

Approaching 2030

Barcaldine Regional Council

Economic and Community Development Strategy

19 September 2018

COMMERCIAL-IN-CONFIDENCE



Mayor's Foreword

From 2011 to 2016 the census statistics show an alarming population decline right across our five communities. This cannot be allowed to continue. Yes, we can blame the drought, wild dogs, very little flood damage works and a withdrawal of state and federal monetary support. Yet it will rain and then the cycle repeats. There will be more stock, more labour, more road funding, stronger local businesses and much easier budgets:-

This report, Approaching 2030, is designed to challenge our thinking collectively. If a rising tide lifts all boats then Council, every community small businesses and our landholders have to be loud! We must embrace the challenges and opportunities that are presented to us over the next decade.

Are these opportunities in the renewable energy space, perhaps coal seam gas or mining processing plants? Is it the digital revolution along with far superior connectivity than we have now? Tourism product that is marketable and bookable. Showing off our pure outback. Strategic planning for our roads to market and showcasing our clean green agricultural production.

I commend this report to you.

Cheers,

A handwritten signature in black ink, appearing to read 'R. [unclear]', written on a light-colored rectangular background.

Rob

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1 Introduction

The needs of our region are changing. The challenging economic climate has increased the necessity for our community to diversify and with that brings the requirement for additional skills, collaboration and support, as well as more infrastructure.

Barcaldine Regional Council recognises the need to be responsive to and supportive of those emerging changes and that we, as a Council, must change to ensure that we continue to meet the needs of the communities we serve.

To ensure we deeply understood the needs and aspirations of our people and region, Council undertook a range of community engagement activities.

The opportunities for the each of our five communities and for the region to grow and diversify are both substantial and exciting. Each community, and the region as a whole, has a strong belief in their future and what support they may need to achieve that potential.

To allow our communities to embrace the future, Council's Approaching 2030 Strategy commits to adjusting the way we do things where necessary. These adjustments will allow us to empower communities and residents by providing enhanced opportunities for success and better enabling cooperation and collaboration.

This strategy includes a roadmap which guides Barcaldine Regional Council along a path strengthened with new opportunity and resilience for the future of our region in partnership with residents. It is critical that we, as a region, work as a united force towards one vision. This will ensure that our individual hopes and aspirations to maintain a lifestyle in a prosperous, resilient and liveable community with access to economic opportunities and a strong sense of belonging.

The Approaching 2030 Strategy embraces a vision for the region centred on six core goals that will guide Council's agenda over the coming years. The strategy identifies substantial activities for Council, the community, business and other government agencies to enable the region's vision. The six pillars identified as the guiding framework for 2030 are:

- Unleashing Potential
- Dynamic Industries
- Real Outback
- Growing Population
- Thriving Towns
- Agile Council

