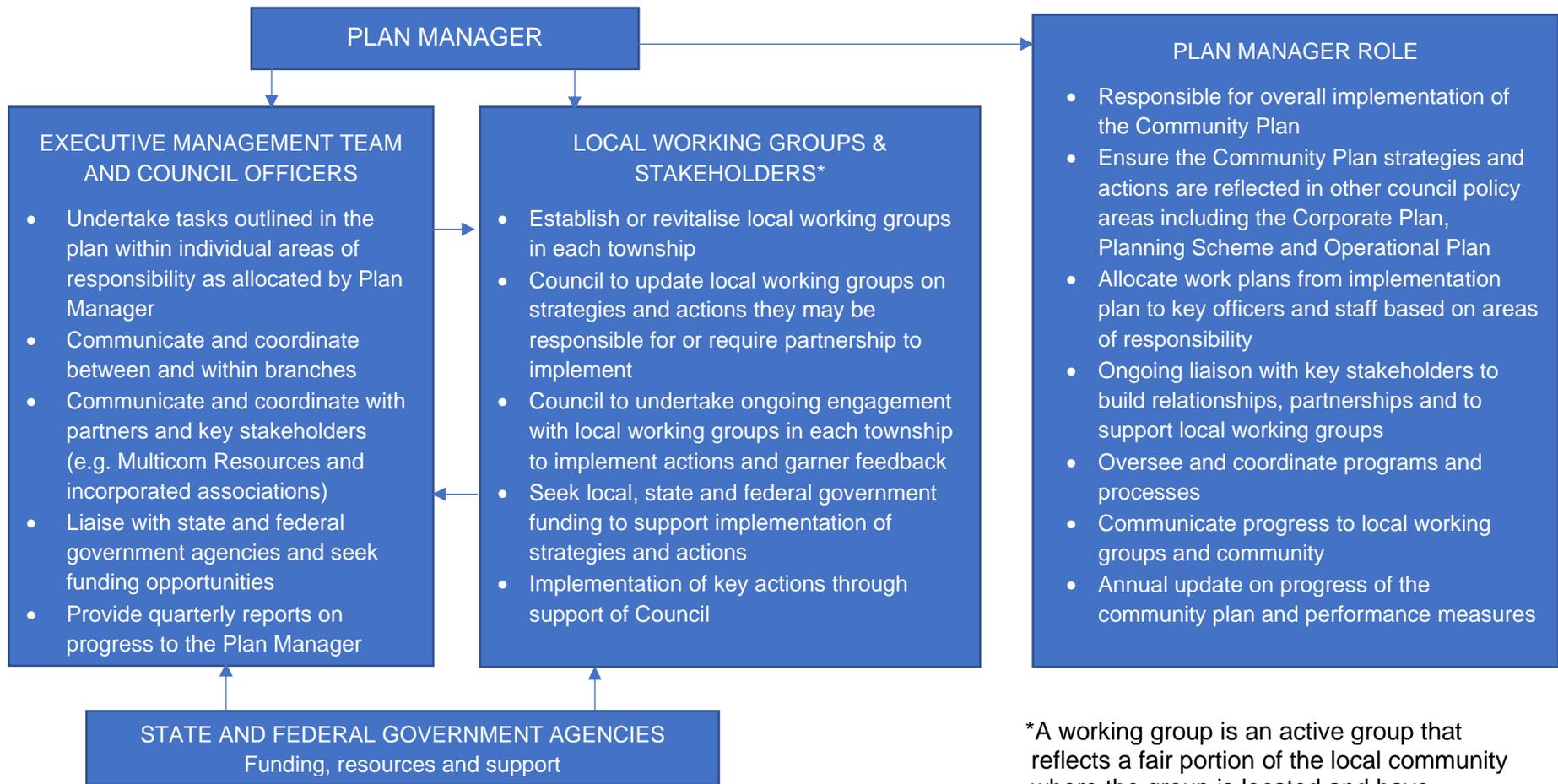**STATE AND FEDERAL GOVERNMENT AGENCIES**
Funding, resources and support

Figure 4: Community Plan Implementation Governance Structure

*A working group is an active group that reflects a fair portion of the local community where the group is located and have formulated specific areas, goals or objectives the group works on to accomplish or deliver

