



2023 - 2033

**COMMUNITY
STRATEGIC
PLAN**

An aerial photograph showing a coastal town with numerous houses and buildings, surrounded by lush green vegetation and trees. In the foreground, there is a dirt road winding through a grassy field. The background shows a vast expanse of water under a blue sky with scattered white clouds.

ACKNOWLEDGEMENT OF COUNTRY

Charters Towers Regional Council acknowledges the Gugu Badhun, Gudjala, Jangga, Birriah and Warrgamay as the Traditional Owners of the Charters Towers Region.

We pay our respects to their elders past and present.



MESSAGE FROM THE MAYOR



Mayor Frank Beveridge

It gives me great pleasure to present the Charters Towers Region's Community Strategic Plan (CSP) 2023 – 2033.

This Community Strategic Plan has been developed based on the information contained within our existing priority documents – including our advocacy plan, corporate plan and economic development strategy – to present a single, clear articulation of our community's vision for the future. It is designed to provide guidance to all levels of government, clearly articulating the services, infrastructure and policies we need to overcome our challenges and realise our opportunities.

This Community Strategic Plan outlines the different outcomes we want to achieve across a range of community development, economic development, environmental protection and civic leadership outcomes needed to realise our community's vision, and the actions Charters Towers Regional Council will take to achieve these outcomes.

Most importantly, this Community Strategic Plan also clearly articulates the assistance we need from both the Queensland and Australian Governments to realise our aspirations. Our advocacy agenda represents a united voice on our infrastructure and service needs, as well as the policy change needed to support sustainable economic and community growth.

I look forward to continue working with and for the community as we deliver this Community Strategic Plan and work towards realising our region's vision for the future.

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INTRODUCING THE CHARTERS TOWERS REGION





OUR REGIONAL ADVANTAGES



Burdekin River (Water resources)

The Charters Towers Region is home to the northern branch of the Burdekin River, Australia's largest river system (by peak discharge). The Upper Burdekin has considerable potential to support future agricultural and industrial development, as well as pumped hydro opportunities.



Mineral resources (gold, uranium, nickel, cobalt)

Once known as “the world” for the prosperity delivered by local gold rush in the 1870s, the Charters Towers Region continues to be home to a range of operational mines and undeveloped mineral deposits – including gold, cobalt, uranium, nickel and copper.



Transport & logistics hub

On the intersection between the Flinders Highway and the Great Northern Railway (Townsville Port to Mount Isa) with the Great Inland Way (Atherton Tablelands to St George), Charters Towers has unparalleled logistics advantages.



Good quality agricultural land

Within the Upper Burdekin catchment, there is up to 70,000ha of good quality agricultural land that can be developed. This is an area equivalent to the Lower Burdekin (combined delta and irrigation area).



Renewable energy resources

Multiple high quality wind, resource areas, co-located with existing high voltage transmission infrastructure, can be found along the Great Dividing Range. The region also has vast areas of high quality solar resources.



National Parks & natural features

Home to Dalrymple National Park, White Mountains National Park, the Great Basalt Wall National Park and neighbouring the Wet Tropics World Heritage Area, the Charters Towers Region has unique sandstone, limestone, and basalt features and open woodland forest to explore.

OUR ECONOMY

GRP
(2021-22)
\$1.5B

GRP Growth
(2020-21 to 2021-22)
7.3%

Population
11,923

MOST SIGNIFICANT SECTORS

(Industry Value Add)



Mining
\$123 M
(21% of total)



Metal ore mining (gold)
677 FTE / LQ = 26.63



Exploration & mining support services
172 FTE / LQ = 15.38



Healthcare &
Social Assistance
\$66 M
(11% of total)



Residential Care Services
185 FTE / LQ = 1.42



Agriculture
\$65 M
(11% of total)



Beef cattle grazing
568 FTE / LQ = 14.12



Education
& Training
\$46 M
(8% of total)



School education
686 FTE / LQ = 1.99

Note: LQ means Location Quotient, which is the intensity of the industry in the local area. A LQ of 2 means that the industry is twice as prominent locally than in Queensland generally.

OUR COMMUNITY



INDICATOR	Pentland	Greenvale	Ravenswood	Charters Towers
Population (2021)	176	158	263	9,929
Population change (from 2016)	-17.4%	-41.3%	+22.8%	-0.9%
Labour Force Participation	46.7%	49.9%	61.5%	60.6%
Average Household Income	\$58,180	\$57,731	\$81,840	\$70,048
ATSI Population	15	25	31	1,177
Population born Overseas	11.7%	7.7%	8.8%	6.9%

INDICATOR	Charters Towers Region	North Queensland	Queensland
Population (2021)	11,923	237,452	5,217,653
Population Change (from 2016)	-1.4%	+1.3%	+7.7%
Average Annual Population Change (to 2041)	0.1%	1.4%	1.6%
Positive Net Migration	892	17,869	193,338
Negative Net Migration	946	16,791	147,350
Net Migration	-54	1,078	45,988
Labour Force Participation	61.5%	67.3%	65.8%
Average Household Income	\$86,250	\$100,515	\$107,051
ATSI Population	1,304	22,557	250,114
Population born Overseas	7.1%	14.1%	24.1%

Note: 2021 Census Data, 2021 Regional Population Growth Data
Source: DataAU

INTRODUCING CHARTERS TOWERS REGIONAL COUNCIL

The Role of Local Government



Guided by the strategic direction set by the community's elected representatives, Council officers oversee and manage the operations of the organisation.