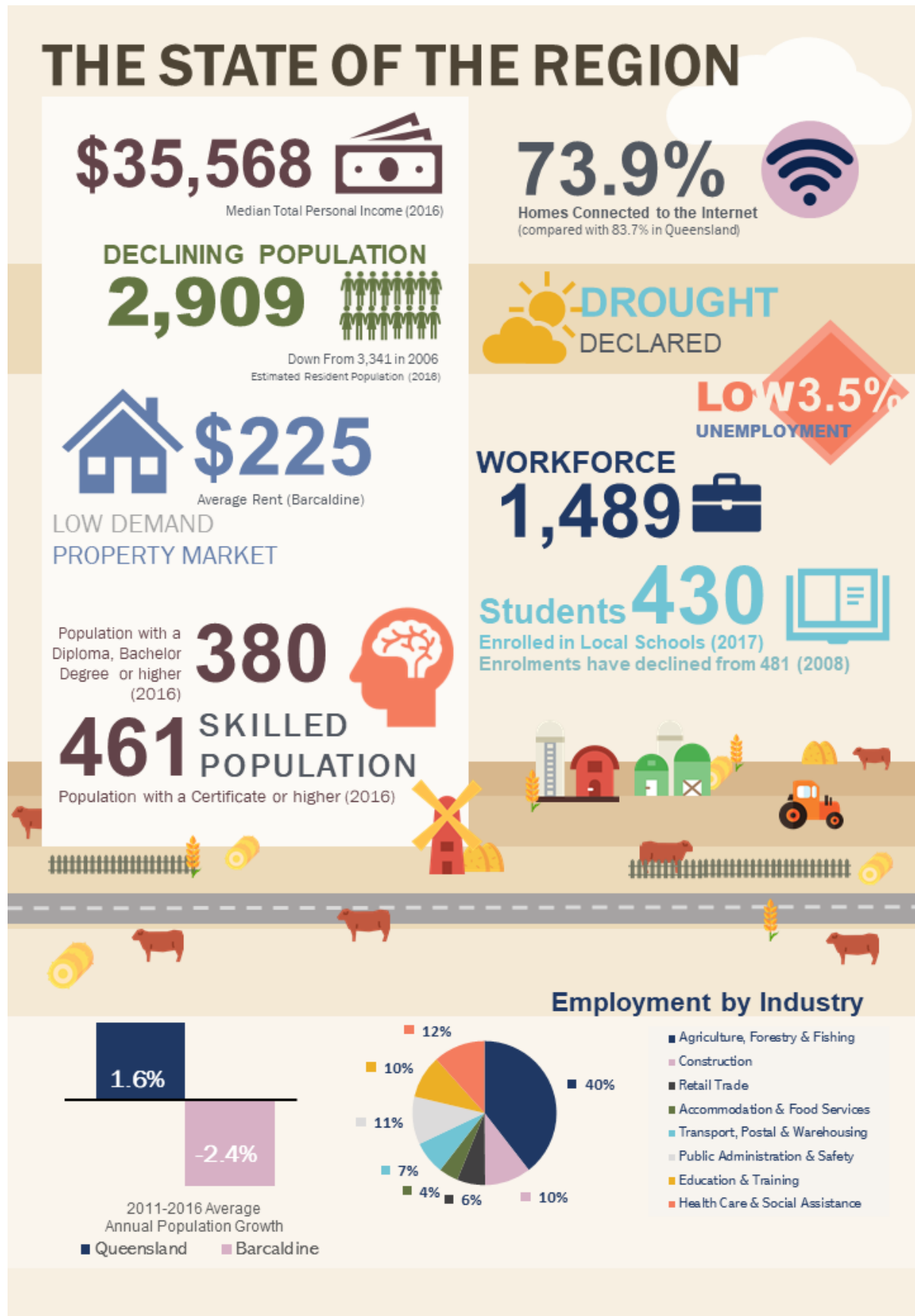
The rationale, objectives and measures of success have been identified for each of these pillars and a range of Signature Projects have been recommended.

1.1 Research and Consultation

To produce this strategy Barcaldine Regional Council worked with GWI, an independent company with a history of working with regional, rural and remote communities to transform to meet the needs of their community. GWI conducted community consultation sessions in each of our five communities. They sought advice from those who couldn't attend a session using a digital and written survey. In addition, they also spoke to potential investors and those who do business in the region to ensure that the plan was entirely community-led.

The community consultation conducted across Central Western Queensland by GWI as part of the Smart Region Strategy for RAPAD was also considered, as well as the use of the work of the Institute for Resilient Regions.

2 The State of the Region



3 Our Challenges and Opportunities

The Barcaldine region has been shaped by a rich tapestry of historic events, agricultural excellence and amazing natural attractions.

As the region approaches 2030, there is a recognition by the community and Council that a renewed focus is required to build the region into an era of prosperity. This will embrace the 21st century and the digital age, but also leverages the region’s assets and pioneering spirit.

A core part of our community consultation was understanding the challenges of the region, as well as determining the most effective way of overcoming those challenges.

3.1 Our Region

The current and most pressing issue facing the region is economic uncertainty. Nevertheless, there is great enthusiasm about what is required to move our community forward.

The following table outlines the broad challenges faced across the Barcaldine region and what is required to overcome them.