6.5 Governance and Administration – Strategies & Actions

McKinlay Shire

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
Strategy 1: McKinlay Shire Council to continue to provide quality services and management of the Shire				
1.1 Provide professional, efficient and responsive services that meet community needs	1	Ongoing	-	Continue to provide professional, efficient and responsive services that meet community needs
Strategy 2: Support building capacity of community organisations				
2.1 Support establishment of Local Working Groups (see Section 6.4)	1	Short-term	Kynuna residents McKinlay enhancement group Nelia Small Community Enhancement Group Julia Creek residents	Encourage and support residents of each township to either establish or revitalise a local working group/association
2.2 Support community organisations to build their capacity, manage projects, apply for funding, and collaborate with the Shire council and other organisations	1	Ongoing	Community organisations and groups Department of State Development, Manufacturing, Infrastructure and Planning – Mount Isa Department of Communities, Disability Services and Senior	The Community Services team to support community groups and organisations to plan and develop projects, apply for funding, and collaborate with Council and other groups.

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
			Queensland Council of Social Service - Community Capacity Building Australian Government Department of Social Services	
2.3 Continue providing services and financial support to community organisations for community development purposes	1	Ongoing	Ergon-Energex Community Fund Kennedy electorate The Queensland Government Young Athletes Travel Subsidy Australian Institute of Sport Local Sporting Champions program Gambling Community Benefit Fund (GCBF) South32 Small Grants Program Australian Government grants and assistance program Regional Development Australia	Continue providing the Community Sponsorship and Donations Program, and the Community Benefit Assistance Scheme. Continue sharing information via website on grants and sponsorships available and grant writing tips. See an increase in community groups applying for funding and an increase in the amount of funds received.

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
			Queensland Government Regional Arts Development Fund	
Strategy 3: Stakeholder and community engagement				
3.1 Provide regular and ongoing involvement and updates for all interested in and affected by Council projects and the broader community	1	Ongoing	Anyone interested and affected by a council project	Council to engage with community interested in and affected by projects and provide ongoing feedback over life of project Council to notify community of relevant strategies and actions in the Community Plan
3.2 Provide advice and support to residents interested in establishing a working group/residents association	1	Short-term	Business Queensland Shire residents	Provide advice and support for residents interested in establishing a working group/resident association
3.3 McKinlay Shire Council to regularly meet with working group/association to assist in implementation of the strategies and actions identified in the Community Plan	1	Ongoing	Working groups/resident associations	Council to meet with working groups/resident association quarterly, or as required Council to update working group/association on strategies and actions they may be responsible for or require partnership with council or other stakeholders to implement
3.4 Working group/association to facilitate better connection between council and outer community	2	Medium-term and ongoing	Working groups/resident associations	Encourages working groups/resident associations to engage with outer community to ensure their needs are included
3.5 Continue working with community groups and organisations	1	Ongoing	Community groups and organisations	Meet regularly with community groups and organisations Keep updated on council projects, programs and activities

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
3.6 Inform community groups and organisations of funding opportunities	2	Ongoing	Other funding bodies	Provide funding opportunities Inform organisation of other funding opportunities Community organisations successfully receives grants

6.6   Environment and Country – Strategies & Actions

McKinlay Shire

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
Strategy 4: Explore viable and feasible opportunities to reduce proportion of waste going to landfill				
4.1 Consult with local councils, metal recyclers and other relevant stakeholders regarding opportunity for McKinlay Shire Council to access Queensland Container Refund Scheme.	2	Medium-term	Container Exchange Boomerang Alliance Others emerging	Agreement between McKinlay Shire Council, local council and other stakeholders established regarding using Container Refund Scheme Waste going to landfill reduced
4.2 Consult with transport/trucking companies operating in North West Queensland to discuss opportunities to transport refundable waste	2	Medium-term	To be determined	Agreement between Council and transport/trucking company established regarding transportation of refundable waste
4.3 Establish an arrangement where refundable waste from McKinlay Shire is collected, transported and deposited at a Queensland Container Refund Scheme.	2	Medium-term	Container Exchange Boomerang Alliance	Proportion of waste going to landfill reduced Money generated from the scheme funds community initiatives
4.4 Transport refundable waste from stations/properties to central point on mail runs	2	Medium-term	Station managers	Advocate for this approach

