

Executive Summary

In 2012 the Council, through extensive community engagement and consultation, developed its first Community Plan for Carpentaria. It was our plan for the future of our region. Our Community Plan was to help us address the following questions:

- ✓ What will our region be like in 10 years and how can we shape the future that we desire?
- ✓ What are the priorities for Carpentaria in the next 10 years?
- ✓ How do we identify and address the challenges that we face?
- ✓ How can we maximise the many opportunities that exist for Carpentaria?

The purpose of the Carpentaria Community Plan 2012-2022 was to help define our goals for our region and to guide future decision making.

Changes to local government legislation following the State Election in 2015 did not require Councils to formally adopt a Community Plan, Some of the Focus identified in the Community Plan was picked up in the Corporate Plan, Operational Plan, and more recently in the Economic

Development and Tourism Strategies, however not all were, and we have an opportunity in this review to pick those Focus areas up and have

them included.

Even though there is no legislative requirement to have a community plan this Report Card has been structured to provide feedback to those who contributed through the considerable effort that went into the development of the Carpentaria Community Plan 2012-2022 and the general community and our new residents who now call this part of the Region their home. Over 20 meetings with community groups and organisations, focus groups, Council employees, public meetings, school children, local businesses and elected members were conducted.

Almost 200 people attended the consultation sessions, resulting in a wide cross section of ideas and opinions about the future of Carpentaria. Many of those who attended the consultation sessions were representing community groups and organisations, giving increased input to the development of the Community Plan. The Carpentaria Community Plan endeavoured to encompass the consensus and opinions of those involved in consultation and identified key priorities (Focus) for the future. The Carpentaria Community Plan 2012-2022 also includes resident's personal perspectives with quotes taken from the consultation process forming part of the Carpentaria Community Plan 2012-2022 and we have also scored their comments, with a Red (more work needed), Yellow (we done some work and more can be done) and Green (we think we have achieved this).

"Wouldn't it be great if we could get done what has been planned for the region and have definite dates that these things will happen, not just more plans."

We commend the Report Card to the Community and will provide a copy on the Council Website.

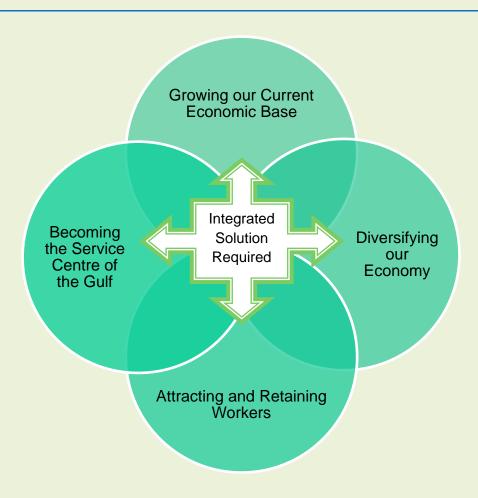
Thank you again to all those who contributed to the development of the Carpentaria Community Plan 2012-2022.

We can be very proud of the achievements over the past 10 years, but we acknowledge there is more that can be done to ensure that the Carpentaria Shire is a great place to work, live and play.



As well as over 20 meetings and focus groups to discuss the future of Carpentaria, sessions were held with all the schools in the region to engage with our future – our children.

Some of the Key Challenges were Inter-related (and many still are)



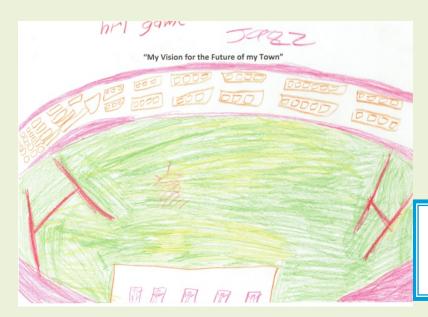
"Our Kids' Vision for their Future"

What do our children think is important for our future?