Current challenge	What is required
Economic sustainability	A more diversified economic base enabling the region to thrive and prosper, recognizing the key contribution of the agricultural sector and other traditional industries and supporting further economic enablers for these industries
Funding	A review of funding models to provide long term certainty and to reflect the operational and infrastructure demands required for the prosperity of the region
Population decline	A strategic approach to population retention and inward migration to reverse the declining trend, and ensure there is sufficient demand to warrant ongoing delivery of services (health, education, housing etc.) and enable businesses to operate sustainably
Skilled workforce	An appropriately skilled workforce to meet the employment opportunities of today and the future in both the private sector and government
Access to jobs	Increased availability of employment opportunities for diverse skillsets that enable people to live and work in the region for generations to come and access to fly in fly out opportunities
Business support	Support to develop new and expand existing businesses
Tyranny of distance	The ability to leverage digital assets to enhance economic and social outcomes and invest in infrastructure that effectively meets future needs and enable economic opportunities.
Community confidence	Increased empowerment of the community to embrace opportunities, make decisions and innovate through improved access to data and information and skills
Talent retention	The building of capacity and capability to enhance the livability, productivity and available opportunities, allowing people to remain in the region
Ageing population	Facilities, services and programs to enable an aging population to remain in the region
Community wellbeing	Increased participation in arts, culture, events and entertainment and increased participation in sport and recreation activities
Responsive Council	An agile Council that is responsive to the needs of today and challenges of tomorrow
Community leadership	Collaborative partnerships between Council, business, the community and other government agencies to solve pressing issues across the region
Connectivity	Sufficient infrastructure and services to enable connectivity to coastal and metropolitan centres (i.e. digital and transport) for community accessibility and commerce
Community Services	Maintenance and enhancing of health and education services and programs in the region
Water Supply	Access to sustainable water supplies to meet industrial, agricultural and community demand
Potential Mining Development	Provision of road infrastructure to provide access to the mines and community infrastructure to provide for a growing community

3.2 Our Communities

Each of the region's communities of **Alpha, Jericho, Barcaldine, Aramac and Muttaburra** is also faced with pressing challenges affecting their future prosperity. These challenges are not unique to these communities – they are challenges shared across rural and remote communities in Queensland and Australia. This section outlines the communities, their individual challenges and the opportunities identified for their growth.

3.2.1 Alpha

Alpha is located between Barcaldine and Emerald along the Capricorn Highway that lays claim to the title of the creative capital of the bush. While the town's severe decline in population has made it essential for Alpha (and the broader region) to focus their efforts on retaining young people and families, the town's business community appears comparatively resilient.

Identified Opportunities

- Large scale thermal coal extraction supported by associated industries, public services and infrastructure.
- Enhanced visitor accommodation and hospitality services.
- Large scale irrigated agricultural production.
- Alpha's artistic flare is reflected in the art gallery, museum and twenty-seven public murals of the town. There is a recognised potential to build on existing foundations and claim the unique title of the creative capital of the bush.
- The town's murals and gallery, the Fossilized Forest of Alpha, and unique ecological tourist trails could be leveraged to maintain and drive tourism.

Challenges to Overcome

- The effect of population decline from 571 (in 2011) to around 335 people (2016) and consequently the decrease in enrolment at Alpha State School and the decrease in the number of families from 142 (2011) to 90 (2016) (ABS).
- Enduring population decline will likely create strain on the remaining businesses and impact the vibrancy of the local clubs, community groups, the local school and other community services.
- Government processes and approvals for large scale mining and agricultural projects.
- Flooding of the town and infrastructure during major rain events.
- Access to reliable power and water supplies to meet current and future demand.

3.2.2 Jericho

Jericho is a beautifully manicured town, making it a great place for visitors to stop and admire its charms. The Jericho area has also experienced population decline. There is potential to better leverage the community's assets to enhance the liveability of Jericho and create new economic opportunities.

Identified Opportunities

- Large scale thermal coal extraction supported by associated industries, public services and infrastructure.
- Enhanced visitor accommodation and hospitality services.
- Tourism potential including Australia's smallest drive-in cinema, the Crystal Trumpeters, Redbank Park and The Palace.
- Establishment of small retail businesses to service local residents and visitors.

Challenges to Overcome

- There are dwindling employment prospects, limited economic stimulus and high commercial vacancy rates.
- The Jericho area has experienced population decline.
- There are few local businesses available for tourists in the town. This is also a deterrent and detractor for families and young people who may wish to call Jericho home.

3.2.3 Barcaldine

Barcaldine is the most populous town in the Barcaldine Regional Council area and serves as a hub for communities and families across the region and a tourism destination for visitors. The town's population has not declined as significantly as other towns in the region but there is a worrying decline in the number of families in the region (down to 348 in 2016, in comparison with 426 in 2011). Barcaldine's size positions it well to leverage the economic opportunities provided by increased tourism, population and industry investment.

