

Community Strategic Plan

Isaac's 20 year vision



Choice • Innovation • Opportunity

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Electronic copies of Council's Community Strategic Plan are available, free of charge, on Council's website www.isaac.qld.gov.au
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Adopted by Council on 28 April, 2015

Resolution #4045



Mayor's Message

Anne Baker



“ This is our commitment to the long term future of Isaac...everyone has a role in shaping the region we are proud to call home ”

Isaac 2035, our Community Strategic Plan, represents our commitment to the long term future of the Isaac region.

I am pleased to present this blueprint for the future, which outlines how we will work towards enabling strong, vibrant, diverse and sustainable communities for our people over the next 20 years.

The unique nature of a Community Strategic Plan is that it is a document for us all— Council, Local, State and Federal agencies, community, businesses and non-government organisations. With this in mind, achieving Isaac 2035's visions will require a united effort and we invite you to work with us towards bringing this vision to life.

Our vision for the region is aligned with strategies to ensure that our goals become reality. Broadly, these are to strengthen Isaac across four key areas, with actions in place to improve our essential infrastructure, diversify our economy, support our communities and protect our natural environment.

As a local government serving the largest mining region in the state, we are aware that unpredictable cyclic economic conditions impact our communities, businesses and industry. Although our communities continue to be stoic, vibrant and resilient, Council is committed to diversifying our region in order to promote long term growth, opportunity and prosperity. We will continue to strengthen our working relationships to increase investment opportunities and to ultimately deliver better outcomes for the region.

Isaac 2035 highlights Council's commitment to delivering a secure and sustainable future for our children and grandchildren. Every member of our community is integral in helping us achieve this goal and in shaping a region we are proud to call home.

Creating this document has been a focused, collaborative effort and I would like to thank everyone who contributed towards shaping the vision for our future; Isaac 2035.

Mayor Anne Baker

Overview

What is a Community Strategic Plan?

A Community Strategic Plan is a blueprint for future generations.

Isaac 2035 is our big picture vision for the region and outlines the actions required in order to make our vision a reality.

We have considered the key questions that shape the way our residents and communities live, play, earn and thrive within our region.

In considering these questions we have identified a framework of four key themes that underpin our overall vision for Isaac 2035 - Communities, Economy, Infrastructure and Environment.

What is its Purpose?

The aim of the document is to provide clear goals and direction towards improving the future of the Isaac region.

We have established an action plan for growth across each of our four key themes. This provides a framework and a level of accountability by which we can measure our progress.

Our key themes underpin what we want our Communities, Economy, Infrastructure and Environment, to be in 2035 and how we measure our success in each of these areas.

We hope to provide our residents with a clear insight into the future of the Isaac region. With a united vision we will secure a vibrant future for our region's current and future generations.



Overview

How Did We Develop Isaac 2035?

In order to effectively address the top priorities for our people and the region as a whole, we undertook a Strengths, Weaknesses, Opportunities and Threats (S.W.O.T) Analysis. This allowed us to identify key areas for growth and development, as well as potential obstacles and strategies to mitigate these.

The four key themes in this document are interconnected, meaning that improvements or decline in one area will undoubtedly affect the others.

For this reason, each theme is given equal weight and attention so that the Isaac region flourishes wholistically over the next twenty years.

It is clear our long term economic direction lies in a wider diversification of industries operating in the region. Achieving this outcome is something that we see as vitally important for our future and is an element represented strongly throughout our Community Strategic Plan.



What is Council's Role in Isaac 2035?

While Council has a custodial role in Isaac 2035, we all have a role to play in creating the region we want. Isaac Regional Council does not exist in isolation, therefore we need to collaborate and partner with residents, local businesses, community organisations, educational institutions and State and Federal Governments to achieve our vision.

Council's role will be to:

- Advocate: trying to persuade others to act
- Facilitate: bringing various parties together to carry out an activity
- Educate: providing information and advice

- Fund: making a financial investment in a project or program of work
- Provide services: carrying out a program using Council's own resources
- Regulate: developing and enforcing rules
- Monitor and review: gathering information

At times, we may play various roles as we lead our region towards Isaac 2035, however the aim is for this plan to evolve and be adapted by future generations and leaders. This means that we encourage all stakeholders to be forthcoming with their views and ideas to continually improve and refocus this vision and plan.