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
Strategy 5: Continue to deliver adequate pest animal and plant control strategies				
5.1 Seek membership for establishment of the McKinlay Shire Pest Advisory Group as set out in the McKinlay Shire Biosecurity Plan 2018 to develop, adopt and implement the strategic programs as defined in the Plan	1	Short-term	Queensland Government Department of Agriculture and Fisheries Landholders	Oversee establishment of McKinlay Shire Pest Advisory Group
5.2 Implementation and monitor of the Biosecurity Plan	1	Ongoing	McKinlay Shire Pest Advisory Group Queensland Government Department of Agriculture and Fisheries Adjoining local councils: Richmond Shire, Winton Shire, Cloncurry Shire, Carpentaria Shire and Croydon Shire	Coordinate implementation and monitoring of the Biosecurity Plan
Strategy 6: Increase environmental management				
6.1 Continue protection of the Julia Creek Dunnart	1	Ongoing	Department of Environment and Science Southern Gulf NRM	Continue Dunnart education and conservation programs
6.2 Maximise renewable energy production opportunities that will emerge across the shire	3	Long-term	Queensland Government Department of Energy and Water Supply	Work in partnership with energy companies and state and federal governments to determine the broadest range of sustainable energy opportunities for towns, stations, rural industries and mining.

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
			Australian Government Department of the Environment and Energy Industry	Maximise opportunities the St Elmo Mine can make towards advancing renewable energy production.
6.3 Solar panels on community building and infrastructure	2	Medium to long-term	Social Communities Program – Australian Government Business Queensland Government Department of Natural Resources, Mines and Energy Queensland Government Department of Education - Advancing Clean Energy Schools (ACES) Program	Advocate for McKinlay Shire to be included in future funding rounds of the Social Communities Program

Kynuna and McKinlay

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
Strategy 7: Identify heritage buildings and explore ways to preserve them				
7.1 Identify buildings which may meet cultural heritage significance as per the Queensland Government Department of Environment and Heritage cultural heritage criteria	2	Short-term	Department of Environment and Heritage Protection Owners of heritage-listed places	Identify council owned or controlled places that may meet cultural heritage significance Relevant buildings identified

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
7.2 Assess cultural heritage significance of the building by using the cultural heritage criteria prepared by the Queensland Government Department of Environment and Heritage.	2	Medium-term	Department of Environment and Heritage Protection Owners of heritage-listed places	Determine which council owned/controlled place are eligible for inclusion in the Queensland Heritage Register
7.3 Consider completing the application form: *entry of a place in the Queensland Heritage Register for relevant buildings*	2	Medium-term	Department of Environment and Heritage Protection Owners of heritage-listed places	Council owned/controlled places are entered in the Queensland Heritage Register
7.4 Promote buildings and places that have been successfully entered in the Queensland Heritage Register to encourage further tourism	3	Long-term	Tourism and Events Queensland Department of Environment and Heritage Protection Queensland Heritage Council	Promote building and places on the Queensland Heritage Register in tourism materials Increase in tourism visits to places entered in the Queensland Heritage Register
7.5 Apply for Queensland heritage conservation grants	3	Long-term	Department of Environment and Heritage Protection Owners of heritage-listed places	McKinlay Shire Council apply for grants Grants received and works undertaken

6.7 Social and Community – Strategies & Actions

McKinlay Shire

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
Strategy 8: Community wellbeing and remote health support				
8.1 Provide greater access to allied health services e.g. mental, dental, and specific services	1	Medium-term ongoing	Community Advisory Network North West Hospital and Health Service Queensland Health Mental Health Association Qld Queensland Alliance for Mental Health Department of Communities	Advocate for more allied health services Lobby relevant state and federal government agencies to provide more allied health services
8.2 Actively connect people affected by the 2019 flood together through targeted events and activities	1	Short to medium-term	Community groups and organisations	Identify community organisations interested in organising and running community events to bring residents affected by the 2019 flood together Provide financial and in-kind support for community organisations to run targeted community events and activities for residents affected by the 2019 flood Piggyback on existing community events and activities to run targeted community events and activities for residents affected by the 2019 flood