Community Identified Opportunities

- Barcaldine is the largest town and serves as a central hub for communities and families across the region.
- With its rich history and iconic landscape, Barcaldine is home to tourist attractions such as the Tree of Knowledge, the Australian Workers Heritage Centre and Lagoon Creek.
- School enrolments have remained steady over the period from 2008 to 2017 despite the falling number of families.
- Barcaldine's size enables it to maintain commercial and industrial offerings which service the surrounding region including a shopping centre, professional services and accommodation.
- The development of a new water recreation is underway. This project has potential to deliver economic outcomes through tourism and other commercial opportunities, as well as enhance the region's liveability and well-being - especially for young people and families.
- The recent solar farm development and expansion of the renewable energy industry in the region presents an opportunity.

Challenges to Overcome

The Barcaldine community identified the following key challenges:

- Barcaldine competes with Longreach and Emerald as the retail and service centre of choice for other towns in the region.
- There is evidence of economic hardship, with several commercial property vacancies in the CBD area.
- There is a distinct lack of tourism product and new businesses starting up in the region.

3.2.4 Aramac

The town of Aramac is located between Muttaborra and Barcaldine. It is unique within the region in that its population, number of families and school enrolment have not decreased markedly since 2011. It also has the youngest median age in the region, at 36 years (ABS, 2016). These strengths, along with the apparent passion of the local community, position Aramac to leverage economic opportunities through unique tourist experiences, and to build community well-being through sports and cultural activities.

Community Identified Opportunities

- Aramac is a gateway to some of the region’s finest historic and natural assets including Lake Dunn, Lake Galilee, Gray Rock and the Gracevale Rock Art, and Australia’s only Healing Circle located at White Station. The attractions offer serenity and deep cultural and spiritual experiences, but do not contribute directly to the economy.
- The region is also home to a thriving population of the internationally endangered Edgbaston goby fish and the Lake Dunn Sculpture Trail.

Challenges to Overcome

The Aramac community identified the following key challenges:

- The Harry Redford Cattle Drive has historically been a major attraction for visitors to Aramac and the region and a boost for the local economy. The holding of the Cattle Drive is subject to weather conditions.
- Attracting visitors to detour from the major highways.

3.2.5 Muttaborra

Derived from the local aboriginal tribe of Mootaborra meaning the “meeting of waters”, the town of Muttaborra lies at the geographical centre of Queensland. Despite it being the smallest town by population in the region, Muttaborra’s residents are united and positive about leveraging the region’s current strengths to create a vibrant future for the town.

Community Identified Opportunities

- Muttaborra is the home (and namesake) of the Muttaborrasaurus and the newly constructed Muttaborrasaurus Interpretation Centre. A great opportunity exists to enhance and leverage the visitor experience at the Centre and the established regional dinosaur trail.
- The Dr Arratta Museum, Cassimatis Store and public artworks add to the visitor experience.
- The local camping ground attracts long-stays and repeat annual visitors, offering an authentic bush-camp experience. A great opportunity exists to capture the stories and experiences valued by visitors to grow the destination and build the brand around a perfect ‘Winter Escape’.
- The local businesses provide sufficient amenity to visitors and there is a genuine friendliness and familiarity within the town. A great opportunity exists to mobilise local energy to lead town revitalisation initiatives.

Challenges to Overcome

The Muttaborra community identified the following key challenges:

- The town has the smallest and oldest population in the region, with 88 people with a median age of 47 years (ABS, 2016).
- The small number of families and a decrease in school enrolment numbers are of genuine concern to residents.
- The lack of accommodation and medical services for aging-in-place/ aged care impacts the ability for locals to remain in their home town.
- While the surrounds offer serenity for visitors and locals alike, there is a distinct limitation to local employment in the town.

4 Our Vision and Goals

VISION

In 2030, the Barcaldine region will be prosperous and resilient. Shaped and strengthened by a growing economy and collaborative action, the outlook is bright for future generations.

This community-led vision will be achieved by Barcaldine Regional Council focussing on six pillars of activity to allow us to achieve our 2030 goals.



SIX PILLARS

4.1 2030 Goals

Pillar	Goal
Unleashing Potential	There is a spectacular culture of innovation and entrepreneurship in the region, where local talent is nurtured and empowered and ideas are turned into reality.
Dynamic Industries	The region has a diverse economy that is reflective of evolved traditional industries and thriving new industries. Local talent has a range of employment opportunities to choose from and the rate of sustainable new business growth is at an all-time high.
Real Outback	Each of our communities is a recognised destination. The region is known for its authentic and quintessential Australian outback experience.
Growing Population	The population has progressively grown in each of our communities and there is a steady stream of inward migration because of our lifestyle, strong community spirit and economic opportunities.
Thriving Towns	Each town is thriving and is known for their own unique character. Local facilities are well used for a variety of purposes and our local clubs/ community groups are growing. The region is a living demonstration of how community spirit, passion and collaboration can revitalise and drive well-being in even the most remote towns.
Agile Council	The region has access to catalytic infrastructure. Its people and community initiatives have ensured the region has the leadership capabilities and financial sustainability required to safeguard a flourishing future for generations to come.

