

Cloncurry Shire Council

ECONOMIC DEVELOPMENT STRATEGY

2023 - 2028



Cloncurry
Shire Council

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1. ACKNOWLEDGEMENT OF COUNTRY

We acknowledge and pay our respects to the Traditional Custodians of our region, the Mitakoodi, Kalkadoon, Yullana, Waluwarra and Pitta Pitta peoples. We extend this respect to all elders past, present and future, and other First Peoples within our region. We acknowledge the stories, traditions and living cultures of Aboriginal peoples on this land.





2. MESSAGE FROM THE MAYOR & CEO

On behalf of the Cloncurry Shire Council, it is with great pleasure that we present to you our Economic Development Strategy. This document represents a roadmap designed to unlock the true potential of our region and pave the way for a prosperous future.

Cloncurry Shire is a place of immense beauty, rich history, and vibrant communities. Our region is blessed with abundant natural resources, a resilient workforce, and a spirit of innovation that runs deep within our residents. It is our duty and privilege to harness these strengths and build a thriving economy that benefits all. The Economic Development Strategy sets out a comprehensive framework for sustainable growth, innovation, and economic diversification. It rests upon four key outcomes that will guide our collective efforts:

Enabling Infrastructure: We understand that robust infrastructure is the lifeblood of economic progress. Our strategy emphasises the importance of developing and maintaining key infrastructure, including transportation networks, utilities, and digital connectivity. These investments will enhance efficiency, promote connectivity, and unlock new opportunities for our region.

Investment Attraction: We aim to attract new investments that contribute to our economic growth. By fostering an environment conducive to business development and streamlining regulatory processes, we will create a vibrant economic landscape and invite investors to seize the opportunities Cloncurry Shire has to offer.

Enhanced Liveability: We believe that liveability is integral to our community's well-being. Through initiatives that prioritise community well-being, social infrastructure development, and the preservation of our natural environment, we will enhance the liveability of our region and create a sense of pride and belonging among our residents.

Strong Business Community: We recognise the vital role that local businesses play in driving our economy. By providing support programs, and fostering collaboration, we will strengthen our business community and empower them to thrive, creating jobs and economic opportunities for our residents.

The Economic Development Strategy is not merely a document but a commitment to action. Its success lies in the collective efforts of our community, government agencies, businesses, and residents. We extend our thanks to the countless individuals, community organisations, and stakeholders who have contributed to the development of this strategy. Your insights, expertise, and dedication have been invaluable in shaping this transformative vision for our region.

We invite each and every one of you to join us on this exciting journey. Your active participation, support, and collaboration will be vital as we implement the Economic Development Strategy. Let us stand united, driven by a shared vision of a thriving and resilient Cloncurry Shire.

Together, we will create a legacy that future generations will be proud to inherit.

Cr Greg Campbell
Mayor - Cloncurry Shire

Phillip Keirle
CEO - Cloncurry Shire Council

3. ECONOMIC VISION

Our vision is to develop and strengthen the local economy by realising our potential, capturing our opportunities and being as bold, innovative and determined as Cloncurry's pioneering forebears.



4. OUR HISTORY

In 1861 Burke and Wills, along with King and Gray, were the first Europeans to arrive in the area on their ill-fated expedition to the Gulf of Carpentaria. Burke named the river 'Cloncurry' for his cousin, Lady Elizabeth Cloncurry of County Galway in Ireland.

In May 1867 Ernest Henry, honoured as the founder of the town and the vast mineral wealth of the district, came to the area searching for grazing land. Instead, he discovered copper. He named this the 'Great Australia Mine'. The town of Cloncurry was surveyed in 1876 and named after the river.

Cloncurry has been the focal point for two of Australia's greatest innovations, featuring in the establishment of both QANTAS and the Royal Flying Doctor Service. The first scheduled aerial services for QANTAS operated from Cloncurry and the original hangar is still in use at the airport, where 'Queensland and Northern Territory Aerial Services' is still proudly displayed above the door.

The Royal Flying Doctor Service was founded in Cloncurry in 1928, now recognised the world over. The airport was also enroute for early planes flying in from overseas and a stopping place for contestants in the Great Air Races of 1919 and 1934.

The Cloncurry region derives its main income from the mining and pastoral industries. The town itself is nestled on the banks of the Cloncurry River. The Cloncurry River catchment area begins in the Selwyn Ranges and flows into the Flinders River, where it continues on to empty into the Gulf of Carpentaria.

The Shire of Cloncurry has existed as a local government entity since 1884. The major town and administrative centre of the shire is Cloncurry, other towns include Dajarra, Duchess, Quamby and Kajabbi.

The Mitakoodi, Kalkadoon, Yulluna, Waluwarra and Pitta Pitta peoples are the Traditional Custodians of this region.

The shire holds a strategic location within the North West Minerals Province and is home to 3,705 persons (ABS ERP 2021). Cloncurry Shire has experienced a population increase of 580 persons when comparing 2016 and 2021 census data.

Accessible by road, rail and air, the shire provides a vital link in the Mount Isa to Townsville rail corridor connecting mining, agricultural and broader regional economic activity in Queensland's North West to the Townsville port.



5. THE ECONOMY

Our economy is built upon strengths in the transport, agriculture, tourism and mining industries. With a strong business environment and land available for a variety of commerce and industrial uses, Cloncurry has room for growing business.

The industry sectors which are the key propulsive drivers of Cloncurry Shire's economy in terms of regional exports, employment, value-added and local expenditure on goods and services (backward linkages) are Manufacturing, Transport, Postal and Warehousing and Construction.

Backward Linkages details the industry sectors which spend the most on locally sourced intermediate goods and services per dollar of output. These industry sectors may not necessarily make the largest contributions to the Region's economy at present however due to well-developed local supply chains these sectors have a significant capacity to deliver broad based economic benefits for the region.

Total gross revenue* generated by businesses/organisations in Cloncurry Shire is approximately \$3.42 billion (\$3,426.810 million), primarily driven by Mining (\$2.359 billion), Manufacturing (\$372 million), Construction (\$196 million), Agriculture (\$115 million) and Transport, Postal & Warehousing (\$83million). Tourism presently contributes \$28.4 million.