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
8.3 Continue promoting flood relief information via council website and social media	1	Short-term	Queensland Rural and Industry Development Authority Queensland Reconstruction Authority North Queensland Flood Recovery Agency Department of Communities	Update website with relevant information as it becomes available or when grants/support is no longer available
8.4 Focus on maintaining and monitoring the ongoing mental wellbeing of those effected by the 2019 flood	3	Medium-term	Community Advisory Network North West Hospital and Health Service Queensland Health Mental Health Association Qld Queensland Alliance for Mental Health	Continue to participate in the Community Advisory Network to keep up to date with health and health service issues and needs
Strategy 9: Improved public first aid and fire response capabilities				
9.1 McKinlay State Emergency Service Unit provide annual community first aid and fire response training	3		McKinlay State Emergency Service Unit Queensland Government Emergency Management Queensland	Maintain McKinlay SES Unit and advocate for annual community first aid and fire response training

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
			Queensland State Emergency Service	
Strategy 10: Sustainable development of community events and activities				
10.1 Continue to partner with and support community events and activities	2	Long-term		Partner with community groups and associations to support community events and activities.

Julia Creek

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
Strategy 11: Plan, design and develop the proposed Early Years Hub				
11.1 Adopt and implement recommendations from the Early Years Hub feasibility study and business case	1	Medium-term	Australian Children's Education & Care Quality Authority	Oversee and manage planning, design and development of the Early Years Hub. Development of an Early Years Hub that caters for the needs for children from six months through to primary school.
Strategy 12: Explore School of the Air for students in year 7 to 10				
12.1 Continue working with Queensland Government to deliver School of the Air for students in year 7 to 10	1	Ongoing	Mount Isa School of the Air Julia Creek State School Education Queensland	Liaise with Education Queensland to maintain ongoing funding
Strategy 13: Activation of community facilities				
13.1 Capitalise on the quality community facilities available in Julia Creek by continuing to	2	Short-term and ongoing	Community organisations	Provide financial and in-kind support

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
support community organisations to deliver community events and activities				
13.2 Support community organisations to deliver new community events and activities	2	Medium-term	Community organisations	Provide financial and in-kind support
Strategy 14: Julia Creek Library to further expand services and cater for all age groups				
14.1 Request books from the State Library of Queensland for various age groups, as required	2	Medium-term and ongoing	State Library Queensland	Library staff to engage with community to determine gaps in book provision by age group and types of books and request appropriate books from State Library Queensland to address this issue.
Strategy 15: Explore options to address request for BMX/bike track from school students				
15.1 Consider factoring in a BMX/bike track as part of the proposed Sport & Recreation Plan for the Shire	3	Medium-term	Combined Sporting Association – Julia Creek	Flag the BMX/bike track for consideration in the Sport & Recreation Plan.

Kynuna

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
Strategy 16: Explore opportunities to reinvigorate Kynuna Rodeo Grounds and events				
16.1 Upgrade Kynuna Rodeo Grounds	1	Medium to Long-term	Queensland Government Kynuna Rodeo & Sporting Association	Provide advice and support where possible and practical to Kynuna Rodeo & Sporting Association regarding rodeo ground upgrades
16.2 Kynuna Rodeo & Sporting Association to deliver the Kynuna Rodeo or other community events and activities	2	Medium to long-term	National Rodeo Association	Provide advice and support where possible and practical to Kynuna Rodeo & Sporting Association

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
			Queensland Rodeo Association	
			Australian Rodeo Federation	
			Kynuna working group/association	

6.8   Economy and Infrastructure – Strategies & Actions

McKinlay Shire

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
Strategy 17: Continued focus on economic development				
17.1 Explore employment of or outsourcing an Economic Development Officer	1	Short-term	Department of Prime Minister and Cabinet	Undertake research to explore opportunities for or outsourcing an economic development officer
Strategy 18: Shire-wide tourism development				
18.1 Implement recommendations outlined in the McKinlay Shire Tourism Plan – Five Year Action Plan 2018-2022	2	Short to long-term	Tourism & Events Queensland Winton Shire Council	Oversee delivery of projects and actions outlined in Tourism Plan
18.2 Develop and promote driving loop from Mount Isa to McKinlay, Kynuna and Julia Creek, including supporting experiences for visitors at each location through Destination Tourism Plans	3	Medium-term	Tourism & Events Queensland	Work with local businesses, community organisations, residents and visitors to develop Destination Tourism Plans for each township
18.3 Identify and develop an additional regional tourism attractor (e.g. the Combo Waterhole) likely	3	Long-term	Australian Government Business	Identify and develop regional attractor