Key issues identified by the children included:

- ✓ Keeping the region clean so that it is attractive to visitors
- ✓ More things for kids to do
- ✓ More shopping options
- ✓ A water park near the existing pool

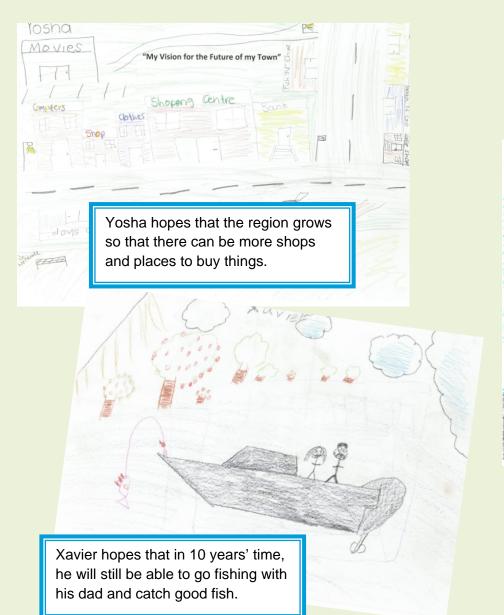
On the basis that a picture is worth 1,000 words, the children drew their vision for the future of Carpentaria.





Ethan from Karumba State School thought it was a good idea for there to be more places for tourists to go so they stay longer and spend more money.

Imagine how many people would visit town if we were able to attract a pre-season NRL trial game to Normanton. Jazz thinks we should find out if this is possible.



Caleb would like tourists to be able to take helicopter flights to see the bush and for there to be more flights to our airports.



What the community said 10 years ago

"I hope that in 10 years' time, we have managed to implement and complete at least 60% of the community plan."

"People are friendly here and you don't get lost like you do in Sydney."

"Things are spread out, so we are not crowded like the city. It is safe for us, and we can go out and explore in the bush".

"There are lots of kids my age and we can ride our bikes safely wherever we want."

"I hope that in 10 years' time, I can still go down to the river and catch a fish."

"We have a great library and because we are a small town, you know everyone, and people are friendly – not like the city."

"I hope that one day, more people choose to move to the area, and we have lots of work opportunities."

"Wouldn't it be great if one day there was a water park in Normanton, like the one in Townsville. We could use it but so could families that are visiting."

"I hope that one day, my kids and grandkids can live in or visit this region and get to experience some of the privileges that were available to me in my childhood."

"I love living in Karumba. There is lots of room to play and you can be yourself."

"I wish that in 10 years' time, Carpentaria is known for quality Gulf Products like seafood and beef and has a diversified tourism industry. Our commercial fishing and pastoral industries are stable and secure."

"Wouldn't it be great if the region is not so isolated during the wet season."

"Wouldn't it be great if the Port at Karumba could be used for more commercial opportunities, and we can take more advantage of that facility for the region."

"I hope that one day, I take my family that visit over to the Monsoon Centre and have great cup of coffee."

"Tourism has been good to our town, but we need to find ways to get the benefit of that all year round."

"I wish that in 10 years' time, the region still has the same friendly people and there are more opportunities for young people". "I hope that one day, I can afford to retire from work and have more time to talk to the tourists about our town history."

"I hope that one day, the Carpentaria Region can be recognised as a growing social network of people providing a vast range of social, sporting and economic facilities."

"Wouldn't it be great if we had schools in the region that went to Grade 12."

"While it is good to talk about new this and new that, we need to make sure that we look after the facilities that we already have."







"Wouldn't it be great if you didn't have to leave home to get a better education, not only in year 11 and 12 but younger students as well."

"Wouldn't it be great if our kids left town because they wanted to, not because they had to."

"Wouldn't it be great if kids enjoyed going to school, so absenteeism was not an issue and they ended up with a good education."

"The Normanton main street is so different from other towns. Buildings have different colours from the purple pub to the orange (green) butcher." "I hope that one day I can ride my bike along a scenic bike track in Karumba instead of the roadside dirt where you continually get flat tyres."

"Wouldn't it be great if in 10 years' time, I didn't have to take my valuables out of the car at the boat ramp."

"I hope that one day, my kids can come back and catch a barra with their kids, put in a pot and get yabbies and let their kids ride their bikes with true freedom."

