



# Community Outcomes Report

2014-2019

**IN REVIEW**



**A growing, confident and sustainable Shire**



## From the Mayor

The new Mareeba Shire Council was established on 1 January 2014 as the result of a referendum of the community which determined that this Council, equivalent to the area occupied by the previous Mareeba Shire prior to amalgamation with the three other Tableland Shires in 2008, would be excised from the amalgamated Tablelands Regional Council area.

Our new Shire was widely considered by expert opinion to have poor prospects of even short-term survival. The expectation was that this new Mareeba Shire Council would fail within a period of less than three years.

This document outlines the steps that were taken by this new Council to resurrect our financial situation to structure an organisation which is based on the best possible principles of efficiency, affordability and accountability to the community. This has enabled Council to deliver essential local government services and manage assets to meet the most important community needs. This document reviews some of these highlights.

In our very first budget we raised our general rate by 9.9% in order to ensure that we had the capacity to pay the wages of the staff who had decided to continue their employ with our Council. This has been a long, exciting and at times, difficult journey, but as reported in our Annual Report and our annual financial statements, we have achieved an outcome which was widely considered to be impossible. Our Shire Council is now stable, financially sustainable and providing a level of service to our community which is of high standard, but within the capacity of our community to pay.

I take this opportunity to pay tribute to the Councillors that joined me in this extraordinary challenge in 2014 and those who have followed, who have accepted the challenge and have taken it forward with determination and courage. It is also important that I recognise the staff; firstly Mr Rod Ferguson who was appointed by the Queensland Government as the interim Chief Executive Officer and he spent several months prior to the Council being sworn in establishing the structure of the organisation and getting governance arrangements firmly in place. We were then joined by Mr Peter Franks, the Chief Executive Officer who has continued in that role and has guided the Council in all of our successful endeavours.

The staff members of this organisation have been exemplary in their pursuit of excellence at every level in the organisation and without their cooperation and support this Council would not be in the position it is today and able to report such positive outcomes.

I thank the community for entrusting me as Mayor and my Council with this extraordinary task.

Cr Tom Gilmore  
**MAYOR**



**2014:** Cr Alan Pedersen, Cr Jenny Jensen (Deputy Mayor), Cr Mary Graham, Cr Tom Gilmore (Mayor), Cr Karen Ewin, Cr Allan Holmes, Cr Nipper Brown



**2016:** Cr Mary Graham, Cr Lenore Wyatt, Cr Alan Pedersen, (Deputy Mayor), Cr Tom Gilmore (Mayor), Cr Nipper Brown, Cr Kevin Davies, Cr Angela Toppin

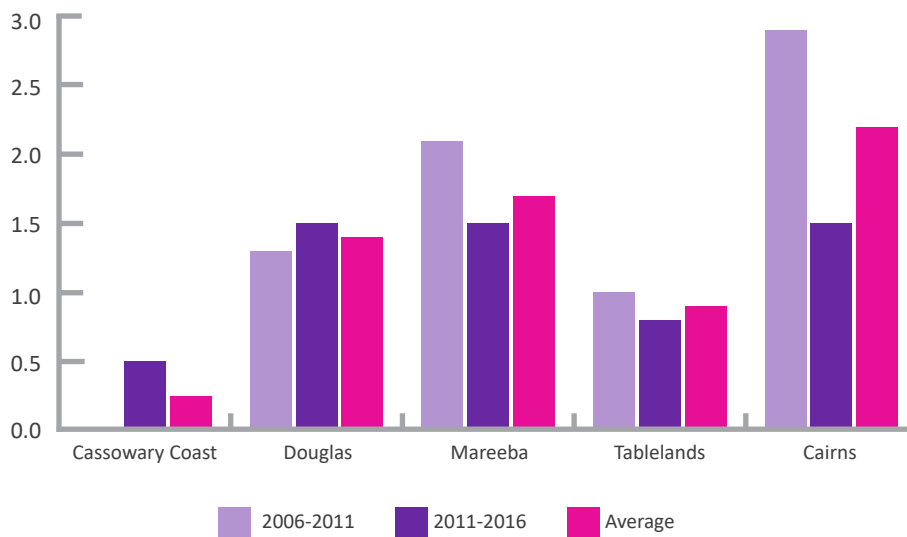
# A growing, confident and sustainable Shire

**1.4%**  
annual growth rate

**TOP 10** Fastest **growing** Local Government Area in Queensland in 2017-18

Mareeba Shire's economic position is strong, reinforced by its diverse industry base and growth in agriculture. Gross Regional Product has increased from **\$851 million** in 2005/06 to **\$991 million** in 2015/16. It has experienced increases in the number of larger businesses in manufacturing, mining and financial, health and professional services and more skilled and higher paid jobs.