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
to be associated with a natural feature, conceptualise required infrastructure and consider applying to Building Better Regions or Growing Tourism Infrastructure Fund for capital works contributions			Department of Innovation, Tourism Industry Development and the Commonwealth Games	Apply for capital works funding Oversee delivery of regional tourism attractor project
18.4 Collaborate with community organisations and businesses to identify and realise a suite of tourism offerings at each destination – e.g. camp dinners, wildlife and bird watching, sunset drinks and nibbles, homestead stays, picturesque drives, 'live like a local' experiences	2	Medium-term	Businesses and community organisations	Economic Development Officer to facilitate discussions and provide access to funding and business start-up support for micro/small tourism enterprises
18.5 Reinstate day trips to sites of interest in the shire including Combo Waterhole, historical building in McKinlay, and working stations.	2	Long-term	Businesses and community organisations	Economic Development Officer to identify interested parties and provide access to business/tourism development grants
18.6 Consider higher end accommodation development in Julia Creek	3	Long-term	Tourism & Events Queensland Private commercial business	Support development of a business case and undertake a feasibility study
18.7 Develop 'glamping' at Julia Creek Caravan Park to cater for higher end market	3	Medium-term	Julia Creek Caravan Park	Oversee planning, design, development and funding of glamping structure
18.8 Deliver actions outlined in the Tourism Plan to realise the proposed Water Tower Experience	3	Medium to long-term	Adventure Tourism Operator	Oversee delivery of actions
18.9 Redevelop nature trail along Julia Creek	2	Short-term	Queensland Corrections Service – Julia Creek Work Camp	Oversee works Incorporate seating along nature trail

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
18.10 Revisit proposal to develop a waterhole is Julia Creek for recreation purposes	2	Long-term	-	Engage suitable contractor to determine feasibly of project Engage suitable contractor to undertake work Oversee design and development
18.11 Local businesses or community group to explore opportunities for walking tours around McKinlay.	3	Medium-term	Community organisations Businesses The Royal Historical Society of Queensland	Economic Development Officer to work with local businesses and community groups to explore opportunities for establishing walking tour business
Strategy 19: Maintain and improve road network				
19.1 Continue to maintain and improve internal Shire road network	1	Ongoing	Queensland Government Department of Transport and Main Roads	Undertake road works for state government and Council owned roads
19.2 Improve crossings and culverts for flood readiness	1	Medium-term	Queensland Government Department of Transport and Main Roads	Seek state government funding to improve crossings and culverts Undertake road works for state government
19.3 Maintain improvements to Flinders and Landsborough Highways	2	Ongoing	Queensland Government Department of Transport and Main Roads Cloncurry Shire, Richmond Shire, Flinders Shire, Charters Towers Regional Council, and Longreach Regional Council	Continue lobbying state government in conjunction with other local councils and stakeholders for improvements to Flinders and Landsborough Highways

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
19.4 Improved bridge design to reduce unintentional damming and displacement of water	3	Long-term	Department of Transport and Main Roads	Liaise with Department of Transport and Main roads regarding current bridge design and water damming and displacement issues
Strategy 20: Improved access to water for agricultural practices				
20.1 Reduce water licensing costs or consider a 20-year water lease to help farmers/graziers get more established	3	Long-term	Business Queensland Queensland Farmers Federation	Advocate on behalf of farmers for improved, sustainable access to water for agricultural practices
20.2 Support St Elmo Mine water capturing and storage approach and provision for farmers	1	Medium-term	Multicom Resources Queensland Government	Establish an agreement with Multicom Resources regarding water capturing and storage, and provision for famers
Strategy 21: Shop local campaign				
21.1 Develop a shop local campaign	2	Medium-term	Local businesses Community organisations Business Queensland Residents	Advocate for and support a shop local campaign
Strategy 22: Develop a comprehensive skills, services and business register				
22.1 Establish a skills, services and business register for Cannington - South32, the proposed St Elmo Mine, and McKinlay Shire Council	3	Medium-term	Local businesses South32 Multicom Resources	Work with businesses and residents to identify skills, services and businesses available in McKinlay Shire. Once established promote the skills register throughout the shire and among businesses and mining operators. Update register on a regular basis.
Strategy 23: Capitalise on opportunities for Australian Defence Force to stay and train in McKinlay Shire				