Similarly, our workforce** is generally concentrated in mining, accounting for 25.6% of total local employment, followed by Agriculture, Forestry and Fishing (13.4%), Construction (8.9%), Public Administration & Safety (8.7%) and Transport, Postal and Warehousing (8.7%).

The base population remains relatively constant, and this is as attributable to the Shire's long pastoral heritage as it is to the community's resilience. Whilst not contributing to the resident workforce numbers, the relatively large mining FIFO component does allow fall-off in downturn cycles which can lessen direct impacts.

Despite rises and falls, economic growth shows moderate performance over the past ten years and is set to continue, with mineral mining expected to continue, if not increase over the coming decade and beyond.

Cloncurry Shire seeks opportunities to expand, grow and diversify the economy beyond the anticipated growth in mining to be less reliant or impacted upon through single sector activity.

Population retention and attraction driven through the creation of additional opportunities will be a key focus to ensure the continued prosperity of the Shire and the region.

**Output data represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income. Source: REMPLAN 2022 Release 2.*

***LGA of Usual Work REMPLAN 2022 Release 2.*



5.1 ECONOMIC SNAPSHOT



RESIDENT POPULATION

3,705 (2021 ERP)

ABS, Regional population, various editions



MEDIAN AGE

(as at 30/6/2021)

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



INDIGENOUS POPULATION

23.8%

(2021 census)

ABS, Census of Population and Housing, 2021, Aboriginal and Torres Strait Islander Peoples Profile - 102



EMPLOYMENT

3,498 jobs

REMPPLAN 2022 Release 2



UNEMPLOYMENT RATE

3.9% (3.7% Queensland)

(as at June quarter 2023)

Jobs and Skills Australia, Small Area Labour Markets Australia, various editions



LARGEST EMPLOYING INDUSTRIES

1. Metal Ore Mining (19.0%)
2. Agriculture (13.4%)
3. Public Administration (6.6%)
4. Preschool and School Education (5.0%)
5. Exploration and Other Mining Support Services (4.9%)



ABS, Census of Population and Housing, 2021, General Community Profile - G54 and unpublished data



GROSS REGIONAL PRODUCT

\$1.168 billion

REMPPLAN 2022 Release 2



BUSINESSES

334 (as at 30/6/2022)

ABS 8165.0, Counts of Australian Businesses, including Entries and Exits, various editions

MEDIAN TOTAL PERSONAL INCOME

\$61,880 per year

ABS, Census of Population and Housing, 2021, General Community Profile - G02 and G17



MEDIAN TOTAL FAMILY INCOME

\$120,692 per year

57 low-income families (8.3%)

ABS, Census of Population and Housing, 2021, General Community Profile - G02 and G32

5.2 KEY REGIONAL EXPORTS

TOTAL EXPORTS

\$2.856 billion

REMPPLAN 2022 Release 2



TOP 3 EXPORTS

Mining \$2.263 billion

REMPPLAN 2022 Release 2



Manufacturing \$302.4 million

REMPPLAN 2022 Release 2

Agriculture \$96.9 million

REMPPLAN 2022 Release 2



5.3 KEY REGIONAL IMPORTS



TOTAL IMPORTS

\$1.921 billion

REMPPLAN 2022 Release 2



TOP 3 IMPORTS

Mining \$1.368 billion

REMPPLAN 2022 Release 2



Manufacturing \$253 million

REMPPLAN 2022 Release 2



Construction \$100 million

REMPPLAN 2022 Release 2



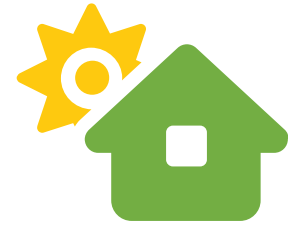
RESIDENTIAL BUILDS

\$5.2 million Residential Building Approvals

(12 months ending 31 August 2023)

ABS, Building Approvals, Australia, various editions

5.4 PROPERTY MARKET



\$211,000

Median House Price

(Oct 2022 - Sep 2023)

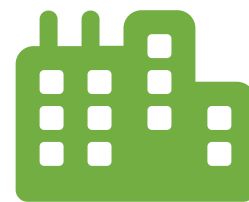
realestate.com.au

\$360 Median Weekly House Rental

\$285 Median Weekly Unit Rental

(Oct 2022 - Sep 2023)

realestate.com.au



COMMERCIAL BUILDS

\$7.2 million

Non-Residential Building

(12 months ending 31 August 2023)

ABS, Building Approvals, Australia, various editions

6. REGIONAL STRENGTHS

6.1 MINING INDUSTRY

Mining has been one of the founding pillars and one of the economic strengths for Cloncurry for well over 100 years. Population within the community has ebbed and flowed to an extent in relation to the cyclical growth and contractions of the sector. The regional lodes are mineral rather than coal based which has provided some degree of continuity and within the current context, a positive outlook on the future.

Future opportunities include several new mines including gold, copper, zinc, and rare earth elements which will be mined, processed and transported to markets from Cloncurry. With an abundance of mineral resources, access to electricity generation and water supplies there is tremendous capacity for industries to grow and provide a secure future for the town.

Queensland is home to an abundance of critical minerals the world needs to reduce carbon emissions. We need critical minerals for battery storage, solar panels, electric vehicles, smartphones, laptops, and wind turbines. Cloncurry is strategically placed in the North West Minerals Province to take advantage of these new opportunities.

6.2 AGRICULTURAL PRODUCTION

The beef cattle industry is well established and a significant contributor and integral component of both the Cloncurry and Queensland economy. As with mining, the cattle industry is supported by a strong transport sector – predominately in the delivery of cattle to the Port of Townsville.

The Cloncurry Saleyards are the second largest cattle handling facility in Queensland, with the capacity to hold up to 20,000 head of cattle. The yards have had recent upgrades which have improved safety and usability of the facility. In 2022, Cloncurry Saleyards hosted the first bull sale in Cloncurry in over 10 years. The newly covered sales and exhibition areas with bar facilities hosted buyers from all over Queensland and as far reaching as the Northern Territory. Cloncurry Shire Council is in the process of constructing 20 bull pens, to enable more bull and cattle sales in the future.