## FNQ Population Growth 2006-2016



Sources: ABS 3218.0, Regional Population Growth, Australia, 2016 and Queensland Treasury estimates  
Anne Cunningham-Reid and ABS Regional Population Growth Australia, Cat.3218.0, 2019  
Economy.id and National Institute of Economic and Industry Research (NIEIR), 2018  
ABS Census 2016

## TOP 5 Employment by industry



Agriculture

**16.9%**



Health

**11.3%**



Retail

**9.1%**



Education

**8.0%**



Public Administration

**7.4%**



Estimated resident population

**22,157** persons

**13%**

Aboriginal and/or Torres Strait Islander Peoples



**16.6%**

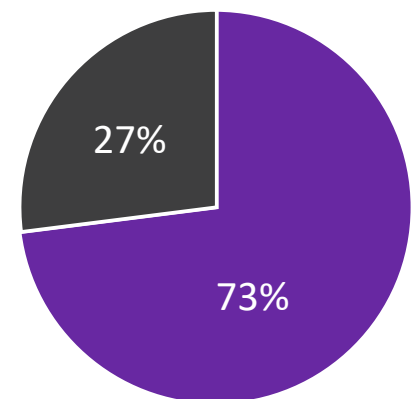
Born overseas



**66**

Nationalities

With a population of 8,184, **Mareeba** grew to be the largest town outside of Cairns in the Far North Queensland region in 2018.



■ Mareeba and Kuranda districts  
■ Other towns and districts

As of 30 June 2018, 73% of the Shire's population reside in the Mareeba and Kuranda districts leaving just over 6,000 people (27%) in the many small, rural and remote communities.



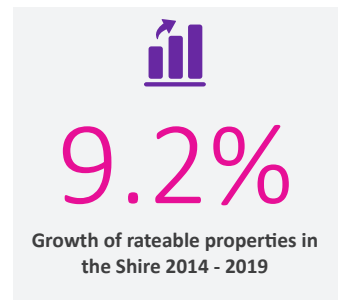
## Affordable land and housing

A good supply of land zoned for residential, commercial and industrial uses, the timely processing of development and building approvals and Council assistance with accessing data for business cases help keep housing affordable and fosters business growth.

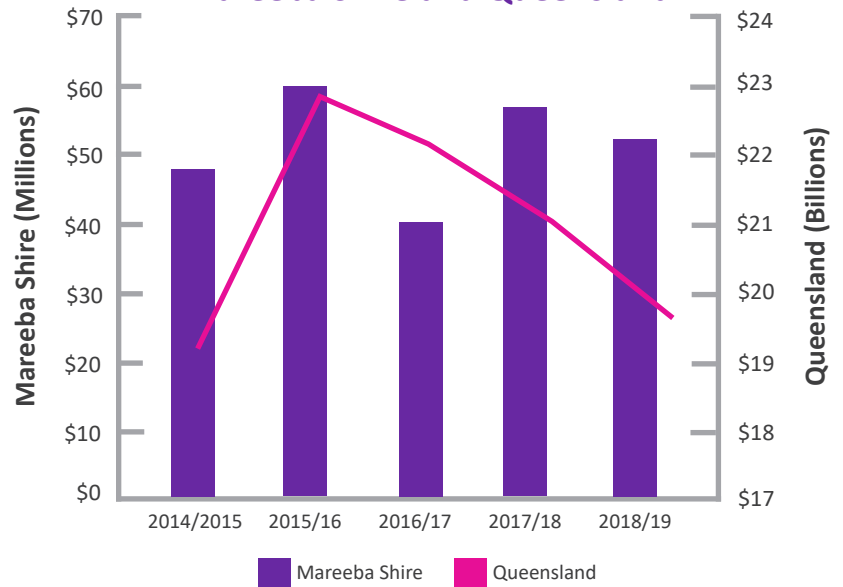


In 2018, the median rent for a 3-bedroom house in the Mareeba district was \$320, lower than \$355 for Queensland.