Our Region Now

Our Region Now

Location

- Central Queensland (1,000 km north-west of Brisbane and 900 km south of Cairns) with communities reaching from the coast to the coalfields
- Encompassing an area spanning approximately 58,000 km² ⁽¹⁾

Population

- 24,275⁽¹⁾ permanent residents, plus 11,085⁽¹⁾ resource sector workers who regularly fly in, fly out/drive in, drive out of the region and stay in temporary accommodation
- Full-time equivalent population is an estimated 35,845⁽²⁾

Communities

- Isaac region is home to 17 unique communities:
 - Modern mining towns of Moranbah, Middlesbrough, Dysart and Glenden
 - Historical communities of Nebo, Clermont and St Lawrence
 - Smaller coastal villages and rural localities of Carmila, Clairview, Coppabella, Flagggy Rock, Greenhill, Illbilbie, Clarke Creek, Kilcummin, Mistake Creek and Valkyrie
- Moranbah is the main service centre for the region with a population of approximately 9,120⁽²⁾

“Isaac Local Government Area is a significant contributor to the Queensland and national economies”

Economy

- Mining is the largest industry employer with 25 operating coal mines producing 42%⁽³⁾ of Queensland's saleable coal and generating \$1.1 billion⁽⁴⁾ in royalty payments each year
- Agriculture is another key industry contributing \$151.422 million to the total output of \$17,599.757 million⁽¹⁾
- Isaac is a significant contributor to Queensland's Gross Regional Product (GRP), contributing \$8.6 billion GRP based on a population of only 24,275⁽¹⁾

(1) REMPLAN Economy and Community 2014

(2) Bowen Basin Population Report 2014

(3) DNRM October 2014

(4) Queensland Economy Isaac 2012-13

Our Region Now



Clermont



Carmila



Dysart



St Lawrence



Moranbah



Glenden



Middlemount



Nebo



Greenhill



Clermont Rural



Lake Elphinstone



Isaac Mining



Our Vision



Our Vision

What is Isaac 2035?

Isaac 2035 is a vision for what our region will look like in 20 years. This vision is founded upon vibrant communities, a strong economy, a healthy environment and effective and sustainable infrastructure.

The nation, the state and the Isaac region will change significantly in two decades and it is likely that our population, economy, climate and way of life will be very different from today.

The inevitable social, economic and political changes mean that we need to explore new ways

of capitalising on opportunities and addressing challenges, to ensure Isaac reaches its full potential.

Council has created a plan to allow our communities to follow the journey towards Isaac 2035.

This plan is the key driver for the region's Strategic Planning Framework, which includes the delivery of our 5 Year Corporate Plan and the Annual Operating Plan.

By 2035...

Average life expectancies likely to increase by **5-10 years**



The population for the Isaac region is projected to **increase** from 2011 to 2035 by **2.3% per year***

Leading to a projected population of
37,000 people
by 30 June 2035*



Based on the size of its population, the Isaac LGA's contribution to Queensland's GRP is **8x higher** than the state average

Source: Queensland Regional Profiles: Resident Profile for Isaac Regional Local Government Area, Government Statistician, Queensland Treasury and Trade 2013.
*These projections do not take into account impacts of global market conditions and other industry influences on population.



Our Vision

Our Plans for the Future

5 Year Corporate Plan

Our 5 Year Corporate Plan outlines what Council will deliver over the next five years to meet the Community Strategic Plan's objectives.

The initial 5 Year Corporate Plan focused on delivering to this Community Strategic Plan will be for the period 2015-2020.