Under the *Local Government Act 2009*, Council has a duty to ensure the system of local government is accountable, effective and efficient.

The core roles and responsibilities of Local Government include:

- Provision of local road infrastructure
- Water, sewerage, waste collection infrastructure and services
- Sustainably manage community facilities, services and activities (including recreational facilities)
- Town planning and development approvals
- Managing and enforcing local laws





ENABLING INFRASTRUCTURE

DALRYMPLE SALEYARDS

A major livestock selling facility with weekly cattle sales, a bull selling ring, live export biosecurity facilities, washdown bay and weighbridge.

CHARTERS TOWERS WEIR

A weir on the Burdekin River provides 5,227 ML capacity and security for Council's 7,500 ML/pa water allocation.

WATER SUPPLY

A pipeline from the Charters Towers Weir supplies the FEJ Butcher Water Treatment Plant (capable of producing up to 4,700 ML/pa), before being transferred to the city's reservoir system and distributed to customers via the city's reticulation network.

Reticulated water is provided in Charters Towers, Ravenswood, Greenvale and Pentland by independent systems.

SEWERAGE SERVICES

Charters Towers and Greenvale have independent sewerage services. Charters Towers has peak design capacity of 10,000EP.

CHARTERS TOWERS AIRPORT

A non-controlled Airport (no tower) with two runways (The main runway 06/24 is sealed 1,736m with full pilot activated lighting with generator backup, the secondary runway 01/19 is unsealed). Aviation fuel including Jet A-1 and AVGAS is available airside.

Council also operates a number of unsealed airstrips at Greenvale, Pentland, Ravenswood, and Hervey Range.

WASTE DISPOSAL

Council provides kerbside collection of municipal waste in all communities and operates a landfill and resource recovery precinct in Charters Towers. Licensed landfills are also located in Greenvale, and Pentland.



COMMUNITY FACILITIES

Charters Towers Regional Council provides a range of community facilities, including:

THE WORLD THEATRE

A heritage listed 660 seat performing arts theatre, two cinemas and gallery space.

ARTHUR TITLEY CENTRE

A large airconditioned events hall with stage, full commercial kitchen and function room.

EXCELSIOR LIBRARY

A modern library facility that provides school holiday activities and public meeting rooms for hire.

KENNEDY REGIMENT MEMORIAL POOL

Aquatic complex in Charters Towers containing a 50m pool and 25m heated indoor pool.

DALRYMPLE EQUESTRIAN CENTRE

Containing a Rodeo Arena and full sized Equestrian Ring built to Australian Campdraft Association standards with canteen facilities and seating for up to 300 patrons.

CHARTERS TOWERS SHOWGROUNDS COMPLEX

With arena, grand-stands, canteen and livestock pens used for the Country Music Festival and Charters Towers Show.

CHARTERS TOWERS WATER PARK

Incorporating a water splash pad which features a tipping bucket, water slides, and various water jets and spray hoops, all under cover of giant shade sails.

DEFIANCE MILL SKATE PARK & PUMP TRACK

Containing a skate bowl, pump track, half-court basketball court, playground and toilets.

TOWERS HILL LOOKOUT

A sheltered viewing point offering panoramic views of the Charters Towers Region, and an 800m boardwalk connecting to Mosman Street Walking Track.

BURDEKIN WEIR PARK

Located 17km from Charters Towers on the Burdekin River, the park includes bbq facilities, a playground, toilet facilities and a nearby boat ramp and ski park for powered watercraft upstream of the weir on the Burdekin River.

OTHER FACILITIES

Community Halls are provided in Ravenswood, Pentland, Greenvale, Hervey Range, and Balfes Creek. Community pools are provided in Greenvale, Pentland and Ravenswood.



***We are a
council that is
committed to
the continuous
improvement
and the
sustainable
future of our
region and our
communities.***



AN EXCITING FUTURE

The Charters Towers Region is in the midst of a new wave of growth and change.

Significant increases in the value of the region's existing export commodities (namely beef and gold) is bringing transformative investment into our region. Combined with multi billion dollar investments in new industries (such as Defence and renewable energy), the Charters Towers Region is growing quickly.