Sitting at the junction of five major freight routes and the Townsville to Mount Isa railway line, Cloncurry has long been regarded as one of the nation's premier freight hubs. The convergence of multiple freight routes allows for efficient transportation of cattle and livestock. It provides convenient access to various markets, processing facilities, and export ports, reducing the time and cost involved in transporting cattle. The efficiency enhances the competitiveness of Cloncurry's cattle industry. Cloncurry is accessible from all directions, with access to the Territory, East to the coast, and access to the southeast corner. The connectivity to multiple freight routes facilitates better integration within the cattle industry's supply chain. It enables the seamless movement of cattle from farms to processing facilities, feedlots, and distribution centres. This integration streamlines logistical operations and enhances overall supply chain efficiency, benefiting both producers and buyers.





Cloncurry Saleyards have proven to be a key asset to the community. The recent cattle numbers passing through the town support this statement, with Cloncurry consistently recording over 200,000 head of cattle transiting through the facility since 2017. Cloncurry Shire Council is continuing to invest in the facility to ensure its future growth.

6.3 TRANSPORT ROUTES

Accessible by road, rail and air, our shire provides a vital link in the Mount Isa to Townsville rail corridor connecting mining, agricultural and broader regional economic activity in Queensland's North West to the Townsville port.

ROAD NETWORK

In addition to connecting communities, the road network is intrinsically linked to economic outcomes. Cloncurry's key propulsive drivers are reliant on road infrastructure.

From 2016 to 2026 Queensland's road freight tonne-kilometres are forecasted to grow by 28.3 per cent to 62.0 billion tonne-kilometres. Trucks and road trains make up a relatively high proportion of all traffic on the North West Queensland region's freight routes and highways.

Mining and agriculture industries rely on freight-efficient vehicles, network access, and direct and reliable access to ports and markets, sometimes over significant distances. The freight industry is using

larger and more freight efficient vehicle combinations (also referred to as high productivity freight vehicles) to meet demand and improve productivity, but uptake can be limited due to inconsistent road conditions, and network connectivity and reliability.

Expansion of mining and agriculture activity is a key economic development objective for the region. More road freight activity will generate more challenges for road safety and road maintenance. The feasibility of new mining and agriculture ventures might depend in some cases on investment in road network improvements to support access for higher productivity vehicles.

RAIL NETWORK

The Mount Isa line system is over 1,000km of track which extends from Stuart (near Townsville) to Mount Isa and includes the Phosphate Hill branch. The line is a critical link from the North West Minerals Province to the Port of Townsville, where most bulk products are exported. Cloncurry is home to Aurizon’s rollingstock and train crew depot.

AIRPORT

Currently operating five days per week servicing FIFO and regular passenger service, with upgraded airport facilities offering expansion opportunities.

Cloncurry is home to the Queensland Flight Test range. This state-of-the-art uncrewed aerial systems test facility is the first of its kind in Australia. The Queensland Government provided \$14.5 million to develop the foundation stage of the facility which provides users access to test and evaluate technology development.

Cloncurry Shire Council is progressing the development of the Cloncurry Airport Master Plan – expected to be completed July 2023.

The Cloncurry Aerodrome is also home to the Horizon Airways flight school which opened in January 2022. Locals previously had to travel to Alice Springs or the coast to obtain a licence.

Cloncurry Airport has been the focal point for many of Australia’s greatest innovations. Cloncurry was involved with the beginnings of QANTAS, and the original QANTAS hangar is still in use at the aerodrome, where “Queensland and Northern Territory Aerial Service” is still displayed above the hangar door.



6.4 LIVEABILITY

Cloncurry offers a liveable and welcoming environment for its residents. The town is known for its strong community spirit, where residents foster a sense of togetherness and support. This creates a friendly and inclusive atmosphere that contributes to the overall quality of life in Cloncurry.

In terms of amenities, while Cloncurry may not have an extensive range like larger cities, it provides essential services to meet residents' daily needs. Grocery stores, medical facilities, schools, and public transportation are available, ensuring convenience and accessibility for the local population.

One notable aspect of Cloncurry's liveability is its affordability. Housing in the town is generally more affordable compared to major cities, making it an attractive option for individuals and families seeking a more cost-effective lifestyle. This affordability contributes to a lower cost of living overall.

Cloncurry's natural surroundings add to its appeal. Situated in a scenic region, with the Selwyn Ranges nearby, residents have the opportunity to engage in outdoor activities such as hiking, camping, and fishing. The natural beauty of the area enhances the quality of life and offers opportunities for relaxation and recreation.

Furthermore, Cloncurry provides strong community services, including healthcare facilities, schools, and social services. These services are crucial for residents' well-being, ensuring access to necessary healthcare, education, and support systems.

While mining is a significant industry in Cloncurry, the town offers employment opportunities in various sectors, which contributes to its economic stability and job prospects for residents.

In terms of community life, Cloncurry hosts cultural and sporting events throughout the year. These events bring the community together, providing entertainment and opportunities for socializing and connecting with fellow residents.



Overall, while Cloncurry may have fewer amenities compared to larger urban centres, its strong community spirit, affordability, access to essential services, natural surroundings, and employment opportunities contribute to a liveable and fulfilling lifestyle for its residents.

Cloncurry provides its residents and surrounding properties access to a wide range of essential and specialist health, hospital and medical facilities, education and family services and community facilities.

Its relaxed lifestyle and short commutes make it an ideal place to live, work and play.

Voted as Queensland's Friendliest Town in 2013 and 2018, Cloncurry's quality outback hospitality earned itself the reputation as the friendly heart of the great north-west.

The 'Curry' as its affectionately known to locals, prides itself on being 'the Friendly Heart of the Great North West'.

Cloncurry hosts a broad range of events including Cloncurry Stockman's Challenge and Campdraft, Curry Merry Muster Festival, Beat the Heat Festival, Cloncurry and District Show and the Quamby rodeo.

Locals love living in Cloncurry. It is a friendly, safe and welcoming community. The diverse lifestyle creates a relaxing and stress-free environment. The natural beauty throughout the region is good for your spirit.