"Wouldn't it be great if our community continues to grow but keeps the sense of togetherness and support of a small community."









"I wish that in 10 years' time, Carpentaria was a thriving community supported by Council to keep growing with a safe environment for children and the elderly."

"Why don't we take advantage of all this sun? Electricity prices are always going up so let's see what we can do about increasing the use of solar panels"

"I hope that one day I will be able to go from the Port to Karumba Point by a bikeway." "Wouldn't it be great if we could be the "Capital of the Gulf" providing a central hub from Burketown to Georgetown".

"We have been affected by a lot of decisions made out of the region. It is about time that we tried to influence that decision making."

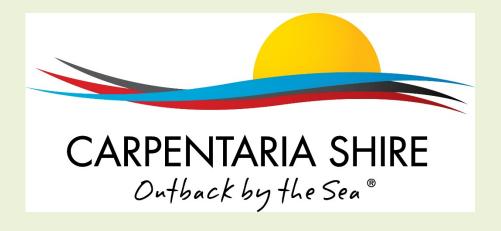
"While our visitors need to get a good impression when they arrive in town, it is also important for us as residents to feel that our town looks as good as it can as that helps community pride."











The Report Card

It's a great place to work, live and play

Our Economic Future

(Short term referred to 2012 to 2014, medium term referred to 2015 to 2018 and long term referred to after 2019.)

Key Economic Goal 1 – Economic Diversity and Growth	Focus	Report/Comments
Seek to diversify the economy (Timing – Short Term)	Establish a Regional Economic Plan that seeks to diversify the economic base of the region and support the ongoing development of existing industries.	Economic Development Strategy adopted by Council. Action (Implementation) Plan is still in Draft Carpentaria Shire Council is included in the North West Minerals Provence Economic Diversification Strategy (State) Council has prepared a Regional Priorities and Opportunities document looking at "blue sky" projects to ensure these are included in regional planning
Year-round economic activity (Timing – Medium Term)	Identify ways in which existing industries can operate more effectively for 12 months of the year including: - 1. Identifying key roads to upgrade to improve access during flood periods to enable cattle to reach markets all year round.	More work can be continued with this and should be picked up in the Economic Development Strategy (Action Plan)

	 Identifying potential tourism markets that can operate during the wet season (e.g., bird watching) and market accordingly. 	
Pursue specific diversification opportunities (Timing – Medium Term)	In addition to the existing pastoral, tourism, and mining industries, we need to develop other industries including: - 1. Ongoing development of the Karumba Port as a potential export hub. 2. Establishing the region as a transport hub linked to a growing Port. 3. Pursuing the establishment of centres for research to support existing industries (e.g., beef, fishing).	Karumba Port Development is included in the Regional Priorities and Opportunities document and should be picked up in the Economic Development Strategy (Action Plan)
Develop a regional brand (Timing – Short Term)	Undertake an exercise to develop and promote a Brand for the Carpentaria Region that lifts the profile of the region, creates its own unique sense of identity and links products to the concept of regional quality.	Gulf Savannah Development (GSD) have produced a Regional Brand Strategy that could be further considered, actions identified and picked up
Buy local campaign (Timing – Short Term)	In conjunction with Gulf Chamber of Commerce and Karumba Progress Association, the Council undertake a buy local campaign to encourage support for local business development.	Discover Carpentaria website established to list businesses, sporting groups and community organisations www.discovercarpentaria.com.au
Support economic growth (Timing – Short Term)	Council supports the region's economic development by investigating the feasibility of employing an Economic Development Officer and if feasible, employing that role to provide business development support across the region.	Council employed a Manager Economic and Community Development in August of 2013.