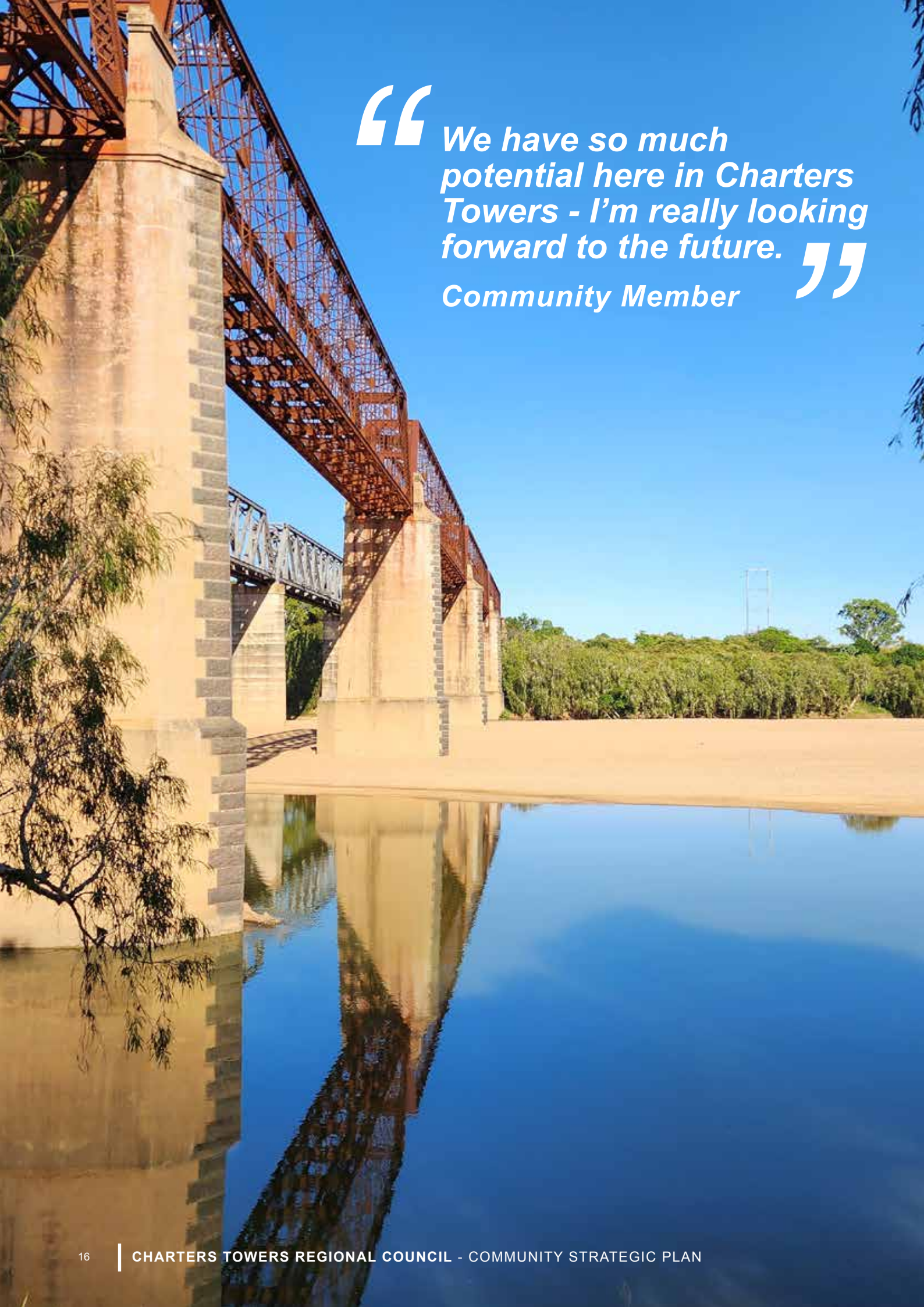
As a community, we have made the choice to embrace this new wave of growth and change to ensure it translates to a new era of continued prosperity and community growth for the whole Charters Towers Region.

Embracing growth means we need to become an even more liveable region and be a destination of choice for new workers and their families, so the labour force in our communities continue to grow. This means we need to have access to modern, high quality health services where residents can access at least the same quality of hospital and health services available in other parts of Queensland. We also need to have visually appealing and inviting public spaces and high quality community facilities.

To sustain the period of economic growth, we need to actively work to support our existing industries and attract new industries by investing in infrastructure to support their growth. We also need to develop long-term growth plans for our communities to ensure housing supply and utility infrastructure enables future growth, not hinders it.

The Charters Towers Region is home to considerable natural resources that can support additional growth. Allowing these resources to be sustainably developed in a planned and coordinated way will reduce pressure on native flora and fauna and the risk of conflict with local communities.

Most importantly, achieving this vision requires high quality civic leadership that is transparent and accountable in its processes and decision making and puts people first in the delivery of services.



“ We have so much potential here in Charters Towers - I’m really looking forward to the future. ”
Community Member

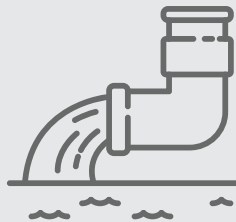
OVERCOMING OUR CHALLENGES

Removing barriers to Growth



AGEING POPULATION (loss of labour force)

Like many places, residents in the region are ageing, particularly in the communities outside of Charters Towers. These residents require additional health services in place.



AGEING UTILITY INFRASTRUCTURE (financing upgrades)

Much of the region's municipal infrastructure is ageing and needs renewal/replacement to support the region's growing economy.



BARRIERS TO ACCESSING NATURAL RESOURCES (water licence and native vegetation protections)

The region's abundant natural resources cannot be sustainably developed with punitive state and federal government restrictions on accessing water and clearing land.