7. GROWTH OPPORTUNITIES

7.1 BEEF INDUSTRY

- The current opportunities presented by the Cloncurry Saleyards and its supporting infrastructure include the potential for establishing beef processing (abattoir) and feedlotting facilities. Centralising the finishing and processing of cattle within the region would lead to cost reductions in transportation and minimise weight loss during transit. A conservative estimate suggests a throughput of approximately 115,000 head per annum. These opportunities could significantly enhance the cattle industry's efficiency and economic viability in the Cloncurry area.
- Earlier pre-feasibility studies have shown sufficient cattle numbers exist within the north-western Queensland catchment for an abattoir with significant supply chain cost advantages to operate in the region.
- An abattoir located in the Cloncurry area would offer a significant cost saving opportunity with an estimated catchment of approximately 100,000 slaughter ready cattle per year, based on existing Queensland regional turnoff rates. Adding to potential throughput numbers would be culled breeders and older stock from adjacent shires, as well as cattle from the Northern Territory, which currently pass through Cloncurry enroute to Central Queensland finishing properties.
- Particularly in light of recent capacity upgrades to the Cloncurry Saleyards, the location is well placed to offer opportunities for investors to view Cloncurry as a logical and attractive option for a substantial inland beef processing plant serving northern Australia.

7.2 MINING INDUSTRY

- Critical minerals are the essential components for production of emerging technologies such as electric vehicles, renewable energy products and storage and low-emission power sources. The North West Minerals Province contains one of the world's richest deposits of critical minerals worth an

estimated \$500 billion.

- The \$22.6 million expanded Queensland Collaborative Exploration initiative will support Queensland's exploration companies over the next five years (2022-2027) to discover the future mines to produce the minerals and metals the world needs to decarbonise.
- Prospects which exist for Cloncurry Shire come not only in the form of employment, but in supply chain opportunities, provision of goods and services, local population growth and upgrading of infrastructure.
- Strategies are required to ensure potential opportunities and advantages are captured locally.
- Development of an annual Mining conference would have tremendous flow on economic impacts for the local community, whilst highlighting the region as a great place to invest.
- Future opportunity may exist for the establishment of a Sulphuric Acid plant in the North West Minerals Province to support future sulphuric acid needs.



7.3 AGRICULTURE INDUSTRY

- Australia's cotton industry is expanding north on the back of water availability and new cotton varieties. Leading genetics and agronomics have underpinned sustainable growth in cotton production. 42 million bales of cotton are traded globally and is expected to grow by 2.4% per annum over the next 10 years. Expansion of the North Queensland cotton industry will depend on having access to a local gin to reduce supply chain costs. A local cotton gin will deliver regional economic and community benefits; increased farm returns, irrigated land improvement, and cottonseed is highly valued as a stock feed supplement.
- North West Queensland has the potential to grow the value of agricultural production with irrigated and diversified agriculture opportunities. A report prepared by Coriolis in December 2018 (*Enhancing Agricultural Production and Employment in North West*) suggests the region has the land, water and resources required to dramatically increase agricultural production. Countries with a similar climate are achieving export success by producing a wider range of market-competitive products. These products include cotton, sorghum, shea, castor, sesame, mung, mango and cassava.
- Opportunity exists for irrigated and diversified agriculture which include cotton, camel, goats, sorghum, mung bean, mango, grapes, peanuts, bush tucker (supporting agri-tourism).
- The Cloncurry region is home to one of Australia's oldest wild camel populations – the remnant legacy of more than 200 Afghan cameleers and 2,000 camels who lived and worked in Queensland during the late 19th and early 20th Century. A growing number of wild camels are being utilised as dairy animals, as interest and demand in the camel milk industry builds. Currently 10 dairies are in operation across Australia, with products including fresh pasteurised camels' milk, cheese, ice-cream, yoghurt, camel milk powder and skincare. There are no camel dairies in Northern Australia. With ready access to wild camel herds and market prices of up to \$25 per litre for fresh milk, there exists the opportunity for an investor / farmer to establish a farm and dairy facility in Cloncurry Shire to take advantage of the growing national and particularly international market. Of lesser value, but equal in opportunity via accessibility is the potential conversion of feral goat herds in the region for dairying, or meat – with goat being the most consumed meat in the world and Australia as the largest exporter.





- Cloncurry Shire has potential for freshwater aquaculture. A study completed in 2017 (*GHD Advisory commissioned by Department of State Development*) indicated commercial viability at favourable levels particularly for small-medium sized farming of freshwater crayfish, with well located aquaculture ponds at relative low-risk of flooding during the monsoon season and good transport network connectivity provided east to Townsville, west to Mount Isa and north to Darwin, providing distribution nationally and internationally. Barramundi farming also showed viability, albeit as a slightly lesser valued commodity. The seafood market in general is a growing sector with demand for sustainable product increasing.
- Agaves have shown the ability to successfully grow in the region and can produce around 400 tonne per hectare of bio-mass in 5 years, requires no irrigation, and delivers a high amount of fermentable juice and fibre. Native to the arid highlands of Mexico, blue agave is a fleshy succulent that is grown commercially as the base ingredient for tequila and mezcal. There's potential for Cloncurry to consider plantings as biofuel (ethanol), however there are other opportunities which could lend themselves to the creation of locally produced and branded products. Processing facilities would need to be close for viability. Agaves take four to five years to grow but require very little water and generate very little waste. Upon harvesting the sugar can be used for candies and syrup, the fibres can be fed to cattle, the outer leaves can be used to make rope.