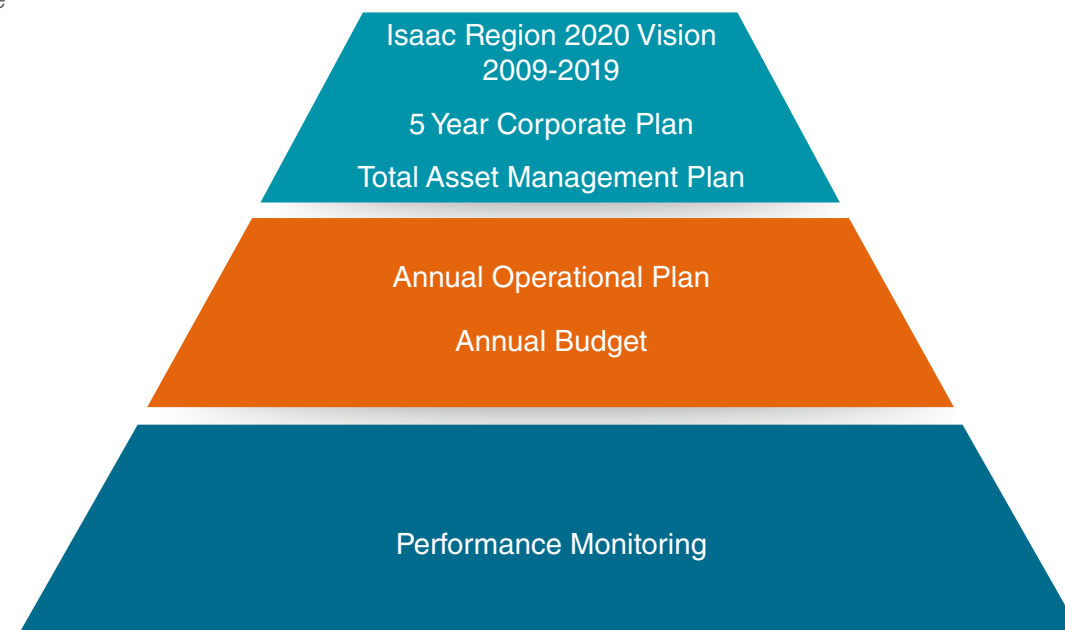
Annual Operational Plan

Our Annual Operational Plan expands on the 5 Year Corporate Plan and provides a more detailed overview in terms of how Council will focus on these objectives for the following 12 months.

The initial Annual Operational Plan focused on delivering to this Community Strategic Plan and its related 5 Year Corporate Plan will be 2015/16.



Isaac Regional Council Planning Structure





Our Planning Strategy

Our Planning Strategy

S.W.O.T Analysis

The world is changing and like many regions Isaac faces challenges to its continued socio-economic sustainability and ongoing growth. In recent decades the Isaac economy has been largely reliant on coal exports, and commodity exports in general. Commodities are vulnerable to global trends.

The cyclic nature of all industries is a significant challenge for our region. It is vital we facilitate the development of industries and sectors outside of coal to ensure we remain competitive and sustainable into the next century; and that we can cope with potential volatility in the coal industry, which looks likely for the foreseeable future.

We have undertaken a “Strengths, Weaknesses, Opportunities and Threats” (SWOT) analysis to help guide our planning for the future of the Isaac region.

In responding to these considerations, our approach will be very much on seeking to maximise the strengths and opportunities and mitigate against the weaknesses and threats.

“ IRC is committed to diversifying to ensure we remain competitive and sustainable ”



Strengths

Communities

- Good place to bring up a young family with some great, family-friendly facilities
- Long standing heritage towns such as Clermont, Nebo and St Lawrence with strong supportive cultures
- Safe communities with low crime
- Younger than state average population within the region
- An existing arts and culture community within the region

Infrastructure

- Large scale coal mining industry and infrastructure in the region
- Vast amounts of space with plenty of room to undertake large scale projects
- Sports and recreation facilities and opportunities

Economy

- Significant thermal and metallurgical coal deposits in the region resulting in a number of planned or developing coal mines
- Long standing agricultural industry in the region
- Strong international export market focus for various industries such as coal, agriculture, aquaculture, sugar cane and beef
- Strong and well developed links with our neighbouring regional Councils (i.e. Whitsundays, Mackay and Central Highlands)
- High levels of trade qualified residents within the region
- Areas of high tourism value/significance

Environment

- Areas of high agricultural soil quality
- Picturesque coastal communities and attractions
- Unique areas of flora and fauna significance such as the Clarview Dugong Sanctuary, Carmila Ranges and St Lawrence Wetlands
- Numerous national parks, state forests and walking trails





Weaknesses

Communities

- Significant economic, political and social challenges related to fly in/fly out workers
- Limited regional funding priorities directed to our region
- Limited health services or professionals in the region

Economy

- Cyclical oversupply, and possible structural decline, in demand for coal; particularly thermal coal
- Limited ability to influence statutory decisions that impact our economic drivers
- Lack of economic diversification
- Limited small to medium enterprise culture or support networks
- Lack of hi-tech company development, research or innovation in region

Infrastructure

- Ageing infrastructure across the region, particularly in the areas of water, transport, telecommunications, health, power, waste and resource management
- Low levels of State and Federal investment in regional infrastructure

Environment

- Ecological damage due to historically poor environmental processes across various industries
- Lack of investment into conservation projects and initiatives
- Limited engagement around ecological protection across the region
- Limited priority placed upon environmental best practice such as eco-friendly infrastructure and business sustainability initiatives

Opportunities

Communities

- Possible positive changes in State and Federal policies and priorities
- Strengthened relationships with State and Federal Government to facilitate further investment and collaboration on regional priorities
- Heritage, arts and culture tourism development opportunities