LACK OF CATALYTIC INFRASTRUCTURE FOR FUTURE DEVELOPMENT (water, transport)

New business opportunities cannot be realised without additional infrastructure, such as dams and water pipelines, power networks, roads and rail lines.



HOUSING SUPPLY, SKILLS AND TRAINING FOR GROWTH

Additional housing is required to attract new residents, with the skills demanded in growing areas of the region's economy.



NON-RATEABLE PROPERTY

Home to large military training areas and multiple large national parks, a large area of land is non-rateable, limiting Council's capacity to raise revenue for essential community services.

REALISING OUR OPPORTUNITIES

Focusing on growing our Region



AGRICULTURAL DIVERSIFICATION AND DEVELOPMENT

With additional water, growth in irrigated agriculture can both diversify beyond and add value to the established grazing enterprises in the region.



DEFENCE & MILITARY TRAINING

As home to the region's two major military training areas, the Charters Towers Region is uniquely placed to support additional defence activity.



TOURISM & MAJOR EVENTS

As the outback capital of North Queensland, the Charters Towers Region provides a unique visitor experience.



RENEWABLE ENERGY DEVELOPMENT

(wind, solar and hydroelectric)

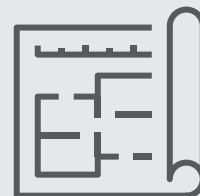
With high quality wind and solar resources co-located with existing infrastructure, the Charters Towers Region is a prime renewable energy development zone.



NEW ECONOMY MINERALS

(mining and processing)

The Charters Towers Region has a skilled workforce and established supply chain to support mining exploration and mineral development across a range of locally occurring mineral resources.



PROPERTY DEVELOPMENT

(incl residential and industrial land development + housing and heavy civil construction)

Growth in the economy is driving demand for new quality housing, as well as commercial and industrial space for new residents and new businesses.



“ Charters Towers Regional Council seeks to be a strong and respected Local Government voice to promote and facilitate growth on behalf of our community ”

ALIGNING GOVERNMENT STRATEGIES

This Community Strategic Plan aligns with a range of existing Queensland and Australian Government strategies and priorities.



North Queensland Regional Plan

The North Queensland Regional Plan is a 25-year framework to guide growth across the North Queensland Region. It focuses on achieving a number of outcomes identified in this Community Strategic Plan, including growth in the region's economy (specifically agriculture, defence, tourism, resources and renewable energy), expansion of communities and continual improvement in liveability and development of transport infrastructure.



Queensland Energy and Jobs Plan

The Queensland Energy and Jobs Plan seeks to transform Queensland's electricity system with a \$62 billion investment in 25GW of renewable energy generation (including two large pumped hydro systems) and associated network connections.

The Plan will see considerable investment in the Charters Towers Region through the Queensland SuperGrid (formerly Copperstring Project), connecting new wind and solar farms to the National Energy Market.



NQ Regional Transport Plan

The Northern Queensland Regional Transport Plan outlines a shared direction for shaping the region's transport system over the next 15 years, with a focus on greater safety and resilience, transport that supports the economy and an integrated transport system for a sustainable, liveable and prosperous region.

The Plan supports highway safety and productivity upgrades, improved telecommunications and intermodal logistics hubs and alternative passenger transport connectivity between the Charters Towers Region and Townsville.



White Paper on Developing Northern Australia

The 'Our North Our Future', White Paper on Developing Northern Australia identifies a vision for future development of Northern Australia by making it easier to use natural resources, investing in infrastructure and providing a more welcoming investment environment.

The White Paper supports aspirations in this Community Strategic Plan for new catalytic infrastructure in the region to drive future investment and employment in existing and new industries.



North Australia: Targeted Growth

Building on the White Paper, the targeted growth initiative has identified specific growth opportunities, namely: energy and minerals, water infrastructure, food and fibre, supply chains, community amenities and tourism – all focus areas identified in this Community Strategic Plan.

The targeted growth initiative also sought to develop an economic masterplan of the Mount Isa to Townsville Region.

ABOUT THE COMMUNITY STRATEGIC PLAN

Our plan for the future

4 FOCUS AREAS

Prepared on behalf of the community, the Community Strategic Plan identifies our long-term vision, goals and aspirations for the future, and strategic actions for achieving these goals.

It has been developed based on the quadruple bottom line principle, incorporating community, economic, environmental and civic leadership needs.



HOW PLAN WAS FORMULATED

This Community Strategic Plan was developed through the aggregation of existing Charters Towers Regional Council plans and strategies.

The foundational documents used to inform this Community Strategic Plan include Charters Towers Regional Council's:

- Corporate Plan 2021 - 2025
- Advocacy Plan 2011 - 2035
- Reconciliation Action Plan (RAP)
- Priority Projects List
- Economic Development and Innovation Strategy
- Destination Management Plan

This Community Strategic Plan will supersede the following:

- Corporate Plan 2021-2025
- Community Plan 2011-2035
- Reconciliation Action Plan (RAP)

Formation of the Draft Plan included targeted stakeholder engagement with Councillors and key Council staff. The Final Plan also incorporates feedback received on the Draft Plan from targeted stakeholder engagement.