7.4 INDUSTRY DEVELOPMENT

- Cloncurry is situated strategically within the booming North West Minerals Province. The growth in the mining sector, a well-established pastoral industry and strong transport infrastructure positions Cloncurry for growth.
- Cloncurry has room for growing business. Cloncurry Shire has an Industrial Estate available for a wide variety of commercial and industrial uses, with development of Stage 2 on the horizon. The lots are fully serviced with reticulated water, sewer, stormwater drainage, telecommunications, mains power and road train accessible.
- The region also has rail maintenance facilities which currently have excess capacity which could be used to provide maintenance and repair services to locomotives used in the regional mines.
- Development of a Common User Rail Load Out Facility would support supply chain productivity, efficiency and reliability – and would further cement Cloncurry’s position as the centre of the North West Minerals Province unlocking further freight efficiency to the entire North West region. The estimated \$30 million facility would consist of a rail loop into grounds where trucks would deliver mining products or minerals to the dock and would allow mining companies in the region access to a mine-to-port solution.
- Development of a business incubator hub would support growth of businesses and further investment in the Cloncurry Shire.
- There is a bright future for the film industry in rural Queensland. The Cloncurry region has already played host to several productions including *Australian Survivor 2021*, *ABC Back Roads* and the soon to be released *The Bank Manager* with a council film incentive program enticing projects out to the region. Cloncurry is well positioned to attract and support film production.
- Explore Defence opportunities including munitions testing facility.
- The Queensland Flight Test Range located at the Cloncurry Aerodrome consists of a commercial quality runway, dedicated hangar and workshop, range control centre, range control system including

a primary surveillance radar and other surveillance and tracking equipment, dedicated airspace and regulatory approvals for unmanned aerial systems (UAS) flight test range (FTR) operations. The commercial FTR allows Australia’s burgeoning UAS industry to conduct research into developing new technologies and to test and evaluate their platforms and payloads.

- CopperString 2032 is the largest ever economic development project in North Queensland, and the largest expansion to the power grid in Australia. CopperString 2032 will provide energy certainty to the region’s burgeoning critical minerals sector, delivering reliable, affordable and renewable power to the people, businesses and communities in the region. It will also allow the development of new renewable generation resources to be developed and the renewable power to be sold into the NEM.
- Cave Hill is located some 18km south of Cloncurry. It is the only site within the Cloncurry River catchment shortlisted in a CSIRO report as a “promising site” for a dam, one of only three in the entire Flinders River catchment. Cave Hill Dam was considered by the Joint Select Committee on Northern Australia in 2014 and put forward for further consideration on the basis that it provided a way of increasing the supply of town water to Cloncurry, thereby supporting potential development for a feed lot and abattoir, and expansion of mining and industry. The main drivers for a major storage on the Cloncurry River are to provide sufficient, affordable water to develop an irrigated agriculture precinct, additional water for industry and water security for the community.

7.5 TOURISM INDUSTRY

- Cloncurry has an opportunity to increase visitation through regional promotion, attraction of events, expansion of existing activities and attractions, as well as the development of new product / experiences. These will positively impact on the local economy through extended length of stay and increase in local spend.
- Cloncurry features on the major touring routes Matilda Way and Overlanders Way and is positioned on the major drive routes north to the Gulf, south, east to the coast and west to the

Northern Territory. There are also new touring routes including Drive North West that feature Cloncurry. Cloncurry is included in both the North West Loop and the Discovery Drive as part of the Drive North West initiative – all of which provide great opportunities for new product and experience development. An increase in visitation in the Shire will drive economic activity, through increased demand for accommodation and expenditure on food and beverage.

- Cloncurry has a distinct opportunity to leverage and expand visitation based upon the significant historical linkages to QANTAS, the Royal Flying Doctor Service and Burke and Wills, as well as the rich (and current) history of mining and cattle farming.
- Opportunities for expansion of existing activities and attractions, as well as the development of new experiences which take advantage of Cloncurry's natural assets which positively impact the local economy through extended length of stay and increase in local spend. Production of local food and beverage offerings is also an opportunity, but likely in boutique products leveraging a local / regional brand.

7.6 SUPPORTING LOCAL BUSINESS

- Provide support, guidance and leadership to ensure the necessary environment is created and maintained to enable success and prosperity for business and community.
- Local business is encouraged to grow and expand through the provision of awareness of opportunities.
- Skills shortages are understood, and actions taken to assist in addressing to grow the local workforce.
- Ensuring mining service and other support opportunities are capitalised locally through providing capability support.



8. KEY OUTCOMES

Key Outcomes will be used to measure the effectiveness of the strategy. Outcomes have been divided into four themes; enabling infrastructure; investment attraction; enhanced liveability; and strong business community.

8.1 ENABLING INFRASTRUCTURE

- Support efficient movement of goods to market through efficient transport and freight infrastructure links.
- Tourism infrastructure which unlocks the Shire's natural assets and enables strong visitation to the region.
- Urban infrastructure to enhance the appeal of the community within the Cloncurry Shire, improving liveability to attract new residents and tourists.

- Health and education infrastructure to provide a higher standard of living and improving retention of residents through all stages of their life.
- Reliable, affordable and sustainable water infrastructure which supports regional and industry growth.
- A reliable and affordable energy system which accelerates growth.
- Telecommunications infrastructure which enables connectivity to drive business innovation.

8.2 INVESTMENT ATTRACTION

- Property development including housing and industrial land development.
- Increased aged care, primary health and allied health services.



- New and alternative accommodation offerings to support tourism – eco stays, farm stays, glamping.
- Increased agricultural production including irrigated and diversified cropping, aquaculture, camel / goat dairying.
- Development of film industry.
- Increased mining investment in region.
- Business forums and events hosted in region.

8.3 ENHANCED LIVEABILITY

- Supports liveability and additional visitation to Cloncurry Shire.
- Increased sport and recreational events and activities.
- Access to childcare and out of school hours care.
- Affordable and suitable housing.

- Enhance existing events with experiences surrounding the events – e.g., tours, packaging.
- Zonal tax rebates amendments to account for higher cost of living in remote communities.
- Northern Australia Fringe Benefits Tax (FBT) exemptions to encourage residential workforces (current FBT rules favour Fly-in-Fly-Out (FIFO) workforces).

8.4 STRONG BUSINESS COMMUNITY

- New business investment and expansion of existing local businesses.
- Businesses have the capacity and capability to respond to market opportunities.





9. INFRASTRUCTURE PIPELINE

Cloncurry has a number of priority infrastructure projects that have the potential to positively contribute to the enhancement of the local economy. These projects are at various stages of development from concept to construction.

9.1 INDUSTRY DEVELOPMENT

- Development of a business incubator hub to support growth of businesses.
- Existing water resources (Corella Dam, East Leichhardt Dam, Lake Julius) optimised to support industry development.
- CopperString 2032.
- Cave Hill Dam project.
- Development of Stage 2 of the Industrial Precinct.
- Residential land development.
- Industrial / commercial land development.
- Implementation of the Cloncurry Selling Complex Master Plan.
- Implementation of Investment Attraction Incentive Program.
- Improved telecommunications.