A similar trend is noticed in the median sale price of \$310,000 compared to \$452,000 in Queensland for all types of residential dwellings.



### Total Value of Building Approvals Mareeba Shire and Queensland



Sources: ABS 8731.0, Building Approvals, Australia, June 2019  
Anne Cunningham-Reid and Queensland Government Statistician's Office Sept 2018



### Cultural Significance

The **Mareeba Multicultural Festival** celebrates the 66 nationalities represented in the Shire at a day of music, food and dance. In 2018, the festival celebrated its 20th anniversary and continues to evolve as one of the region's most anticipated events.



### Heritage

Each year, Mareeba Shire Council plays host to the annual **Great Wheelbarrow Race**, a tribute to those early pioneers and to honour their amazing trail-blazing feats. In 2018, the race celebrated its 15<sup>th</sup> anniversary, with over **\$1.2 million** being donated to chosen charities and causes since the race began in 2004.



### Innovation

Council is proud to sponsor the **FNQ Rotary Field Days** which has grown into a significant trade show attracting not only local and regional exhibitors, but national and international consultants, businesses and exhibitors.

➤ While the Shire's population is growing and the economic outlook is positive, there is more to be done and **Council is committed to working in partnership with all levels of government and community agencies to improve the prosperity and well-being of all residents.**

# CORPORATE PLAN 2018 - 2022

## OUR STRATEGIC PRIORITIES

### OUR VISION

A growing, confident and sustainable Shire.

### OUR MISSION

Provide cost-effective services, foster collaborative partnerships and maintain accountable governance to promote the prosperity and liveability of the Shire.

### OUR VALUES

Sustainable

United Team

Customer Focused

Community Partnerships

Ethical Conduct

Striving to be better

Skilled Workforce



#### FINANCIAL SUSTAINABILITY



- Long Term Financial Plan that supports effective and sustainable financial management
- Effective and sustainable financial management
- Effective business management
- A skilled and sustainable workforce

#### COMMUNITY



- An engaged community
- An active, safe and healthy community
- A community being prepared and resilient to emergencies and disasters

#### TRANSPORT AND COUNCIL INFRASTRUCTURE



- Sustainable Infrastructure for the future
- Safe and effective transport network
- Securing and managing water resources
- Public spaces and facilities

#### ECONOMY AND ENVIRONMENT



- Environmentally responsible and efficient waste and wastewater management
- A Sustainable Planning Scheme
- Support and encourage industrial and commercial growth and development
- Our region's environmental assets are best managed while promoting economic well-being

#### GOVERNANCE



- Ethical, accountable and transparent decision making
- Strong focus on compliance and enterprise risk
- Effective advocacy and strategic partnerships

# Financial Sustainability

A financially sustainable Council delivering affordable services and maintaining and renewing the community's assets, all of which contribute to the liveability and economic growth of the Shire.



**Winner: Excellence in Sustainability  
2017 Local Government Managers  
Association Awards**

Mareeba Shire Council **focusses on achieving financial sustainability** and balancing what can be afforded with **delivering what is most important to the community.**

## ➤ Benefits to the ratepayer

Each year, Council invests approximately **75% of general rates** in roads, bridges, airports, parks and gardens, buildings and facilities.

## Mareeba Shire Exceeds Queensland Government Targets for Financial Sustainability

All Councils report on three measures to assess financial sustainability. Council's ratios are assessed annually by Queensland Audit Office independent auditors.

	1 Jan 2014 - 30 June 2014	30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019
<b>Operating Surplus Ratio *</b> Target between 0% - 10%	-20%	10%	9%	21%	13%	15%
<b>Asset Sustainability Ratio **</b> Target greater than 90%	119%	93%	124%	219%	135%	129%
<b>Net Financial Liability Ratio #</b> Target not greater than 60%	-68%	-39%	-47%	-57%	-73%	-72%

\* Indicates the extent to which revenue raised covers operational expenses only, or are available for capital funding. The higher the ratio the better.