CHARTERS TOWERS POST OFFICE

POSTshop

FOCUS 1: Our Community



1.1 High quality health services

To ensure the Charters Towers Region continues to be a liveable and desirable location, we need contemporary health and aged care services.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
1.1.1	Delivery of critical additional health services: obstetrics, gynecology, renal medicine, radiology and ultrasound	✓		Advocate for provision of essential local health services
1.1.2	Advocate for additional investment into aged care services	✓		Advocate for construction of a replacement hospital alongside Eventide Aged Care Facility
1.1.3	Redevelopment of the Charters Towers Health Service		✓	Advocate for construction of a replacement hospital alongside Eventide Aged Care Facility
1.1.4	Expansion of aged care facilities to meet community needs		✓	Attract additional investment into aged care facilities



1.2 Celebrate our Unique Character, Identity and History

Once known as “The World” during its boom years in the late 19th century, Charters Towers and surrounding communities have played a rich contribution to Australia's development with much to celebrate.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
1.2.1	Opportunities for community participation and connection to enable quality social cohesion	✓	✓	Deliver and support major community events
1.2.2	Friends, family and visitors alike enjoy coming to and exploring the Charters Towers Region	✓	✓	Promote the region's unique identity and its distinctive visitor experience
1.2.3	The Charters Towers Region becomes a destination of choice for internal and international migration	✓	✓	Promote the lifestyle opportunities within the Charters Towers Region, including job opportunities for partners, schooling and recreational opportunities for children



1.3 Deliver High Quality Community Facilities

To attract new residents to the region, the Charters Towers Region needs to continually improve community facilities and services.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
1.3.1	Investment in quality play and active recreation opportunities for an active lifestyle	✓		Seek government funding to invest in community facilities, such as a new multi-sport facility, Mosman Creek Recreation Corridor upgrade and relocation of the equestrian centre
		✓		Seek government funding to invest in improving existing public spaces
1.3.2	Visually appealing, inviting, and accessible public spaces	✓	✓	Maintain existing public spaces to a high and accessible standard



1.4 Strengthen partnerships and relationships within our community

We will respectfully strengthen partnerships and relationships with organisations and groups within our community to improve cultural, social, environmental, and economic aspirations of elderly, youth and indigenous members of the community

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
1.4.1	Community engagement will be inclusive and designed to reach diverse communities	✓		Facilitate meaningful and effective community engagement in everything we do
1.4.2	Communities actively participate in decision making processes	✓	✓	Advocate for and support for better economic outcomes for the community
1.4.3	Young people are supported to develop as future civic leaders	✓	✓	Facilitate the Charters Towers Youth Council
1.4.4	Everyone can participate, prosper and have access to opportunities that facilitate more equitable economic participation	✓	✓	Identify and remove barriers to economic, social and cultural participation and inclusion

FOCUS 2: Our Economy



	OUTCOME	5 YEARS	6-10 YEARS	ACTION
2.1.1	Growth in pastoral industries through improved supply chain efficiency	✓		Invest in enabling infrastructure, such as the Dalrymple Saleyards and Big Rocks Weir
2.1.2	Support is available for producers in drought-prone areas	✓		Advocate for whole of government drought preparedness and response support
2.1.3	Existing industry activity is supplied locally	✓ ✓		Advocate for local content in major project approvals and delivery Identify opportunities to bring existing supply chains to Charters Towers Region
2.1.4	Diversification in the agricultural sector through irrigated agriculture		✓	Identify opportunities to support new business establishment in Charters Towers Region
2.1.5	Delivery of catalytic infrastructure (i.e. water and transport)		✓	Advocate to the Queensland Government for the approvals and funding for constructing catalytic projects like the Hells Gates Dam Scheme





2.2 Attract New Industries

To capture the next phase of our growth, we need to actively pursue new industries to the Charters Towers Region.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
2.2.1	Establishment of new industrial activity in Charters Towers Region	✓		Develop Council owned land to provide turn-key opportunities for new major industry (Charters Towers Industrial Precinct)
2.2.2	Establishment of tertiary education and training providers in Charters Towers Region	✓		Advocate for the establishment of a Satellite University Study Campus in Charters Towers
2.2.3	Investors in key industries are identified and engaged	✓		Advocate to Tier 1 contractors for minimum local procurement in construction projects
2.2.4	Attraction of a major industrial project to Charters Towers	✓	✓	Advocate for funding to support the development of the Charters Towers Industrial Precinct
2.2.5	Permanent Australian Defence Force presence established in Charters Towers	✓	✓	Advocate to the Australian Government for a permanent ADF presence in Charters Towers
2.2.6	New industry investment opportunities are realised	✓	✓	Identify major investors in key industry opportunities and promote the region's competitive advantages