9.2 TRANSPORT AND FREIGHT INFRASTRUCTURE

- Implement Cloncurry Airport Master Plan.
- Common user rail load out facility.
- Burke Developmental Road (Cloncurry-Normanton), Dan Lynch Bridge, strengthen bridge and widen to two lanes.
- Kajabbi Road, construct to new sealed two-lane standard.

- Flinders Highway (Julia Creek-Cloncurry), Canal Creek, replace bridge.
- Cloncurry – Dajarra Road, Malbon Creek floodway, upgrade culvert and approaches.
- Duchess – Dajarra - construct to new sealed two-lane standard.
- Sir Hudson Fysh Drive, Rail Crossing to Hensley Drive, construct shared path.
- Mount Isa – Duchess Road reseal.
- Station Street, rehabilitate pavement.

9.3 TOURISM INFRASTRUCTURE

- Redevelopment of the John Flynn Centre to be a compelling must-do attraction on a Queensland Outback itinerary.
- Development of a master plan to support adventure tourism – rail trails, great walks.

9.4 URBAN INFRASTRUCTURE

- Perkins Street Housing Development.
- Pathway to Chinaman Creek Dam.
- Implementation of John Flynn Place & Recreational Grounds Masterplan.
- Cloncurry Kids Early Learning Centre redevelopment.
- Scarr Street Revitalisation project.
- Sheaffe Street Roundabout monument.
- Develop and implement the Activate Cloncurry Strategy.
- Implementation of Urban Renewal and Revitalisation Program.



10. INVESTMENT OPPORTUNITIES

10.1 PROPERTY DEVELOPMENT

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

10.2 TOURISM

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

10.3 BUSINESS AND INDUSTRY

- Business incubator hub.
- Business opportunities – car wash, vehicle hire, hairdresser, 24-hour roadhouse.

10.4 AGRICULTURE

- Irrigated agricultural opportunities.
- Local feedlotting.
- Dryland cropping.
- Aquaculture.

10.5 MINING

- Future mining projects.
- Fertiliser manufacturing.
- Community legacy projects.

11. ACTION PLAN

11.1 KEY OUTCOME – ENABLING INFRASTRUCTURE

Outcome	Priority	Lead	Partner(s)	Key Actions	Due date
Water and water infrastructure to support agricultural and mining development	High	CSC	MITEZ	Advocate to the State and Australian Government to revisit and invest in the Cave Hill Dam project as a major catalytic project with the capacity to provide future water security, further development, and diversity of industry.	2024
	High	CSC	MIWB DSDILGP DRDMW	Creation of regional North West Water Board.	2024
	Medium	CSC	DRDMW	Investigate water pipeline links from existing water resources (Corella Dam, East Leichhardt Dam, Lake Julius) to support industry development.	2025
	High	CSC		Council advocates for irrigated agriculture projects and initiatives.	2024
Reliable and affordable energy system which accelerates growth	High	QG	Powerlink	Deliver CopperString 2032 project to connect the NWMP to the North Queensland Renewable Energy Zone.	Construction to begin 2024
	High	CSC		Council advocates for all necessary enabling and ancillary projects in support of Copperstring 2032.	2024
Infrastructure to support industry development	Medium	CSC		Develop the “Cloncurry 5000” Strategy, a strategy that reviews the infrastructure needed to enable future population growth within the Cloncurry Shire.	2025
	High	CSC		Council undertakes a project to deliver more childcare places in Cloncurry.	2025
	Medium	CSC		Development of Stage 2 of the Industrial Precinct.	2024-2028
	Medium	CSC		Implement Cloncurry Selling Complex Master Plan.	2024-2028
	Medium	CSC		Implement Cloncurry Airport Master Plan.	2024-2028
	High	CSC		Deliver Scarr Street Revitalisation project.	2025
	Medium	CSC		Invest in project de-risking (business cases) to ensure projects are investment ready	2025
	High	CSC		Council advocates for upgrades to the Cloncurry Hospital.	2024
	High	CSC		Digital Connectivity - Support initiatives that improve digital connectivity, speed, data and reliability, including the Cloncurry to Normanton Telecommunications Corridor, the Quamby RT project, the Sally Creek RT project, the Dajarra 4GX project and a project delivering improved comms to Corella Dam.	2024
Medium	CSC		Council completes an options analysis into the development of additional commercial accommodation in Cloncurry.	2024	

11.2 KEY OUTCOME – INVESTMENT ATTRACTION

Outcome	Priority	Lead	Partner(s)	Key Actions	Due date
New business investment and expansion of existing local businesses	Medium	CSC	DSDILGP	Development of a business incubator hub to support growth of business.	2025
	High	CSC		Promote Investment Attraction Incentive policy.	2023
	High	CSC		Develop an investment prospectus to promote business investment opportunities – car wash, vehicle hire, hairdresser, 24-hour roadhouse.	2023
	Medium	CSC		Provide necessary planning support to ensure proposed developments can proceed.	2023
	Low	CSC	Qinetic	Explore additional Queensland Flight Test Range business development opportunities.	2025
	Low	CSC	DSDILGP	Explore further opportunities in Defence space.	2025
	High	CSC		Economic Diversification - Irrigated Agriculture Continue efforts to grow irrigated agriculture operations and associated investments in Cloncurry.	2024
	High	CSC		Council actively supports acquisition of land initiatives for the siting of a cotton gin in Cloncurry.	2024
Sustainable agricultural sector including irrigated agricultural opportunities, aquaculture, broadacre cropping, dryland cropping, local feed lotting	High	CSC	DSDILGP DAF	Support the establishment of a Cotton Gin.	2025
	Low	DAF	CSC DSDILGP	Investigate small-medium sized aquaculture farming opportunities.	2026
	Low	DAF	CSC	Explore increased agricultural production including irrigated and diversified agriculture opportunities.	2025
Transport and freight infrastructure which supports efficient movement of goods to market	Medium	CSC		Advocate for the development of the Common User Rail Load Out facility – development application has been approved by CSC.	2024
	High	CSC	TMR DITRDCA	Continue engaging with TMR and DITR regarding future infrastructure needs.	2023 -2028
	Medium	TMR	CSC NWQRRTG	Explore and develop opportunities to reduce freight and logistical costs.	2025
	High	CSC		Seek final approval for Corella Dam Access for the use of land, water and as a tourism product.	2023