\*\* Indicates the extent to which the assets are being replaced as they reach end of useful life. The higher the ratio the better.

# Indicates the extent to which the net financial liabilities of a Council can be serviced by its operating revenues. A ratio < zero (negative) indicates the current assets exceed total liabilities. A lower or negative percentage demonstrates a stronger position.

## Balanced Budgets

Council has delivered balanced budgets and a very modest surplus in the General Fund (which covers the vast majority of Council's operations other than the Utilities) after **fully funding depreciation**. In Local Government terms, funding depreciation is critical as this provides the necessary money to rehabilitate the community's assets, for example, roads, bridges, swimming pools and footpaths.

## Asset management

In place is careful asset management whereby Council is spending an average of **\$14.4 million** each year on renewing capital assets. This investment is fully funded by state and federal government grants and/or Council's own money, ensuring assets are managed well to avoid costly future replacements and unforeseen expenses.

## Government assistance

Council takes a strategic approach to applying for state and federal government grants for infrastructure and community projects. As a result, in excess of **\$52.23 million** in funding has been injected into this Shire between 2014 and 2019 which has allowed capital projects, community festivals and other activities to go ahead. This would not have been possible without these government grants.

## Financial performance

- The Queensland Audit Office Report to Parliament in 2018 identified Mareeba Shire Council as the most sustainable rural and remote council in the State
- Council has received successive unqualified audits by the Queensland Audit Office
- Queensland Treasury Corporation provided a rating of "weak with a negative outlook" improving to a "moderate with a neutral outlook" rating in 2015



# Community

**Council's focus is on improving the Shire's liveability and working in partnership with the community to meet the most important needs, within the community's capacity to pay.**

## Community partnerships

Council is committed to **building stronger communities** by supporting partnerships for community-led events, facilities, projects and activities that deliver significant outcomes and benefits. Community partnerships enable Council to **support the strong volunteer base** in the Shire and recognises that local groups and communities are best placed to lead local initiatives. This approach has achieved positive outcomes that exceed what could have been possible working alone and delivered significant financial benefits to volunteer groups that are affordable by ratepayers.

Supporting more than 100 volunteer and not-for-profit groups and sporting clubs with **generous rate rebates and charge remissions** has delivered a **saving of more than \$215,000** for these groups since 2014.

The provision of heavily **subsidised land and facilities** under a carefully developed and equitable community leasing policy and plan enables volunteer, not-for-profit groups to deliver community, recreational, cultural and sporting activities for residents across the Shire.

**Enhancing lifestyles and the Shire's liveability by providing \$1.4 million for community events and festivals, sport and recreational activities, and arts, cultural and heritage projects since 2014.**

## Community management

The Mutchilba Hall, Koah Hall and Mareeba Heritage Museum and Visitor Information Centre are now under community management which has **achieved increased use** of the facilities.

The development of a new policy to guide the community management of halls supports local residents to take command of the hall and manage it as they see fit, making it more relevant to modern community life and increase its utilisation.



### Oral History Video

**Launch of the Reconciliation Oral History Video produced in partnership with Mulungu Aboriginal Corporation, Muluridji Traditional Owners and Australian Government in 2019.**



**Since 2014, over \$13,000 has been donated through the Mayor's Christmas Appeal to help the disadvantaged members in the community.**

## Library Services

For every \$100 paid in general rates Council spends approximately \$7.70 on library services. This is the largest budget item after transport infrastructure, parks and gardens and council facilities.



Council strives to help residents and businesses make the most of the digital age with technology assistance, free wi-fi and public computers, e-resources for borrowing, on-line membership, training in robotics, e-commerce, and skills for accessing information on the internet.

Library activities and programs for seniors, author talks, family and early literacy programs are held across the Shire.

The new Kuranda Library opened in 2015 and the new Mareeba Library premises will open in late 2020.