2.3 Plan for Future Growth

Long-term plans for the future of each locality to overcome specific challenges and maximise the benefits from local opportunities.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
2.3.1	Long-term plans for the future of each locality to overcome specific challenges and maximise the benefits from local opportunities	✓	✓	Deliver masterplans for community localities, including: Ravenswood, Hervey Range, Greenvale, Pentland & Homestead Implement masterplans
2.3.2	The Charters Towers CBD is vibrant and provides a unique offering	✓		Deliver a new vision for the future of the Charters Towers CBD, focused on high value, boutique retail and hospitality offerings for locals and visitors alike
2.3.3	A planning scheme that identifies and supports future development opportunities	✓		Update the Planning Scheme to identify and support future development opportunities



2.4 Deliver Essential Services for Economic Growth

For the Charters Towers Region to grow, essential services such as water and sewerage, roads and telecommunications are needed to support private investment and business activity.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
2.4.1	Reliable water and sewerage services that can support future growth	✓	✓	Plan for and invest in required water, sewer, local road and waste infrastructure upgrades across the Charters Towers Region
2.4.2	Reliable telecommunications across the region	✓	✓	Advocate for funding to remove known mobile blackspots
2.4.3	Safe and efficient freight networks	✓	✓	Advocate for improvements to the Gregory Developmental Road and Flinders Highway
2.4.4	Sufficient land is developed to meet housing and industrial growth needs	✓	✓	Plan for sufficient land development to match future residential and industrial land demand



2.5 Tourism and Major Events

Leveraging the region's history, culture, venues and natural assets to increase visitation supports growth in the regional economy.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
2.5.1	Development of a regional master brand	✓	✓	Develop regional master brand
		✓	✓	Implement regional master brand
2.5.2	Continued development of new tourism experiences	✓		Deliver Scenic Picture Frame Trail
		✓		Deliver Miners Memorial and Mine Shaft Project
2.5.3	Ongoing industry skill development and growth	✓	✓	Promote investment and growth opportunities to local businesses
		✓	✓	Support the Business Excellence Awards
2.5.4	Destination sustainability objectives achieved	✓	✓	Continue to support and deliver regional events
2.5.5	High quality venues are used to attract and facilitate more events	✓	✓	Promote regional venues to maximise use, draw new/ additional events, visitors and economic stimulus



2.6 Additional Housing to Support Regional Migration

To realise the economic opportunities in the region, a skilled and ready workforce is required. To grow this workforce, additional housing is needed to support migration of skilled and ready workers to our region.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
2.6.1	Development of broadacre land into new residential areas	✓		Identify suitable land developers in the region and attract to the region
		✓		Identify unallocated state land for development and support conversion to freehold
2.6.2	Construction of new houses to meet demand	✓	✓	Identify suitable builders in the region and attract to Charters Towers Region
		✓	✓	Identify and implement strategies that stimulate additional housing development, including fee and red tape reduction, expedited approvals and development incentives
2.6.3	More Council-provided housing for eligible employees reduces pressures on the private market	✓		Advocate for funding to build four additional houses for Council employees
2.6.4	Increase in net migration (skilled labour)	✓		Promote the lifestyle opportunities within the Charters Towers Region, including job opportunities, schooling and recreational opportunities for children



FOCUS 3: Our Environment



3.1 Sustainably Develop Natural Resources

The Charters Towers Region is home to considerable natural resources that can be sustainably developed.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
3.1.1	Additional water allocation from the Burdekin River	✓		Advocate for the release of additional water allocation from the Burdekin River
3.1.2	Allocation of local native forestry resources	✓		Advocate for the allocation of local native forestry resources
3.1.3	Barriers to developing good quality agricultural land are overcome	✓		Advocate for removal of restrictions on developing good quality agricultural land
3.1.4	Barriers to developing eco-tourism in National Parks are overcome	✓		Advocate for removal of restrictions on eco-tourism in National Parks



3.2 Protecting Native Flora and Fauna

Environmental stewardship ensures our natural environment can be preserved for generations to come.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
3.2.1	Flying Fox roosts remain away from urban environments	✓		Implement a Flying Fox Relocation Strategy, ensuring migration to the new roost site
3.2.2	Invasive pests and weeds are appropriately managed and eradicated where possible	✓	✓	Lead local (community and industry) pest and weed control efforts
		✓	✓	Advocate for funding to amplify local pest and weed control efforts





3.3 Maximizing Renewable Energy Opportunities

The Charters Towers Region is home to considerable high quality renewable energy opportunities, including solar, wind and pumped hydro.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
3.3.1	Charters Towers Regional Council operations generate energy from renewable sources	✓	✓	Investigate the feasibility of installing renewable energy on existing facilities and install where feasible
3.3.2	Pumped hydro scheme established		✓	Advocate to the Queensland Government for the development of a pumped hydro system
3.3.3	Wind and solar resources developed	✓	✓	Promote the local renewable energy opportunities to investor groups
3.3.4	Renewable developments are done in partnership with local communities	✓	✓	Broker land access and community investment with local communities and major project proponents
3.3.5	Major energy projects benefit the region's economy through buying and hiring locally	✓	✓	Advocate for large-scale energy projects to procure materials and skills locally (where possible)