5 Achieving the Change

The future of the region largely depends on what Council, business and the community do now.

The community has identified opportunities and initiatives which will enable those goals to be met, with the support of Council and other levels of government.

A coordinated and collaborative approach to achieving the objectives outlined will empower the community to broaden the economic base and enhance the liveability of the region.

This strategy outlines Signature Projects which Council has committed to implementing as the first steps to achieving these goals

There are also a large number of potential infrastructure projects to support economic and community growth into the future.

To implement the strategy Council will play the following roles:

- Demonstrate leadership
- Identify opportunities to mobilise the community
- Collaborate with industry to drive growth
- Enable business growth and development
- Consider alternative models for delivery of quality services while maintaining employment numbers
- The employment of council staff continues to be important to the economies of our five towns
- Attract new funding streams including from the private sector and new business models
- Advocate on behalf of the region to other levels of government and key influencers
- Pursue opportunities to attract sustainable and beneficial industry and investment into the region.

6 Implementation Plan and Signature Projects

6.1 Unleashing Potential

GOAL: There is a spectacular culture of innovation and entrepreneurship in the region, where local talent is nurtured and empowered and ideas are turned into reality.

Objectives:

- Residents feel empowered and supported to drive grass-roots initiatives that make a measurable difference in their communities.
- Local communities have the data, knowledge and skills to innovate and make better decisions for their future.
- Local entrepreneurs have the skills and capabilities to turn hobbies or ideas into new business opportunities.
- Community groups and clubs achieve outcomes because their committees and volunteers have the skills and capabilities required to attract external funding, drive participation and improve engagement.

Rationale:

The Unleashing Potential pillar forms the foundation of the other five pillars and is a fundamental enabler for the region to achieve the 2030 Vision.

Great ideas are abundant in our region. However, often potential is left unrealised because of skill, capability, funding gaps or lack of access to mentoring/peer support. Unleashing Potential focuses on removing the barriers to accessing employment, creating new opportunities and empowering the community.

Signature Projects:

Diversifying our economy for the future

CLEAN GROWTH CHOICES

The FutureShapers program will focus on enabling community collaboration and action. The program would call for nominations from people across the region to form the inaugural FutureShapers.

Develop a FutureSkills Strategy

An absence of skills required to meet future jobs was identified as a key barrier to future-proofing the economy. To remedy this, Council will seek to identify the skills and capability gaps which are currently (or soon will) inhibit industry growth and business success. A FutureSkills strategy will be developed to focus on addressing talent shortfalls and the ensuring that the next generation of skills and capabilities is developed locally to meet future needs.

Future of Work Expo/ Roadshow

Council will work with schools, education providers and employers to host an expo in the region, accessible by students, parents and community members to build awareness of the emerging jobs opportunities and the pathways to accessing them.

Tertiary Education/ Training Hub

Building the region's capacity by developing skills, knowledge and formal qualifications will enable residents to take advantage of employment or new business opportunities. Council will seek the establishment of a satellite campus or learning hub of a University. This will offer short or bridging courses relating directly to the emerging opportunities in local industries and to the future of work (for example agricultural technology).

Measures of Success

- An increase in the number of residents with training or qualifications within the region.
- Creation of new knowledge sharing workshops ('lunch and learn') and other events run by locals for locals.
- Increases to community and club participation and volunteer rates.
- The number of new businesses open within the region, as local entrepreneurs acquire new skills and capabilities.