Outcome	Priority	Lead	Partner(s)	Key Actions	Due date
Tourism infrastructure which unlocks regions natural wonders and enables increased visitation to region	High	CSC	OQTA TEQ	Support the development of new tourism products that tell the story of RFDS, QANTAS, and the Early Pioneers.	2023
	High	CSC	TEQ OQTA	Advocate for continual access to tourism assets such as 4WD tracks, Mary Kathleen, and the East Leichhardt Dam.	2024-2028
	High	CSC		Develop and deliver “Tracks and Trails” project for Cloncurry.	2024-2028
	High	CSC	TEQ OQTA	Great Walk Project (Cloncurry to Mt Isa): prepare advocacy document and advocacy strategy to generate project awareness with the aim of securing support for this initiative.	2023
	High	CSC	TEQ OQTA	Options Analysis / Feasibility Study to determine the viability of establishing a Rail Trail offering in Cloncurry.	2023
	Medium	CSC		Council investigates opportunities to provide BBQ Boat Tours at Chinaman Creek Dam.	2025
	High	CSC	QG	Develop a pathway to Chinaman Creek Dam from the town centre.	2023
	Medium	CSC	TEQ OQTA	New and alternative accommodation offerings to support tourism – eco stays, farm stays, glamping.	2024
	Medium	CSC		Council investigates opportunities to provide free resident and visitor Wi-Fi.	2024
	High	CSC		Council, leveraging previous work completed in this area, substantively progresses an Options Analysis and Business Plan for the Corella Dam.	2024
	High	CSC	TEQ OQTA	Develop a management policy for Clem Walton Park / Corella Dam.	2024
	Medium	CSC	TEQ OQTA	Develop a master plan to support adventure tourism – rail trails, great walks.	2026
Work with industry to realise Cloncurry regions economic potential	Medium	CSC		Host regular strategic engagements with state and federal government agencies and industry.	2023-2028
	High	CSC		Develop and implement an annual Mining Conference.	2023-2028
	Medium	CSC	Screen Queensland	Advocate for and support the development of the Film industry.	2023-2028
	Medium	CSC		Film and TV No. and success of advocacy efforts to attract film and TV production to Cloncurry.	2023-2028
	Medium	CSC	Screen Queensland	Promote the Cloncurry Shire Council Film incentive program.	2023-2028
	Medium	CSC		Film and TV - Report on Return on Investment for film and TV initiatives.	2024-2028
Active visitor economy, through tourism, tourism operators and major events	High	CSC	OQTA TEQ	Explore opportunities for new products and experience development.	2023-2028
	High	CSC	TEQ	Encourage external investment for major events and attractions.	2024-2028
	High	CSC		Implement a major event sponsorship and attraction policy.	2024
	High	CSC		Implement multi-year sponsorship agreements for iconic local events.	2024
	High	CSC	Local tourism operators	Implement Rezdy online booking services for all tourism products.	2023
	High	CSC	CMCA	Implementation of “RV Friendly” Policy for Cloncurry.	2024
	Medium	CSC		Development and implementation of initiatives designed to sustain and increase visitor numbers.	2024-2028

Outcome	Priority	Lead	Partner(s)	Key Actions	Due date
Increased awareness of various tourism experiences and more bookable products	High	CSC		Develop a marketing plan.	2024
	High	CSC		Develop and implement signage and wayfinding strategy.	2025

11.3 KEY OUTCOME – ENHANCED LIVEABILITY

Outcome	Priority	Lead	Partner(s)	Key Actions	Due date
Policy change	Low	CSC		Advocate for zonal tax rebate amendments to account for higher cost of living in remote communities.	2024
	Low	CSC		Advocate for Northern Australia Fringe Benefits Tax (FBT) exemptions to encourage residential workforces (current FBT rules favour Fly-in-Fly-Out (FIFO) workforces).	2024
Regional economic opportunities are achieved through collaborative efforts undertaken by the NWQROC and other key organisations	Medium	CSC		Meet, collaborate, and work with NWQROC and other key organisations such as MITEZ and OQTA on challenges and mutually beneficial opportunities.	2023-2028
	High	CSC		Continue advocacy efforts to secure funding for initiatives and infrastructure.	2023-2028
Services which support the attraction and retention of residents and contributes to the vibrancy and liveability	High	CSC	TMR	Advocate for more affordable airfares direct flights (rebates) and additional destinations.	2023-2028
	High	CSC	NWHHS	Advocate for improved health care services.	2023-2028
	High	CSC	DSDSATSIP	Advocate for appropriate aged care services to support community connectedness.	2023-2028
	Low	CSC		Investigate school bus options.	2024
	High	CSC		Increase liveability through cultural experience.	2023-2028
Health and education facilities are planned for and delivered	High	CSC	QH	Advocate for the upgrade of the Cloncurry Hospital.	2023
	High	CSC	QH	Council adopts new Health Vision for Cloncurry.	2024
	High	CSC	EQ	Council minimises waiting list numbers through appropriate staff, infrastructure, and business systems investments.	2024
	High	CSC	EQ	Council supports, through continued advocacy or otherwise, initiatives to offer Out of School Hours Care services in Cloncurry for 2023-2024.	2024
	High	CSC	EQ	Council supports, through continued advocacy or otherwise, initiatives to offer Vacation Care services in Cloncurry for 2023-2024.	2024