3.4 Effective Waste Management

As we move to become a zero-waste society, coordination and investment is required to realise more sustainable waste management practices, such as recycling and resource recovery.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
3.4.1	Landfills operated by CTRC are environmentally compliant	✓	✓	Invest in landfill operations to ensure future environmental and financial sustainability
3.4.2	Increase in recycling activity and less waste to landfill	✓	✓	Introduce a kerbside recycling service
3.4.3	No more illegal dumping		✓	Advocate for funding to implement waste management initiatives
3.4.4	New state-of-the-art landfill and recycling centre is delivered	✓	✓	Advocate for removal of waste levy to prevent illegal dumping
		✓	✓	Identify site for new facility
		✓	✓	Design new facility
		✓	✓	Advocate for funding support
		✓	✓	Construct and commence operations

FOCUS 4: Our Civic Leadership



4.1 Transparent and Accountable Processes and Decision-making

Transparency, accountability and confidence in Council's decision making is central to building and maintaining our social license with our community.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
4.1.1	High community and external stakeholder awareness of Council's priorities and strategies	✓	✓	Explore ways to seek and incorporate community feedback in Council decision-making
4.1.2	Our decision-making, asset management and service delivery structures are understandable and accessible to all members of the community	✓	✓	Continually improve administrative release of information on day-to-day Council activities and achievements, and strategic and operational goals and progress
4.1.3	The community is empowered to approach Council to discuss emerging and known issues	✓	✓	Continually improve internal and external accessibility to Council information



4.2 People First Customer Service

Putting the needs of our customers at the forefront of our service delivery will ensure community satisfaction.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
4.2.1	Best quality services delivered to residents across the region	✓	✓	Provide a consistent, knowledgeable and professional customer experience
4.2.2	Customer satisfaction with their interactions with Council	✓	✓	Build our internal structures to enable our community to communicate their needs with our staff to enable them to deliver excellent service
4.2.3	Charters Towers Regional Council has the right people, with the right skills, doing the right jobs at the right time, to deliver the services expected by the community	✓	✓	Implement the Charters Towers Regional Council's Workforce Strategy Plan



4.3 Long-term Financial Sustainability

Council needs to ensure its long-term financial sustainability to provide the services our community expects both now and into the future.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
4.3.1	Adequate, secure funding from the Queensland and Australian Governments to deliver needed community services	✓	✓	Advocate for appropriate funding support from the Queensland and Australian Governments (such as restoring Financial Assistance Grants to 1% of commonwealth taxation revenue)
4.3.2	A commercial and ongoing economic return on investments	✓	✓	Invest in alternative revenue streams that enable additional activity in the region (such as the Big Rocks Weir and Dalrymple Saleyards)
4.3.3	Growth in the region's rate base to support additional service delivery		✓	Focus on keeping rates at affordable levels for residents, business and industry



4.4 Innovation in Service Delivery

Innovation is more than just implementing new ideas, its about how we can improve efficiency and quality of service delivery to our local community.

	OUTCOME	5 YEARS	6-10 YEARS	ACTION
4.4.1	Improved data collection for decision making	✓	✓	Invest in systems to digitize the collection of data across all council services
4.4.2	New technologies change the way Council does its business, increasing productivity	✓	✓	Identify and implement existing and new technology opportunities such as smart meters, asset management tracking and smart lighting
4.4.3	Residents can access Council services in more convenient ways, improving service delivery	✓	✓	Identify and implement existing and new technology opportunities such as online booking and payment systems and community engagement tools



OUR ADVOCACY AGENDA

On behalf of our community,
Charters Towers Regional Council will advocate for:

QUEENSLAND GOVERNMENT

1. Delivery of critical additional health services: obstetrics, gynaecology, renal medicine, radiology and ultrasound
2. Redevelopment of the Charters Towers Hospital
3. Funding support for major regional events (such as the Country Music Festival, King of the Goldfields and 10 days in the Towers)
4. Funding for renewal of sporting facilities – multi-sport facility and relocation of equestrian centre
5. Funding for redevelopment of the Dalrymple Saleyards
6. Allocation of water from Upper Burdekin River to enable Hells Gates Dam
7. Whole of government drought preparedness and response support
8. Allocation of available native forest resource
9. Funding for water network renewal (\$24 million)
10. Delivery of safety improvements to Gregory Developmental Road and Flinders Highway
11. Removal of restrictions on eco-tourism in National Parks
12. Removal of land clearing restrictions on good quality agricultural land (ALC Class A & B)
13. Funding to support local biosecurity (pests and weeds control and eradication) efforts
14. Funding to support the development of the Charters Towers Industrial Precinct (\$23.1 million)
15. Funding to support the CTCRC waste projects (\$15 million)
16. Removal of waste levy for Charters Towers Region
17. Funding for implementation of waste management initiatives (\$15 million)
18. Funding for additional housing for Council staff (\$2 million)
19. Funding and approvals for pumped hydro project
20. Local content requirements for major projects

AUSTRALIAN GOVERNMENT

1. Establishment of a Satellite University Study Campus
2. Increase in aged care services (including expansion of facilities)
3. Funding for Big Rocks Weir
4. Funding for Hells Gates Dam
5. Establish a permanent ADF presence in Charters Towers Region
6. Funding for the removal of mobile black spots (\$10 million)
7. Restore Financial Assistance Grants to 1% of commonwealth taxation revenue

OUR STRATEGIC PARTNERS

On behalf of our community, Charters Towers Regional Council will work with the following regional partners:



REGIONAL QUEENSLAND COUNCIL OF MAYORS

Established in May 2021, the Regional Queensland Council of Mayors, from the previous Northern Alliance of Councils, is a refocus and a realisation that Regional Queensland needs its own representation and chance to fight for a fair share of representation and funding. 43 Councils together are a strong voice with similar issues/concerns. Mackay Regional Council provides the Secretariat for this Council of Mayors.