## ➤ Engaged communities

### Council has consulted on many significant projects, plans and issues:

- Mareeba Rail Trail Feasibility Study, Mareeba CBD Traffic Study, Kuranda Traffic Study, Irvinebank Town Beautification Community Mapping exercise and sponsoring the Kuranda Homelessness Study.
- Mareeba Sporting Precinct Plan, Mareeba Bicentennial Lakes Master Plan, Therwine Street Redevelopment Kuranda Master Plan, Tourism Kuranda Strategic Marketing Plan, Street Tree Master Plan, Kuranda Infrastructure Plan, Kuranda Community Precinct Master Plan and Waste Management Services Strategy.
- Corporate planning and statutory reviews such as the new Town Planning Scheme, Local Laws Reviews and updated Corporate Plan.

### Council values community feedback for planning and decision-making and engages in many ways:

- Community BBQ's and Ordinary Council Meetings were held in the smaller towns and districts.
- Advisory Committees to Council: Tourism Kuranda, Kuranda Infrastructure, Kuranda Community Precinct, Regional Arts Development Fund, Drought Support Project, Traffic Advisory, Mareeba Multicultural Festival, Great Wheelbarrow Race.
- Councillor representation at community group committee meetings in towns and districts across the Shire.
- Regular meetings with Traditional Owner Groups on native title and cultural heritage issues.
- Community Housing Tenant Satisfaction Surveys, Kuranda Visitor Surveys, Kuranda Local Operator Surveys.



Stage 1 of the Bendigo Bank Recreational Precinct in Mareeba was opened in 2016. This was a collaboration between the Queensland Government, Bendigo Mareeba Community Bank, Council, Mareeba Netball Association, Mareeba Cricket Club, Mareeba Leagues Club, Mareeba Junior and Senior Rugby League Clubs, Mareeba Basketball Club, Mareeba Mountain Bike Club and Mareeba Turf Club.



Working with Queensland Police and the Queensland Government Department of Main Roads, Council launched a *Drive Left* campaign, introducing wrist bands and road signage.



In 2018, Council released a *Travelling Safely in Mareeba Shire Guide*, aimed at keeping locals and tourists safe when visiting the Shire.

## ➤ Resilient communities

Council coordinates multi-disciplinary efforts to help communities affected by disaster events, preparing for events as well as response and recovery efforts for floods, fires and cyclones, including:

- 🔊 Launch of the online Emergency Dashboard for one stop shop information about disasters in 2018
- 📄 Development of Council's *Get Ready Guide*
- 🔗 USB's for vulnerable residents for safe storage of personal documents
- ✚ Evacuation centre kits to set up evacuation centres as needed in the Shire
- 🧩 Community recovery for cyclone, flood and bush fire events
- 💧 Residents and businesses in drought affected areas of the Shire were assisted under the Drought Support Project, a partnership between Council, Queensland Government and Northern Gulf Resource Management Group



## > Vibrant, healthy, active communities

Vibrant, healthy and active communities are essential to the liveability of the Shire and Council supports a wide range of sporting, recreational, arts, cultural and heritage activities as well as maintaining and upgrading community assets.

### Town beautification



*Bicentennial Lakes, Mareeba*

### Sport and Recreation

More than **\$2.7 million** has been spent maintaining and upgrading sport and recreational facilities across the Shire, including but not limited to: Mareeba, Kuranda and Dimbulah Swimming Pools, Kuranda Amphitheatre, Kuranda Recreation Centre, Kuranda Walking Tracks, Kuranda Community Precinct, Koah Hall, Mt Carbine Sports Grounds, Mareeba Gymnastics Club, Mareeba PCYC Hall, Irvinebank School of Arts Hall, Mt Molloy Vains Park Tennis Courts, Julatten and Chillagoe Halls.

Generous rate rebates and remissions have been provided to sporting and recreational clubs run by volunteers, resulting in most not having to pay any rates or service charges and receiving a donation towards water consumption costs.

Town beautification has been a priority with **\$200,000** allocated for Shire wide projects.

Planning for town beautification included the Street Tree Master Plan, Mareeba Bicentennial Lakes Master Plan, Irvinebank Town Beautification Community Mapping exercise, Therwine Street Redevelopment Kuranda Master Plan.

Planning is underway for new and improved facilities, including the Mareeba Rail Trail Feasibility Study, Kuranda Community Precinct Master Plan and the Mareeba Sporting Precinct Plan, delivery of the projects is subject to the availability of government funding. With funding secured, the Cedric Davies Community Hub will open in late 2020.