Economy

- Increased beef, agriculture, fisheries and aquaculture farming opportunities due to global food shortages and changing consumption patterns
- Ongoing global and metallurgical coal demand and consequent expansion of the coal industry in the region
- Coal seam gas and biofuel opportunities
- Economic development opportunities associated with “Funding for Development Northern Australia”

Infrastructure

- Enhanced infrastructure in the region promoting economic diversification, efficiency and social wellbeing
- Development of global standard rail and road infrastructure to enable future adaptation
- Increasing use of rail infrastructure outside of coal industry to support export industries
- Advances in carbon capture and storage technology with potential to extend the life of the coal industry

Environment

- Research, learning and innovation opportunities to address Isaac’s environmental concerns such as urban flying fox management and broad scale mine site rehabilitation
- Development of community eco-infrastructure such as informative hiking tracks and botanical gardens
- Environmental tourism development opportunities particularly in coastal areas
- Significant renewable energy opportunities in the longer term
- Developing, protecting and promoting our World Heritage Area coastline



Threats



Communities

- Increasing fly in/fly out workers as a response to the coal industry's drive for efficiencies negatively impacting our communities
- Declining permanent population
- Removal of local or regional decision-making capabilities
- State and Federal government intervention in economic and infrastructure projects without Council consultation or approval

Economy

- Downturn of the coal mining industry due to numerous factors including a global move towards renewable energy sources, climate change concerns, market oversupply and investor reluctance
- Lack of economic diversification
- Declining regional incomes and increasing unemployment
- Falling regional housing prices with assets reaching below replacement cost

Infrastructure

- Mines in development put on hold or cancelled
- Increasing water infrastructure and supply challenges
- Inability to maintain existing infrastructure or fund future development

Environment

- Negative impacts due to natural disasters and climatic changes including increasing drought in the region
- Inadequate site rehabilitation of abandoned temporary industry infrastructure
- Becoming complacent with regards to declared pest management
- Long-term biodiversity loss and ecological degradation



Our Key Themes

Our Key Themes

Communities



Isaac will have strong and diverse communities that support all to live, work and raise families.

Economy



Isaac will continue to be Queensland's number one performing regional economy based upon a thriving, resilient and diverse mix of industry sectors.

Infrastructure



Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and its economic sectors.

Environment



Isaac will have an appropriate and sustainable balance between environment, economy and community to ensure our natural resources are sustainably managed and protected.

“ Isaac will have strong and diverse communities that support all to live, work and raise families ”



Communities



Communities

Goal

In 2035 Isaac will have strong and diverse communities that support all to live, work and raise families.

There is no doubt that Isaac communities are our strength. They are the places where we live and prosper together; places where our spirit shines through.

To maintain this strength we will develop effective partnerships at community, industry, regional, state, federal and international levels; all focused on working cooperatively to address our region's challenges.

Through working together with residents we will achieve open, welcoming communities that are inclusive and resilient. Communities with a distinct sense of identity and civic pride will give us the strength and unity we need as a region to prosper well into the future.

To Achieve Our Goal

- We will provide safe and cost effective community facilities and venues
- We will provide a range of services to cater for the diverse needs of our communities
- We must partner with a range of stakeholders to build self-sustainable community groups
- We will deliver a range of programs and services that promote community safety, health and wellbeing
- We will celebrate our communities and their uniqueness



Communities

We Will Know We Are Succeeding When:

- Our community facilities and venues are well utilised
- Our region's community groups are thriving and self-sustainable
- Our community's health, safety and wellbeing improves
- People take pride in our region



Who Will Contribute to Getting There?

To achieve these strategies Council will engage with the following:

- | | | |
|----------------------|---------------|---------------------------------|
| • State Government | • Communities | • Schools |
| • Federal Government | • Industry | • Higher Education Institutions |
| • Community Groups | • Business | • Charities |



“ Isaac will continue to be
Queensland's number one
performing regional economy ”



Economy



Economy

Goal

In 2035 Isaac will continue to be Queensland's number one performing regional economy, based upon a thriving, resilient and diverse mix of industry sectors.

A successful economy is vital to ensuring that many other elements of our vision become a reality. Economic strength provides job opportunities, rising incomes and the funds for essential services.

Growing our region's economy will attract investment from innovative firms, leading to high-skill career opportunities for all residents in our region.

In addition, a successful economy will provide the financial resources to enable improvements in other elements of our vision – Communities, Infrastructure and Environment.