Key Economic Goal 2 – Develop Tourism Opportunities	Focus	Report/Comments
Develop the Monsoon Centre (Timing – Medium Term)	Establish and market the Monsoon Centre at Normanton as an iconic outback experience in the region.	Business Case developed and applications submitted on a number of occasions, this needs a full business case review and has been put on the longer-term projects to concentrate on a display recognising the contribution of early explorers to the Gulf
Develop a broader tourism experience (Timing – Medium Term)	 We need to broaden the tourism experience available including: - Re-introduction of the Sunset Tour and Billy Tea Tour on the Gulflander. Establishing bird watching tours around regional wetlands including the establishment of bird hides. Introducing indigenous experience tours to introduce tourists to local art, dance, culture, and country. Exploring niche elements of the experience tourism sector including photography, astronomy, and other eco-tourism opportunities. 	Tourism Strategy has been developed and adopted by Council, more tourism product is needed in the region, and this should be included in the Tourism Strategy. Opportunity to develop indigenous tourism in the lead up to the 2032 Olympics https://www.carpentaria.qld.gov.au/development-and-planning/economic-development-strategy
Introduce Tourism product packages (Timing – Medium Term)	Encourage tourists who are likely to spend more per day through the development of short stay visitor packages that focus on key iconic visitor attractions in the region.	Some additional experiences added to Les Wilson Barramundi Discovery Centre. More visitor experiences opportunities are to be further developed and included in the Tourism Strategy

More choice for tourism accommodation (Timing – Medium Term)	Encourage the establishment of high standard visitor lodging and dining in B & B style accommodation.	GSD have produced a Farm Stay Manual that could be utilised to encourage additional accommodation in the Region. Many visitors are also self-contained
Improve Tourism infrastructure (Timing – Short Term)	We can improve the experience for tourists by improving directional and information signage, town entry features at Normanton and Karumba and the ongoing development of high-quality public amenities.	New signage has been implemented over the past 10 years, the Karumba Signage has been refreshed and there are plans to refresh the Normanton signage when grants become available, maybe need to do a Project Plan to assist with grant opportunities.
Continue to develop signature events (Timing – Short Term)	Major events attract a lot of visitors to the region, which is great for the economy, so we need to support and grow signature events such as the Fishing Competition, Rodeo and look at hosting major regional sporting events.	Events like the Outback by the Sea Festival should be further developed to ensure they continue to grow. Opportunity to develop additional signature events, wetlands festival to name an idea.

Key Economic Goal 3 – Economic Infrastructure	Focus	Report/Comments
Improve road network – flooding	With main roads being cut during the wet season, often for lengthy	Council has been successful in
(Timing Long Torm)	periods of time, we need a long-term plan to reduce the impact of	obtaining additional funding to
(Timing – Long Term)	flooding at key places and to reduce the total length of time that	continue upgrades to the Cloncurry
	major towns are cut off.	- Normanton and Normanton -
		Chillagoe Roads and ROSI funding
		for the Normanton - Burketown
		Road (\$16m Fed + \$4m Council)

Improve road network – key linkages (Timing – Long Term)	The main roads linking the region to the east and the south should all be two lane roads. Over time, funding should be allocated to ensure that this is achieved with particular emphasis on the Normanton / Cloncurry Road to enhance the development of the region as a transport hub.	Council has been successful in obtaining additional funding to continue upgrades to the Cloncurry - Normanton and some work still to be done and Council is working with Main Roads on these last sections
Improve transport – air linkages (Timing – Medium Term)	Lobby for more air services to the Karumba airport and lobby for reduced airfares to make the region more accessible.	Consider the development of an Advocacy Action Plan to continue advocacy on behalf of community to Government (State and Federal)
Improve transport – bus linkages (Timing – Short Term)	Lobby to increase the frequency of the bus service to Mt Isa.	Consider the development of an Advocacy Action Plan to continue advocacy on behalf of community to Government (State and Federal)
Infrastructure supporting business (Timing – Short Term)	Lobby to improve power, broadband and mobile phone coverage for the region.	Consider the development of an Advocacy Action Plan to continue advocacy on behalf of community to Government (State and Federal)
Specific infrastructure improvements – Karumba boat ramp (Timing – Medium Term)	Investigate the feasibility of upgrading the public commercial boat ramp at Karumba to support the development of the port as a commercial operation.	This may be complete, acknowledging more work needed for development of Port