Safety, security and accessibility have been improved at the Mareeba Swimming Pool by the refurbishments of the change rooms, administration and kiosk area and was completed in 2018.



Jenny McCracken, 3D illusion Artist, created this mural in the Mareeba CBD. The project was a partnership between Arts Queensland and Council.

### \*\*\* Arts & Culture

Council provided **\$530,000** for arts, cultural, history and heritage projects.

- The Mareeba Arts Festival in 2017 and 2018 to celebrate and promote art and culture in the Shire
- Sponsored professional development and skills workshops for artists in Kuranda, Mareeba, Julatten, Dimbulah and Mt Molloy
- Public murals in Kuranda and Mareeba
- The development of a community arts directory
- Heritage and history projects in Chillagoe, Mareeba, Mt Molloy and Kuranda



Students at Mt Molloy State School have been working with community members and local artists to create unique mixed media sculptural installations to beautify the school.



# Transport & Council Infrastructure

Council is committed to the provision of quality services and infrastructure for the growing community that is planned and managed using sound asset management principles.

Council is responsible for 2,300 km out of a total 2,980 km of roads in the Shire of which 1,654 km are unsealed. Since 2014, Council spent **\$46.3 million** maintaining, renewing and upgrading its road network, including grading an average of 1,495 km each year.



Springmount Road, Mutchilba pavement upgrade, 2017

## Disaster Funding

Council has received over **\$14 million** from the Australian Government and Queensland Government since 2014 to assist the restoration of essential public infrastructure damaged by natural disasters.



The James Creek Crossing on Wolfram Road, Dimbulah was replaced in April 2019. The crossing suffered significant damage from flooding in March 2018 and as a result Council applied for disaster assistance to replace the infrastructure.

## Transport connectivity



Opened in 2018, the new Tate River Crossing on Bolwarra Road has improved the accessibility for cattle stations transporting cattle to the sale yards. The crossing provides the only access across the Tate River, connecting 17,000 head of cattle to sale yards in Mareeba and Malanda. The project was jointly funded by the Queensland Government's Community Resilience Fund, Building our Regions program and Mareeba Shire Council using the Federal Government's Roads to Recovery program.

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Bilwon Road, Bibbohra widen and seal, 2015

Over the past five years, Council has modernised the management of its portfolio of 81 bridges by funding a multi-million dollar bridge renewal program. **\$7.4 million** has been allocated for refurbishment, replacement and upgrade of 14 bridges throughout the Shire since 2014.



Hurricane Road Western Causeway upgrade, 2016



Flin Creek Bridge Upgrade, Pinnacle Road Julatten, 2018

## Ootann Road Upgrade

Since 2014, Council has widened and sealed 3.4 km of Ootann Road with funding assistance from the Australian Government's Northern Australia Beef Roads Program and the Queensland Government. These projects have improved safety and efficiency for road users and will cater for increasing heavy transport operations servicing agricultural and mining industries into the future.

Key water and wastewater infrastructure projects Council has delivered to foster economic growth and protect the environment include: Mareeba's Wastewater Treatment Plant, Mareeba's CBD water main upgrade, Kuranda water reservoirs, water main and sewer main projects and Chillagoe's water main and water plant upgrades.

## Water Security

Council has upgraded three water reservoirs in Kuranda and work has continued to improve water quality and operational efficiency of Council's water treatment plants, with a key project being critical upgrades to Chillagoe Water Treatment Plant in 2015 to provide safe drinking water for residents.



In 2018, Council upgraded aged trunk water mains on Byrnes Street and Rankin Street to provide water security in the Mareeba CBD. The \$2.5 million Mareeba CBD Water Trunk Main Upgrade was a joint initiative of Mareeba Shire Council and the Queensland Government.

5,407

Total number of water connections

257.85 km

Total length of water mains

Water, waste and wastewater (sewerage) all have **depreciation fully funded** and a surplus position, which is critical to having the means to replace ageing infrastructure in the near future.

In 2017, Council commenced an annual sewer relining program across its 139.65 km sewerage network to extend the life of ageing infrastructure.

To date, 12.2 km of sewer mains have been relined.