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
23.1 Liaise with Australian Defence Force (ADF) regarding establishing McKinlay Shire as a stopover point and training ground	3	Medium-term	Australian Government Department of Defence	Identify contact in the Australian Defence Force and liaise with regarding establishing McKinlay Shire as a stopover point and training ground
23.2 Consider developing a permanent facility to encourage ADF to spend more time in the McKinlay Shire	3	Long-term	Australian Government Department of Defence	Identify ADF infrastructure needs Apply for funding to develop required infrastructure Oversee development of infrastructure
Strategy 24: Shire-wide beautification and improvements				
24.1 Maintain and continue ongoing beautification of Burke Street, Julia Creek	2	Medium to long-term	-	Identify and deliver beautification and improvement initiatives
24.2 Address issue of rundown houses in Julia Creek	3	Medium to long-term	Property owners Department of Housing and Public Works Multicom Resources	Explore issues and opportunities
24.3 Include footpaths to connect town	2	Medium-term	Department of Transport and Main Roads Local Government Association of Queensland Inc.	Design and deliver footpath improvement plan
24.4 Include bicycle tracks/paths on the side of the road for children who ride to school and other locations	2	Medium-term	Department of Transport and Main Roads Local Government Association of Queensland Inc.	Design and deliver bicycle track/path improvement plan

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
24.5 Create safe zones and traffic calming on streets adjacent to school/childcare/sports facility where pedestrians are visible to all road users	2	Medium-term	Department of Transport and Main Roads	Plan and deliver a series of safe crossing zones and traffic calming on streets adjacent to school/childcare/sports facility
24.6 Maintain McIntyre Park to meet desired standards for intended uses and undertake improvements as required	2	Short-term and ongoing	Julia Creek Campdraft Association Julia Creek Turf Club Julia Creek Pony Club	Continue to maintain McIntyre Park and identify and undertake improvements as required
24.7 Maintain existing community facilities at current level and develop new facilities as required	2	Ongoing	Queensland Government Department of Communities, Disability Services and Seniors Queensland Government Department of State Development, Manufacturing, Infrastructure and Planning Australian Government Department of Health	Continue to maintain community facilities and identify and develop new facilities
24.8 Install the proposed public toilet next to playground	1	Short-term		Fund and oversee installation
24.9 Enhance settings around the major destinations – Blue Heeler Hotel and Caltex Kynuna Roadhouse & Caravan Park – with trees, shade and furniture to convey a welcoming perception or encourage travellers to stop and stay	3	Medium-term	Caltex Kynuna Roadhouse & Caravan Park Blue Heeler Hotel	Fund purchase and installation of picnic tables Incentivise the Roadhouse and Blue Heeler Hotel to undertake improvements to outside space and incorporate hard surfaces

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
24.10 Complete beautification of Middleton Street – tree planting on verge and traffic island	1	Short-term	-	Deliver and oversee works
24.11 Upgrade footpaths throughout township	2	Medium-term	Department of Transport and Main Roads Local Government Association of Queensland Inc.	Design and deliver footpath improvement plan
24.12 Seal the edge of Landsborough Highway from Middleton St to Wylde St to reduce dust created by trucks parking and driving on shoulders	3	Long-term	Department of Transport and Main Roads	Advocate for improvements to undertaken
24.13 Repair McKinlay Cemetery fence and provide water access to site	2	Short-term	-	Undertake required works
24.14 Fit-out community shed as required	2	Medium-term	-	Undertake required works
24.15 Enhance main street with trees, shade and furniture, targeting settings around the major destination – Walkabout Creek Hotel	2	Medium-term	Walkabout Creek Hotel Department of Local Government, Racing and Multicultural Affairs - Works for Queensland program Resident's association Other private businesses	Apply for funding Plan, design and deliver project
24.16 Entrance to village enhanced using vegetation and signage	2	Medium-term	Department of Local Government, Racing and Multicultural Affairs - Works for Queensland program	Apply for funding Plan, design and deliver project