Specific infrastructure improvements – Normanton Public Weighbridge (Timing – Medium Term)	Investigate the feasibility of establishing a public weighbridge in Normanton to support the development of the region as a transport hub.	Weighbridge installed adjacent to the Rodeo Grounds
Specific infrastructure improvements – Karumba Boardwalk (Timing – Short Term)	Apply for grant funding to develop the Karumba boardwalk to support the development of the tourism experience.	LRCIP Funding has been allocated for works on the boardwalk in 2023
Key Economic Goal 4 – Managing Future Economic Risks	Focus	Report/Comments
The potential impact of cessation of mining (Timing – Medium Term)	With the mine operation scheduled to conclude during the life of this Community Plan, it is important to plan for that eventuality including: - > the creation of a regional economic development plan > the phased sale or transfer of mine houses in Karumba > the Council incorporating the loss of mine rates into its long-term financial planning > exploring alternative options to ensure that the Karumba port is dredged in the future > ensuring that the mine site is rehabilitated.	This should be factored into the Long-Term Financial Sustainability Plan.

Working together for the region (Timing – Ongoing)	We need to ensure that Karumba and Normanton are not competitors for economic development but work together to improve the overall regional income.	More emphasis needed here in relation to Shire planning, rather than duplicating services in both communities. Work out the best location for facility and not duplicate
Focus on the future (Timing – Ongoing)	We need to do everything we can to ensure that our region's future (our children) receive the best education possible and can transition from school to work.	Council is represented on the Leadership Group for the Gulf Academy and supports the concept and will continue to work with the Leadership Group to further develop the concept Consider the development of an Advocacy Action Plan to continue advocacy on behalf of community to Government (State and Federal)

Our Community

Key Community Goal 1 – Community Spirit	Focus	Report/Comments
A safe environment (Timing – Ongoing)	We want to ensure that the region remains a safe place for families and lobby to retain police numbers.	Consider the development of an Advocacy Action Plan to continue advocacy on behalf of community to Government (State and Federal)
Our lifestyle (Timing – Ongoing)	We want to ensure that the region remains a great place to live and preserve our outback lifestyle and small-town community spirit.	Council continues to work on improving lifestyle with facility upgrades and new infrastructure, attempting to attract private investment. New Planning Scheme!!!!
Housing availability (Timing – Short Term)	1. attracting more funding for public housing 2. encouraging more new private houses to be built by planning further land releases over time 3. investigating the feasibility of having short term rental of vacant Council houses.	Working with WQAC and NWQROC, Council has adopted a Local Housing Action Plan. Need to establish Committee to progress the LHAP

Key Community Goal 2 – Community Facilities and Services	Focus	Report/Comments
Schooling to Grade 12 (Timing – Short Term)	Undertake a feasibility study to determine if the TAFE facility can be used to provide additional schooling for the region so that children in the region can complete schooling to Grade 12 without leaving the Carpentaria region if they want to.	Currently progressing with Community assistance. Also, part of considerations with Gulf Academy planning
Training Services (Timing – Medium Term)	We should establish Normanton as a training hub for the region providing a range of training and development opportunities that will support employment outcomes.	Currently progressing with Community assistance. Also, part of considerations with Gulf Academy planning
Community Facilities (Timing – Ongoing)	We need to ensure that we maintain our existing community facilities such as libraries, swimming pools, sports centres etc before we build any new facilities.	Asset Management Planning is now progressing, and this should also be part of the review of the Sport and Recreation Plan 2010
Health Services (Timing – Medium Term)	While the region has good health services for the size of our population, we should investigate increasing the opportunity to have more visiting specialists such as dentists, dermatologists and physiotherapists.	Consider the development of an Advocacy Action Plan to continue advocacy on behalf of community to Government (State and Federal)
Television Services (Timing – Short Term)	We need to ensure that the region has a good outcome with the switch to digital television services.	Change to digital successful. However, 5 years on and now the whole system needs an upgrade, awaiting proposal from Broadcast Australia