6.2 Dynamic Industries

<p>GOAL: The region has a diverse economy that is reflective of evolved traditional industries and thriving new industries. Local talent has a range of employment opportunities to choose from and the rate of new business growth is at an all-time high.</p>	
<p>Objectives:</p> <ul style="list-style-type: none"> • A diversified economic base that mitigates the impact of drought and enables the region to remain relevant and competitive. • Industry development activities are focused on Agriculture, Tourism, Traditional Renewable Energy and Resource industries. • The community and council support the maintenance of established businesses and the creation of new businesses in priority industries. • Natural assets, strengths and community assets are better leveraged to develop industry. • Local businesses leverage and benefit from the digital economy. • Locals can source a broader range of products and services locally. 	<p>Rationale:</p> <p>Agriculture is vitally important to the future of our region, but it is an industry which is subject to enormous fluctuations because of weather and markets. To ensure consistent future growth for the region, we need to find ways to both future proof the agricultural industries and to diversify our economy.</p> <hr/> <p>Signature Projects:</p> <p>Business Innovation and Accelerator Program</p> <p>Council is committed to supporting the development of new business models for existing, new and emerging industries. This will commit resources to provide mentoring and support through a structured program that ensures our businesses are more resilient and have lower rates of failure. In delivering this program we will leverage the existing success of similar programs.</p> <p>Investment Attraction</p> <p>Council continues to identify significant investment opportunities across the region, including projects which will leverage existing industries and those which will further diversify the region.</p> <p>To ensure that as many of these projects come to fruition and employ residents Council will adopt a one-stop coordinated approach. This will mean that those interested in investing in the region will experience as few barriers to investing in the region as possible.</p>
<p>Measures of Success</p> <ul style="list-style-type: none"> • The region’s economic base is diversified, increasing the number and spread of industries within the region. • The agriculture industry within the region is diversified and there is a broader adoption of technology. • New businesses have opened through collaborative projects or private partnerships. • The increase in outside investment in priority industries across the region. • The number of businesses and tourist and community projects that take advantage of the region’s natural and community assets. • Improved connectivity north, south, east and west by road, rail and air. 	

6.3 Real Outback

GOAL: Each of our communities is a recognised destination. The region is known for its authentic and quintessential Australian outback experience.	
<p>Objectives:</p> <ul style="list-style-type: none"> • The region’s brand is iconic and known nationally and globally for the quintessential Australian outback experience it offers visitors. • The region is accessible and visitors have a range of diverse tourism products to choose from which return measurable economic benefits to the region. • An increased number of visitors to the region is complemented with longer stays and greater capture of tourism dollars. • Retail and hospitality businesses are viable and contribute to thriving towns and new jobs. 	<p>Rationale:</p> <p>Our region is iconic and we can offer the world a quintessential Australian outback experience, but to reach the world’s tourists, our local offering requires further development.</p> <hr/> <p>Signature Projects:</p> <p>Best of the West Council will assist locals to develop tourism businesses and products in the region. These products will highlight the region’s natural assets and experiences. New Council policies will be developed to enable products and experiences to be offered to tourists.</p> <p>Marketing Campaign Council will work with the community to develop a regional campaign that leverages current destination marketing. This may include collecting stories from repeat visitors to the region to attract visitors to stop in the region while travelling to/from other events in Central Western Queensland. The campaign should focus both on the destination as a place to visit and as its liveability.</p> <p>Extreme Outback We have a great opportunity to use our vast spaces to develop tourism across our region. Council will consider the potential and feasibility of developing unique events or festivals that leverage the region’s Outback brand including a 4x4 or motorbike rally; extreme running/marathon and an Outback Arts Festival.</p>
<p>Infrastructure Projects:</p> <ul style="list-style-type: none"> • An increased number of visitors to the region, complemented by longer stays and higher tourist spending. • An increased number of new retail and hospitality businesses within the region. 	
<p>Measures of Success:</p> <ul style="list-style-type: none"> • An increased number of visitors to the region, complemented by longer stays and higher tourist spending. • An increased number of new retail and hospitality businesses within the region. • An increased number of significant, innovative and unique events are held, attracting people to the region. 	