Outcome	Priority	Lead	Partner(s)	Key Actions	Due date
Community infrastructure which supports a vibrant social environment and positive perception of community	High	CSC		Plan and seek funding for identified urban infrastructure projects.	2024-2028
	High	CSC		Allocation of funding to facilitate/enable objectives of Policy and quarterly (Operational Plan updates) and annual reporting (Annual Report) on initiatives funded.	2023-2028
	Medium	CSC	Industry partners	Develop a framework to support legacy funding initiatives.	2025
	Medium	CSC		Secure funding to install heat pump and solar power to the Cloncurry Aquatic Facility.	2024
	Medium	CSC		Completion of path from town to Chinaman Creek Dam.	2023
	Medium	CSC		Completion of Chinaman Creek Dam eco-tourism trail.	2023
New and improved lifestyle and recreational opportunities	Medium	CSC		Engage with residents, business owners and property owners on ideas and strategies to deliver a more vibrant and activated community.	2024
	Medium	CSC	DRSA	Identify, plan and deliver new and improved local lifestyle and recreational opportunities.	2024-2028
	High	CSC		Develop and implement the Activate Cloncurry Strategy.	2023-2028
	High	CSC		Implement John Flynn Place & Recreational Grounds Master Plan.	2023-2028
	High	CSC		Implementation of "Activation Initiatives" for CCD (kayaking and stand up paddleboarding, planning of new tours and experiences).	2023
Diverse range of housing and accommodation	High	CSC		Council increases or improves its housing stock, in line with the Council Housing Policy and the Local Housing Action Plan.	2024-2028
	High	CSC		Construction of the Perkins Street Housing Development completed.	2024
	High	CSC		Council initiates and completes "lease off the plan" process for Perkins Street Housing Development.	2023
	High	CSC		Progressive implementation of Local Housing Action Plan.	2023
	High	CSC		Plan residential land development.	2024
	High	CSC		Undertake an accommodation feasibility study.	2024

11.4 KEY OUTCOME – STRONG BUSINESS COMMUNITY

Outcome	Priority	Lead	Partner(s)	Key Actions	Due date
Policy change	Low	CSC		Advocate for reduction in red tape around visas to support workforce requirements.	2023
Telecommunications infrastructure which enables connectivity to drive business innovation	High	CSC		Advocate for improved telecommunications.	2023-2028
Businesses have the capacity and capability to respond to market opportunities	Medium	DESBT	CSC	Raise awareness of programs and supports available to facilitate workforce development.	2024-2028
	Medium	DESBT	CSC	Raise awareness of programs and supports available to make it easier to run and grow business.	2024-2028
	Medium	CSC		Develop a rolling “Live, Work and Invest in Cloncurry” campaign.	2024
	High	CSC		Reinvigorate the Recruitment Taskforce to focus on recruitment attraction and retention strategies for Cloncurry.	2024
	Medium	CSC		Council advocates for and secures positive outcomes for the Shire and the region, leveraging media campaigns to assist as appropriate.	2024
	Medium	CSC	DSDILGP DESBT AusIndustry	Identify and communicate opportunities for funding to assist business development.	2024-2028
	High	CSC	DSDILGP	Raise awareness of supports available to develop a compelling capability statement and meet tendering requirements for supply chain opportunities.	2024
	High	CSC	DSDILGP	Detect capability gaps to identify training and capability-building opportunities.	2024-2028
	High	CSC		Develop shire-wide capability statement .	2024
Connect local businesses with state and federal agencies, major projects and economic opportunities	Medium	CSC		Provide secretarial support to LBN and attend all meetings.	2023
	High	CSC		Support the LBN to develop into a recognised Chamber of Commerce.	2024
	Medium	LBN CSC	DSDILGP DESBT	Support LBN and other agencies to deliver local business networking events.	2023
	Medium	CSC		Encourage local procurement and purchasing.	2023-2028
	Medium	CSC		Council supports (directly/indirectly) a range of events and initiatives (e.g., “Buy Local”) aimed at building the sustainability, resiliency, efficiency, capability of local businesses.	2023-2028
	Medium	CSC	DESBT DSDILGP	Regularly update local businesses on grant opportunities, and available support.	2023-2028
	Medium	CSC		Develop a local business directory which highlights business capabilities.	2025
	Medium	CSC		Communicate with local businesses via E-Newsletters.	2023-2028

Outcome	Priority	Lead	Partner(s)	Key Actions	Due date
Business have attracted, developed and retained skilled workers	High	DESBT	CSC	Raise awareness of programs / services available to get people back into work and support business to employ and assist jobseekers.	2023-2028
	High	DESBT	CSC	Raise awareness of training and skills development programs to prepare for work now and in the future.	2023-2028
	Medium	CSC	LBN	Work with stakeholder to attract skilled workers (Australian or Migrants).	2025
Cloncurry known as a destination of choice for conferences / events	High	CSC		Promote capacity and capability for hosting regional events, business events and conferences.	2024
	Medium	Cloncurry NAIDOC Committee	CSC DSDSATSIP	Build capacity of the annual careers' expo.	2024-2028



12. MEASURING SUCCESS

In order to determine the success of the strategy the following macro indicators will be used to measure success or otherwise.

- Performance will be measured by the delivery of specified Key Actions identified in the Action Plan and reported annually.
- Effectiveness will be measured by the achievements of Key Outcomes: Enabling infrastructure; Investment attraction; Enhanced liveability; and Strong business community.

- Impact will be measured by a positive change in the Cloncurry Shire:
 - › Employment – Total FTE jobs
 - › Gross Regional Product – GRP
 - › Value of construction – residential and non-residential
 - › Total overnight visitation
 - › Regional population
 - › Regional migration
 - › Business count



13. ACRONYM LIST

CMCA	Campervan and Motorhome Club of Australia
CSC	Cloncurry Shire Council
DAF	Department of Agriculture and Fisheries
DCHDE	Department of Communities, Housing and Digital Economy
DESBT	Department of Employment, Small Business and Training
DITRDCA	Department of Infrastructure, Transport, Regional Development, Communications and the Arts (Australian Government)
DRDMW	Department of Regional Development, Manufacturing and Water
DRSA	Department of Recreation, Sport and Arts
DSDILGP	Department of State Development, Infrastructure, Local Government and Planning
DSDSATSIP	Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
DTMR	Department of Transport and Main Roads
LBN	Local Business Network
MITEZ	Mount Isa to Townsville Economic Zone Inc
MIWB	Mount Isa Water Board
NWMP	North West Minerals Province
NWHHS	North West Hospital and Health Service
NWQRRTG	North West Queensland Regional Roads and Transport Group
OQTA	Outback Queensland Tourism Association
QG	Queensland Government
QH	Queensland Health, EQ - Education Queensland
RDA	RDA Townsville & North West
TEQ	Tourism and Events Queensland

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Cloncurry
Shire Council

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