Key Community Goal 3 – Supporting our Community Groups	Focus	Report/Comments
Sport and recreation (Timing – Ongoing)	We need to implement the Sport and Recreation Plan to ensure that sport and recreation continues to play and important part in our community.	Currently reviewing the actions outstanding and confirming with sporting groups in relation to outstanding priorities
Support for volunteers (Timing – Ongoing) (Timing – Short Term) (Timing – Medium Term)	Provide assistance and support for volunteers by: - ✓ holding annual functions to recognise the contribution of our volunteers ✓ considering the employment of a Sport and Recreation Officer to assist, particularly with grants ✓ investigating the establishment of an umbrella community and sporting association (similar to the Longreach model) that provides coordination and support services for community and sporting groups.	Further consideration needed to consider and recognise the efforts of the volunteers within the Region
Using sport to develop community unity (Timing – Ongoing)	Continue to build on the success of the Normanton Stingers in unifying our community by using sport to keep young people active and engaged with our community.	Opportunity to also include the Junior Rugby League - Muddies
Develop the region as a sports hub (Timing – Medium Term)	We can identify opportunities to host major sports events at our facilities to encourage more visitors to our region (e.g., sports carnivals and major sporting events).	Work with clubs like Junior Athletics to ascertain opportunities Include in review of Sport and Recreation Plan

Key Community Goal 4 – Supporting our Youth	Focus	Report/Comments
Mentoring our future community leaders (Timing – Medium Term)	We should establish a community-based mentor program that aims to develop the future leaders of our community and assist our young people in making the transition from learning to the workforce.	Identify business owners who might be willing to mentor new business owners and consider the establishment of Chamber of Commerce and Industry – (Add to ED Strategy - Action Plan)
Develop traineeship programs (Timing – Medium Term)	We need to develop traineeship programs across a range of local industries that get our own young people into local employment.	Work with the Department of Employment, Small Business and Training to identify and progress initiatives in the business community (Add to ED Strategy - Action Plan)

Our Environment

Key Environment Goal 1 – Preserve our existing Environment	Focus	Report/Comments
Preserve the Region's fishing stocks (Timing – Medium Term)	Ensure that the region's fishing stocks are sustainable by taking a co-management approach with commercial and recreational fishing industries working together to make sure that future generations can still catch fish.	This is handled through the Hatchery at the Les Wilson Barramundi Discovery Centre
Erosion prevention (Timing – Short Term)	Source grant funds and undertake the construction of a Seawall at Karumba to protect the town and its infrastructure.	LRCIP and PACP funding obtained to commence the construction of foreshore protection infrastructure at Karumba Point.
Preserve the Heritage of our Towns (Timing – Short Term)	Retain the look and feel of our towns by preserving historic buildings and retaining the character of our unique towns.	Should include a heritage layer in the new Planning Scheme
Key Environmental Goal 2- Support for the Environment	Focus	Report/Comments
Continuation of the barramundi centre (Timing – Ongoing)	The Barramundi Centre has an important role to play in tourism in Karumba and also in preserving fish stocks, so it needs ongoing support to ensure that is operates successfully.	Les Wilson Barramundi Discovery Centre now established and has won awards. Centre Manager looking for additional revenue streams with merchandise and experiences

Commercial crocodile farm (Timing – Medium Term)	We should investigate the feasibility of a commercial crocodile farm in the region as a tourist venture, research facility and commercial harvest facility.	Ascertain if this is still an opportunity or leave to private enterprise to progress. (Add to ED Strategy - Action Plan)
Town environment (Timing – Ongoing)	We should improve the entry statements to our towns and ensure that our town looks 'clean and green' for our visitors. This could include assessing the feasibility of a small-town street sweeper that reduces dust in the towns.	New entry signage established at Karumba and Normanton
Key Environment Goal 3 – Environment Opportunities	Focus	Report/Comments
Solar power (Timing – Long Term)	We have an opportunity to reduce our electricity consumption and reduce costs by taking advantage of our natural advantage of good weather and introducing solar energy systems to the region.	Solar installation at Council facilities in 2021-2022 Solar farm located in Normanton
Healthy lifestyles (Timing – Medium Term)	We should take the opportunity to introduce more walking paths and bike tracks to encourage more people to walk and cycle.	School Dam includes the installation of a pump and BMX tracks