6.4 Growing Population

<p>GOAL: The population is progressively growing in each of our communities and there is a steady stream of inward migration because of our lifestyle, strong community spirit and economic opportunities.</p>	
<p>Objectives:</p> <ul style="list-style-type: none"> • Reverse the declining population trend and attract and retain a diverse community • Attracting young families and professionals to return to, or relocate, to the region for lifestyle and economic opportunities • To provide residents with access to social and government services (i.e. health care, education) as a result of sufficient demand • Overseas and interstate migration is a contributor to the region's growth 	<p>Rationale:</p> <p>The prolonged drought and withdrawal of government services has resulted in some of our residents moving to seek employment outside the region. There is a need to reverse the current population trends. Growing the population within the region will not only support economic sustainability, but will also increase the Council's ability to fund and deliver services and infrastructure.</p> <hr/> <p>Signature Projects:</p> <p>Population Growth Strategy</p> <p>Council will work with the community to develop a targeted population growth strategy to mitigate and overcome social challenges such as a decrease in the productive-age population and aging local communities. We will also explore how to market the region for inward migration (particularly for new arrivals to Australia), alongside boosting population numbers for short-term stays.</p> <p>Liveable Region Campaign</p> <p>The region offers an enviable lifestyle – especially for young professionals and families. With a Council and community focused on the future opportunities and enhancing the liveability of the region – our attractiveness as a destination to live, work or start a business will only improve. Council will seek out opportunities to promote the liveability of the region through creative campaigns and new channels, in line with the Population Growth Strategy.</p>
<p>Measures of Success:</p> <ul style="list-style-type: none"> • An increase in the population, especially among young families and professionals. • Increased economic opportunity providing an incentive for people to stay in or come to the region. • Inland, interstate and overseas migration growth that contributes to a growing, diverse and thriving population. • Increased school enrolment rates due to growth in the number of families within the region. 	

6.5 Thriving Towns

<p>GOAL: Each town is thriving and is known for its own unique character. Local facilities are well used for a variety of purposes and our local clubs and community groups are growing. The region is a living demonstration of how community spirit, passion and collaboration can revitalise and drive well-being.</p>	
<p>Objectives:</p> <ul style="list-style-type: none"> • Locals and Council take pride and ownership of the appearance of their five town centres across the region ensuring they are vibrant, attractive and well maintained. • The community has strong and active clubs that are inclusive and innovative, with participation and contribution across the entire community. • Local sporting, arts, historic and cultural facilities are enhanced as a result of focused community effort. • Vacancy rates are at an all-time low for commercial properties and locals have access to key amenities. • The community embraces and promotes entrepreneurial ideas and activities. 	<p>Rationale:</p> <p>Our towns are our showpiece and revitalised, attractive town centres will make the region more attractive to visitors, business operators and investors. For each town within the region to thrive, it must have its own unique identity and a flourishing business centre. We are five towns making one community.</p> <hr/> <p>Signature Projects:</p> <p>Town Pride</p> <p>Members of our communities have a strong connection to their town and are willing to assist if it helps other members of the community. For that reason, Council will continue to support clubs and other organisations to undertake projects which enhance public spaces and community assets such as parks, gardens and town centres or with other community development projects.</p> <p>Functional Facilities</p> <p>Our communities have access to excellent facilities to support our enviable lifestyle. To ensure our towns thrive in the future Council will seek out new ways to improve access to existing assets and facilities to enhance the opportunities for an active, connected and healthy community.</p>
<p>Measures of Success:</p> <ul style="list-style-type: none"> • Increases in clubs and community group participation and volunteer rates, illustrative of a connected community with a better quality of life. • The number of new projects undertaken by the community to enhance sporting, arts, historic and cultural facilities. • A decrease in the number of vacant buildings, especially commercial properties. • Increased commercial activity and availability of goods and services. • Vibrant and unique business precincts within each town. 	

6.6 An Agile Council

<p>GOAL: The region has access to seed/catalytic infrastructure. Its people and community initiatives have ensured the region has the leadership capabilities and financial sustainability required to safeguard a flourishing future for generations to come.</p>	
<p>Objectives:</p> <ul style="list-style-type: none"> • Processes, systems and policies are streamlined and simplified to facilitate and stimulate economic development. • Discretionary expenditure supports investment in areas of greatest benefit to achieving the 2030 Vision. • Opportunities for Council officers to contribute to business improvement and economic development are maximised. • Collaborative partnerships are developed to solve pressing issues across government, business and community groups. • Businesses and the community are better able to make decisions with improved access to data and information from Council. 	<p>Rationale:</p> <p>Council strives to be a trusted leader that engages with and informs the community of projects, initiatives and services, and community-wide opportunities. An agile Council provides residents with services they need, working with and enabling members of the community to achieve their goals and the 2030 Vision for the region.</p>
<p>Signature Projects:</p> <p>Open Council Using the measures outlined across the six themes along with key local government sustainability measures, Council will develop a strategy to measure and track the things that really matter to our residents. It will identify opportunities to further enhance transparency about Council decision-making to keep the community informed and demonstrate accountability.</p> <p>Enhanced Community Communication & Consultation Council will develop a communication and engagement approach that focuses on reporting about the Signature Projects to generate community support and interest. This will enable Council to create an open and ongoing dialogue with residents.</p> <p>Tapping into Internal Opportunity As a major employer in the region, Council has access to a broad talent base. The development of an internal program that helps to uncover novel ideas will assist Council with achieving operational efficiencies, improve service delivery and asset utilisation/management. Council will explore opportunities for supporting employee-led business models and enterprise development.</p> <p>Workforce of the Future Council provides a considerable range of employment opportunities across the region. However with an ageing workforce and a shift in employment trends; it is opportune for Council to develop a Workforce Strategy that determines the talent needs of a future focused Council that attracts, upskills and retains a range of talent capabilities.</p>	
<p>Measures of Success:</p> <ul style="list-style-type: none"> • Increased community engagement and a region-wide dashboard leads to improved community satisfaction. • An increase in the number of new businesses and investments in the region. • Reduced time between idea and implementation, especially for new businesses requiring Council approvals/support. • Underutilised community assets are used more and leveraged for economic benefits. 	