To Achieve Our Goal

- We will provide sustainable infrastructure, facilities and services to support economic growth
- We must partner with a range of stakeholders to promote economic vitality
- We need a diverse range of thriving, innovative and sustainable industries
- We will operate Council's commercial businesses in a manner that delivers cost effective services to the community
- We need to promote and advocate for our regions many industry sectors





Economy

We Will Know We Are Succeeding When:




- We have plans in place to design, provide and maintain sustainable infrastructure, facilities and services that encourage and support economic growth and development
- We have partnerships with a range of stakeholders with demonstrated success in promoting and supporting economic vitality
- The region has a variety of thriving and sustainable industry sectors that are able to maximise opportunities on both regional and global markets
- Our community is satisfied with the way Council's commercial businesses are managed
- The number of visitors, investors and residents in the region grows

Who Will Contribute to Getting There?

To achieve these strategies Council will engage with the following:

- | | | |
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“ Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and its economic sectors ”



Infrastructure

Infrastructure

Goal

In 2035 Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and its economic sectors.

Infrastructure will be a key enabler of our economic growth and a leading factor in the quality of life for our communities.

One of our greatest challenges is ensuring ongoing access to, and development of, our infrastructure and services. We are a region that covers a vast land area with significant distances separating our communities, therefore population growth, lifestyle changes and severe weather events over the next

twenty years will all increase demands on our infrastructure and services.

Upgrading and expanding Isaac's infrastructure will require significant investment. In order to meet demand, we need to find new ways of investing and getting the most out of what we already have, as well as attracting the funding to do more.

To Achieve Our Goal

- We will plan and act appropriately to manage our road infrastructure
- We will provide effective and sustainable water supply and sewerage infrastructure
- We will maintain our network of parks, open spaces and natural features
- We will plan and act to ensure that our communities and infrastructure are well prepared for natural disasters
- We will operate our assets in a manner that delivers cost effective services to the community



Infrastructure

We Will Know We Are Succeeding When:



- We have plans in place that enable the effective and sustainable provision and maintenance of road infrastructure
- Our community is satisfied with water supply and quality
- Our network of parks, open spaces and natural features are well utilised
- We have comprehensive disaster management plans and education programs in place
- Our community is satisfied with the way Council's assets are managed

Who Will Contribute to Getting There?

To achieve these strategies Council will engage with the following:

- | | | |
|----------------------|---------------|---------------------------------|
| • State Government | • Communities | • Schools |
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| • Community Groups | • Business | • Charities |



“Isaac will have an appropriate and sustainable balance between environment, economy and community”

Environment



Environment

Goal

In 2035 Isaac will have an appropriate and sustainable balance between environment, economy and community to ensure our natural resources are sustainably managed and protected.

The people of the Isaac region are passionate about conserving and protecting our diverse landscapes and unique ecosystems.

Our vision for the future is that we will be recognised for our approach in managing our environment and our finite resources, while we strive to develop and strengthen our economy. Preserving our natural assets will be a large part of our economic success and quality of life.

As our economy continues to grow, we will need to ensure new urban and industry developments are environmentally sustainable and preserve our unique heritage.

As stewards of the environment for present and future generations, we must find ways to balance preservation of our environment with responsible economic growth and development.

To Achieve Our Goal

- We will plan and act appropriately to manage our resources sustainably
- We will protect and manage our natural resources, biodiversity, agricultural soils, flora and fauna
- We will support our communities to learn about, maintain and celebrate the environment and our natural resources
- We will protect and promote our culturally and ecologically significant sites
- We will minimise Council's environmental impacts through the way that we undertake our operations and business



Environment



We Will Know We Are Succeeding When:

- We have plans in place that minimise the loss of natural resources and the impact of development on environmentally significant areas
- Our natural resources, agricultural soils, flora and fauna are flourishing
- Our communities have regular activities aimed at conservation education and celebration
- We see an increase in visitation to culturally and ecologically significant sites
- Our community is satisfied with the way our environment is managed

Who Will Contribute to Getting There?

To achieve these strategies Council will engage with the following:

- | | | |
|----------------------|---------------|---------------------------------|
| • State Government | • Communities | • Schools |
| • Federal Government | • Industry | • Higher Education Institutions |
| • Community Groups | • Business | • Charities |



Conclusion

Conclusion

At times, we may play various roles as we lead our region towards Isaac 2035, however the aim is for this plan to evolve and be adapted by future generations and leaders.

This is a living document that Council will review from time to time based upon the changing world around us, community expectations and regional issues.

This means that we encourage all stakeholders to be forthcoming with their views and ideas to continually improve and refocus this vision and plan.





Photo References

Photo References

- Cover:** Harris Oswald, Clermont playground
- Page 2:** 'Open Golden Sky' by Narin Renu, St Lawrence Wetlands
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