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
24.17 Incorporate shade, shelter, seating and paving to improve amenity of the Old Schoolhouse and tennis court and encourage use and community gathering	3	Medium-term	Department of Local Government, Racing and Multicultural Affairs - Works for Queensland program Resident's association	Apply for funding Plan, design and deliver project
24.18 Create a historical walking trail along Middleton, Poole and Wylde Streets.	3	Medium-term	The Royal Historical Society of Queensland Resident's association	Create a historical walking trail plan
24.19 Continue to maintain the refuse facility, water infrastructure and the streets	1	Ongoing	Queensland Corrections Service – Julia Creek Work Camp	Maintain the refuse facility, water infrastructure and the streets
Strategy 25: Address maintenance issues of public assets				
25.1 Formalise a process by which community groups and council can accumulate minor works into larger scope packages to incentivise skilled tradespersons to work in rural locations	3	Medium-term	Community groups Businesses	Facilitate process by working with community groups to identify and accumulate list of minor works and prepare a scope-of-works package

Julia Creek

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
Strategy 26: Work with the Multicom St Elmo Mine development proposal				
26.1 Incorporate outcomes and recommendations from the Community Plan with the St Elmo Mine Social Impact Management Plan (SIMP)	1	Short-term	Multicom Resources	Work with Multicom Resources to incorporate community plan actions in the SIMP
26.2 Incorporate the St Elmo Mine Worker Village near new subdivision in Julia Creek	1	Medium-term	Multicom Resources	Identify preferred location for workers village

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
26.3 In partnership with Multicom Resources, integrate housing throughout Julia Creek prioritised for families willing to relocate for work at the mine	1	Medium-term	Multicom Resources	Identify sites for integrated housing development in Julia Creek
26.4 Ensure Multicom Resources recruitment prioritises Julia Creek and McKinlay Shire residents who are within a commute time of one hour and people from other regions who are willing to move to Julia Creek	1	Medium-term	Multicom Resources	Impose these conditions as part of Council's agreement for Multicom Resources to operate in the shire An agreement on the percent of the mine workforce from the Shire An agreement on the percent of the mine workforce to be Aboriginal An agreement on the percentage of apprentices at the mine from the Shire
26.5 Ensure Multicom provides opportunities for local and regional businesses to participate in its supply chain and contributes to business sustainability and growth	1	Medium-term	Multicom Resources	Impose these conditions as part of council's agreement for Multicom Resources to operate in the Shire An agreement on the percentage of local/regional businesses participating in the supply chain
26.6 Expand Julia Creek airport operations	1	Medium to long-term	Multicom Resources	Work with Multicom Resources and the state and federal government to expand airport
Strategy 27: Deliver Smart Hub				
27.1 Design and deliver Smart Hub	1	Short-term	Department of State Development, Manufacturing, Infrastructure and Planning	Oversee development of Smart Hub to ensure it meets requirements of funding agreement

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
Strategy 28: Explore opportunities for housing development				
28.1 Provide 50 to 100-acre blocks to attract families to Julia Creek	3	Long-term	Queensland Government	Explore opportunities to develop acreage in proximity to Julia Creek
28.2 Allotments in subdivision further subdivided to continue town house and land character and maintain a compact town form (see Julia Creek township plan)	3	Long-term	Department of State Development, Manufacturing, Infrastructure and Planning	Coordinate subdivision based on demand and need

Kynuna

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
Strategy 29: Improve access to and visitor experience of Combo Waterhole				
29.1 Seal road to Combo Waterhole	1	Short-term	Department of Transport and Main Roads	Secure funding from Department of Transport and Main Roads and oversee delivery of works
29.2 Promote tourism opportunities at Combo Waterhole	1	Medium-term	Tourism & Events Queensland Winton Shire	Support local businesses, community organisations and individuals to identify and establish tourism opportunities related to Combo Waterhole
29.3 Consider a national design competition for tourism infrastructure at Combo Waterhole to improve customer experience	3	Medium-term	CityLab	Facilitate design competition and prepare brief outlining project scope. Engage an architect organisation that specialises in conducting design competitions to deliver competition. Alternatively, Council could lead and fund design competition.
29.4 Develop cultural link between the Combo Waterhole and Kynuna	2	Medium-term	-	Identify historical and cultural links between Kynuna and the Combo Waterhole and highlight links through different

Actions	Priority	Timeframe	Partners	Role of Council & measures for success
				communication channels, e.g. information signage, online and social media, and public art
29.5 Implement proposed Virtual and Augmented Reality at Combo Waterhole	2	Long-term	Tourism operator	Refer to actions outlined in the Tourism Plan

Image next page – Blue Healer Pub, Kynuna

Source: Plan C

7. Town Infrastructure Plans and costings

Refer to M**cKinlay Shire Community Plan 2019-2026 Infrastructure Mapping** volume for larger scale maps. Below are provided for reference only.