NORTH QUEENSLAND REGIONAL ORGANISATION OF COUNCILS

The five member councils of NQROC work collaboratively to solve regional issues and to contribute to the future sustainability of the region. NQROC members advocate on behalf of our region to effectively promote regional positions and priorities as well as ensure that major local government issues are addressed by all levels of government.



MITEZ - MOUNT ISA TO TOWNSVILLE ECONOMIC ZONE

The Mount Isa to Townsville Economic Development Zone (MITEZ) is the regional development area between Queensland's Western border and the 900km east-ward stretch to Townsville. MITEZ focuses on regional economic development planning, collaboration with supply chain providers and significant investors and advocacy on major infrastructure projects. Charters Towers Regional Council is a foundation member of MITEZ.



TOWNSVILLE ENTERPRISE LIMITED

Townsville Enterprise Limited (TEL) is the destination marketing and investor attraction agency in the North Queensland Region. TEL focuses on promoting the region's tourism attributes to increase regional visitation and supports regional industry attraction efforts and delegations to Canberra and Brisbane. Charters Towers Regional Council is a Silver Member of TEL.



REGIONAL DEVELOPMENT AUSTRALIA

Regional Development Australia (RDA) Townsville and North West Queensland is a Federal Government agency that consists of nine representatives from across the Townsville and North West Queensland Region. RDA focuses on facilitating regional economic development outcomes, investment, local procurement and jobs and promotes greater regional awareness of and engagement with Australian Government policies, grant programs and research.



NORTH QUEENSLAND LAND COUNCIL

Council will work collaboratively with representatives of the North Queensland Land Council to recognise each other's rights and interests and to help each other meet their responsibilities and protect the special rights and interests of Traditional Owners.

Charters Towers Regional Council is currently working with the Gugu Badhun, Gudjala, Jangga, Birriah and Warrgamay Traditional Owners

WORKING WITH THE QUEENSLAND GOVERNMENT



TOWNSVILLE HEALTH AND HOSPITAL SERVICE (TOWNSVILLE HHS)

Queensland Health is responsible for delivering health and hospital services in North Queensland. We will continue to work with Townsville HHS on improving health services and facilities in Charters Towers.

DEPARTMENT TRANSPORT AND MAIN ROADS

is responsible for delivering a safe, responsive, accessible and efficient transport network. We will work with TMR on improving the safety of our highways, efficiency of our supply chains and public transport connectivity between Charters Towers and Townsville.

DEPARTMENT OF STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT AND PLANNING (DSDILGP)

is responsible for achieving economic prosperity and liveable communities across Queensland. We will work with DSDILGP on realising new investment opportunities, enabling housing and industrial land supply in the Charters Towers Region.

DEPARTMENT OF RESOURCES

is responsible for making the best use of Queensland's renewable and non-renewable land, mineral and energy resources. We will work with the department on realising resource development opportunities in the Charters Towers Region.

DEPARTMENT OF AGRICULTURE AND FISHERIES (DAF)

is responsible for improving the value of Queensland's food and fibre industries. We will work with DAF on improving the productivity and profitability of local graziers and realising irrigated agricultural opportunities in the region.

DEPARTMENT OF REGIONAL DEVELOPMENT MANUFACTURING AND WATER (DRDMW)

is responsible for driving investment in water infrastructure, developing economic opportunities in regional communities and increasing the number of jobs in manufacturing. We will work with DRDMW on realising the water resource development opportunities in the Upper Burdekin and supporting local manufacturers to onshore and reshore value-adding manufacturing activities.

DEPARTMENT OF ENVIRONMENT AND SCIENCE (DES)

is responsible for managing, protecting and restoring Queensland's natural environment and heritage. We will work with DES on deconflicting flying fox impacts on urban communities, improving access to our National Parks and ensuring a compliant waste and waste water management system.

DEPARTMENT OF EMPLOYMENT, SMALL BUSINESS AND TRAINING

is responsible for connecting all Queenslanders to learning opportunities through quality training, employment opportunities and by helping small businesses to start, grow and thrive.

MEASURING SUCCESS

Maintaining Accountability



HOW PERFORMANCE IS MEASURED

Charters Towers Regional Council's performance will be measured through the on time satisfactory completion of the actions.



HOW EFFECTIVENESS IS MEASURED

Charters Towers Regional Council's effectiveness will be measured through the achievement of the stated outcomes sought (first 5 years).



HOW IMPACT IS MEASURED

Measured through a change in

- Growth in Estimated Resident Population (ERP)
- Growth in Total Gross Regional Product (GRP)





CHARTERS TOWERS
REGIONAL COUNCIL

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