Our Governance

Key Governance Goal 1 – Improve our advocacy and lobbying	Focus	Report/Comments
Create a stronger voice for our region (Timing – Ongoing)	Work together with other Gulf Shires to effectively lobby the State and Commonwealth Governments on issues affecting our region.	NWQROC has become stronger with the employment of a dedicated officer. WQAC is becoming well established and has good commonwealth and state attendance and support. Carpentaria are Members of both organisations
Create partnerships (Timing – Ongoing)	We will achieve more if we can convince Local, State and Commonwealth agencies to implement elements of this plan to achieve our community goals.	Consider the development of an Advocacy Action Plan to continue advocacy on behalf of community to Government (State and Federal)
Key Governance Goal 2 – The Role of Government Agencies in the Region	Focus	Report/Comments
Designated Service Centre for the Gulf (Timing – Medium Term)	Normanton is designated as a Regional Centre in the next Regional Plan and becomes the service hub for the Gulf in relation to government services.	Need to await next Regional Plan review. We certainly participate in the discussions with the NWMP

Co-ordination of Government Services (Timing – Ongoing)	There is ongoing co-ordination of government services in the region and the Inter-Agency meetings focus on the achievement of this Community Plan.	Continue attendance at the Inter-Agency meetings
Government Services Precinct (Timing – Medium Term)	Both Normanton and Karumba townships have designed government service precincts and endeavour to co-locate government services wherever possible.	Consider the development of an Advocacy Action Plan to continue advocacy on behalf of community to Government (State and Federal)
Key Governance Goal 3 – Managing the Carpentaria Region	Focus	Report/Comments
Ongoing Community Engagement (Timing – Ongoing)	When major decisions are going to be made about the future of the region, inform the community, and listen to their views – just like was done with this Community Plan.	Office of the CEO assisting in organising regular Community Meetings in both communities, Karumba held December 2022
One Region, not two towns (Timing – Ongoing)	Focus on developing regional approaches so that Normanton and Karumba are not competitors but partners in the development of the region.	More work needed here, we have duplication of facilities in both communities, sport and recreation plan 2010 review
Avoiding over-regulation (Timing – Ongoing)	Ensure that Council regulations are appropriate to preserving the lifestyle of the region and that they do not restrict the achievement of the economic outcomes in this Community Plan.	New Planning Scheme currently in development, review of certain local laws and a desire to increase community interaction via on-line to eliminate redtape and delays

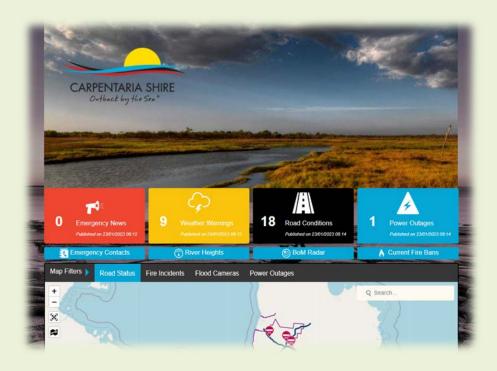
Planning for natural disasters

(Timing – Short Term)

We know that it is likely that major floods, cyclones and other natural disasters are likely to continue to affect our area, so it is important to maintain effective disaster management planning and co-ordination.

Local Disaster Management Plan reviewed in 2019, Recovery Plan developed in 2021, Local Re-supply Procedures reviewed in 2023

Events are managed through the GuardianIMS System and Council maintains a Disaster Dashboard to keep the community informed during events and Natural disasters



Where to from here for the Community Plan

Changes were made to the Local Government legislation after the 2015 State Election that Councils were no longer required to have a 10-year Community Plan. Some of the focus areas in the Community Plan were picked up in the Corporate Plan and other in Tourism and Economic Development Strategies, there are others in this Community Plan that have not yet been included and those still relevant to the Community will be included in those strategies moving forward.

They were important to our community 10 years ago and are still relevant and important to the community in 2023.

With the next review of the Economic Development and Tourism Strategy these will be included, and implementation timeframes assigned.