Julia Creek Township
2010 Community Plan

1. Creek corridor enhancement with weed management and revegetation, including establishment of shade trees. Channel may be widened in some areas to provide year-round waterholes

2. Paths and seating to be established for nature based recreation and connections to town.

3. Allotments in new subdivision further subdivided to continue town house and land character, and maintain a compact town form.

4. Consider factoring in a BMX Bike track as part of the proposed Sport & Recreation Plan for the shire

5. Maintain and continue ongoing beautification of Burke Street, Julia Creek.

6. Explore opportunities to address issue of run-down houses in Julia Creek

7. Include footpaths to connect town

8. Include bicycle track/paths on the side of the road for children who ride to school and other locations

9. Create safe zones to cross intersections where pedestrians are visible to all road users

10. Maintain McIntyre Park to meet desired standards for intended uses and undertake improvements as required

11. Deliver actions outlined in the Tourism Plan to realise the proposed Water Tower Experience

Nelia Township
2010 Community Plan

1. Continue to maintain the refuse facility, water infrastructure and the streets

7.1 Benchmark Costings of Infrastructure Works

(i) Glamping Tents – estimated cost range per structure

$21,000 (ex GST) for a 4.2m Eco-tent (Source: Eco Structures), excludes engineering, installation costs, building Certification and other consultant fees. With 12 structures allow:

$252,000

ADD 15% for installation & freight

15% builders' margin

140% regional indexation

10% GST

Total estimated cost: **$385,723.8**

Source: Rawlinson's Construction Handbook 2018

(ii) Footpaths – cost per quantity

$63/sqm (Bris)

ADD 140% regional indexation

10% GST

Total estimated cost: **$97.02/sqm** (excludes consultant's fees, builder's margin and approvals)

Source: Rawlinson's Construction Handbook 2018

(iii) Sealing the edge of Landsborough Highway – approx. 140 metres long x 10 metres

Crushed rock/blue metal base $8.80sqm

Prime and two-coat seal $17.10sqm

Hot bitumous concrete: $22.30sqm

ADD 140% regional indexation

10% GST

$74.23sqm

Total estimated cost: **$103,919** (excludes consultant's fees, builder's margin and approvals)

Source: Rawlinson's Construction Handbook 2018

(iv) Table with shade shelter

Metro 2m Table Setting - Surface Mount - Standard Finish $914.00 ex GST

4 Post 6x6 Universal Shelter - Surface Mount - Powdercoated Frame, Colourbond Roof $6,702.00 ex GST

ADD 15% for installation & freight

15% builders' margin

140% regional indexation

10% GST

Total estimated cost: **$21,324.8**

Source: grillex 2019 and Rawlinson's Construction Handbook 2018

References

McKinlay Shire Council Corporate Plan 2016-2021

McKinlay Shire Council Annual Report 2017-18

McKinlay Community plan 2010-2020

McKinlay Shire Tourism Plan – Five Year Action Plan 2018-2022

Economic Development Plan 2018-2022

North West Queensland Draft Regional Transport Plan 2018

Multicom Resources Saint Elmo Project Factsheet

Australian Bureau of Statistics, 2019, ERP by LGA 2001 to 2017

ABS 3235.0, Population by Age and Sex, Regions of Australia unpublished data and Queensland Treasury estimates

Queensland Government Population Projections, 2018 edition (medium series)

ABS, Census of Population and Housing, 2016, General Community Profile - G14

ABS 2033.0.55.001 Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA), Australia, 2016, (Queensland Treasury derived)

ABS, Census of Population and Housing, 2016, General Community Profile - G51 and unpublished data

ABS, Census of Population and Housing, 2016, General Community Profile - G57 and unpublished data

Outback Queensland – Live Australia's Story, https://www.outbackqueensland.com.au/town/nelia/