7 Infrastructure Projects

7.1 Dynamic Industries

GOAL: The region has a diverse economy that is reflective of evolved traditional industries and thriving new industries. Local talent has a range of employment opportunities to choose from and the rate of new business growth is at an all-time high.

Planned and Potential Infrastructure Projects:

- Rural Road Blackspots and Rehabilitation.
- Solar Power Projects.
- Space Launch Site.
- Barcaldine Aridland Botanical Gardens.

7.2 Real Outback

GOAL: Each of our communities is a recognised destination. The region is known for its authentic and quintessential Australian outback experience.

Planned and Potential Infrastructure Projects:

- Muttaborrasaurus Interpretation Centre.
- Regional and Local Tourism Themes and Signage.
- Alpha Murals Rehabilitation.
- Lake Dunn Sculpture Trail.
- Muttaborra River Camping Beautification.
- Gray Rock and Horsetailers Gorge Tourism Precinct.
- Freedom of Choice Camping Park Trail.
- Aunt Emma Bike Trail.

7.3 Growing Population

GOAL: The population is progressively growing in each of our communities and there is a steady stream of inward migration because of our lifestyle, strong community spirit and economic opportunities.

Planned and Potential Infrastructure Projects:

- Barcaldine Aged Care Complex.
- Barcaldine Recreation Park.
- The Globe – Barcaldine.
- Regional Telecommunications Access.
- Alpha Beef Museum.

7.4 Thriving Towns

GOAL: Each town is thriving and is known for its own unique character. Local facilities are well used for a variety of purposes and our local clubs and community groups are growing. The region is a living demonstration of how community spirit, passion and collaboration can revitalise and drive well-being.

Planned and Potential Infrastructure Projects:

- Aramac Showground Amenities.
- Alpha Sports Oval (incorporating touch football and cricket).
- Aramac Touch Football Lights.
- Barcaldine Heated Pool.
- Barcaldine Campdraft Arena.
- Bikeways, Pathways and Walkways.
- Main Street Renewal.
- Water Fun Parks.
- Streetscapes and Town Entrances.
- Alpha Flood Mitigation Strategy.

7.5 Agile Council

GOAL: The region has access to catalytic infrastructure. Its people and community initiatives have ensured the region has the leadership capabilities and financial sustainability required to safeguard a flourishing future for generations to come.

Planned and Potential Infrastructure Projects:

- Town Streets Rehabilitation.
- Sealing of Gravel Town Streets.
- Security Cameras and Monitoring of Public Facilities.
- Local Industrial Estate Development.
- Sewerage and Water Infrastructure.
- Renewable Energy Generation for Council Assets.

8 Conclusion

Council is committed to implementing Approaching 2030 and its vision for the future for the ultimate benefit of the region.

This strategy is focussed on the future and we, Council and community, can enable that future together.

Over the next 12 years leading up to 2030, Barcaldine Regional Council will support and fund Signature Projects to empower the community and Council and allow us to cooperate strongly for the future success of the region and our residents. At the same time, we will focus on building capacity in the region, developing workplace skills and attracting businesses and whole industries to build a future with us.

We need the active support of the community to make this strategy a success.

Through our partnerships and joint implementation of this strategy we can build a prosperous and resilient region, shaped and strengthened by a growing economy and collaborative action.