139.65 km

Total length of sewer mains

3,370

Total number of household wastewater connections

## Parks and Gardens

With the public spaces maintained by Council increasing to 150 hectares over the past 5 ½ years, Council has spent **\$9.5 million** or an average of **\$1.73 million** each year maintaining these. A further **\$1.8 million** has been spent on replacements and improvements to parks and gardens Shire wide.



The carpark at Mary Andrews Park, Mareeba was upgraded in 2018.

## Kuranda Infrastructure Program

Council has undertaken approximately **\$3.6 million** of upgrades, maintenance and renewal of Council infrastructure funded under the Kuranda Infrastructure Program over the past 5 years. These works have helped ensure that core infrastructure in Kuranda meets the needs of large numbers of visitors to the town. In 2019, Council completed the revitalisation of Therwine Street which has enhanced the amenity of the village and improved safety for motorists and pedestrians.



Kuranda is the second most popular day trip destination for the large number of domestic and international visitors to the Cairns area after a visit to the reef (Cummings Economics 2018).



The softfall at Railway Park, Dimbulah was replaced in 2018.



# Economy and Environment

## Supporting economic growth is paramount.

Key industries drive the Mareeba Shire economy, including agriculture, retail, industry, and tourism with opportunities emerging in Mareeba for aviation support services and a regional transport logistics and services hub. The agricultural sector underpins secondary industries across the food chain including transport and logistics, refrigerated storage, packing and on-farm supplies.

## Mareeba Industrial Park

The thriving Mareeba Industrial Park is the region's largest agricultural and logistics hub. Land is very competitively priced, and the Park has attracted national companies in packaging and logistics, making **\$20 million** plus investments. To keep up with demand, Council is continuing to invest in the expansion of the Park. *"Every 10,000m<sup>2</sup> at the Mareeba Industrial Park contributes \$5.6 million to the Mareeba economy and 17 jobs."* (Source: Cummings Economics)

With 67,459m<sup>2</sup> of land sold since January 2014, this equates to approximately **\$37.5 million and 114 jobs.**

## Council contributes to the Shire's economic growth through effective:

- Management of infrastructure underpinning the local economy, especially ensuring good quality transport routes for agricultural products to reach Southern and international markets.
- Policy and planning frameworks for land use planning and timely assessment and approvals.
- Collaboration and advocacy for government policy and improved infrastructure to keep pace with a growing economy.
- Promotion of a business-friendly Council and investment-ready Shire.

## Mareeba Airport Upgrade

The **\$23 million** Mareeba Airport Upgrade is fully funded by the Queensland and Australian Governments and is scheduled for completion in late 2019. The upgraded Mareeba Airport will provide an alternative to Cairns Airport for pilot training, maintenance and general aviation, resulting in catalytic economic benefits for the region.



Stage 1 of the upgrade project was opened in March 2019



## Tourism Awards

The **Mareeba Heritage Museum and Visitor Information Centre** was inducted into the Trip Advisor Hall of Fame after being awarded the Trip Advisor Certificate of Excellence five years in a row.

The **Kuranda Visitor Information Centre** was recognised for outstanding customer service, named "Overall Winner" at the 2017 Queensland Information Centre Association Awards and awarded Silver for Best Visitor Service at the 2017 Queensland Tourism Awards.

## RV Friendly Shire

Mareeba Shire attracts thousands of RV travellers every year. In partnership with the Mareeba Chamber of Commerce and Mareeba Heritage Centre, Council is conducting research to better understand the direct and indirect benefits of visitors on all types of local businesses.

Council invests in infrastructure, delivers visitor information services and funds tourism promotion to maintain Mareeba Shire's RV Friendly status to attract the self-drive market.

## ➤ Supporting Tourism

Tourism is having an increasingly positive impact on the Mareeba Shire's economy, with total tourism and hospitality sales increasing by 8% between June 2013 and June 2018. The total tourism and hospitality sales in the Shire was **\$70.2 million** and the total value added was **\$38.6 million** in 2017/18, benefiting many businesses, not only those directly involved in the tourism industry (economy.id.com).

Council has invested over **\$4.8 million** in tourism promotion, marketing and post arrival visitor services since 2014 and in addition, built the new Kuranda Visitor Information Centre.

**694,646 visitors**

To the Shire's Information Centres in Mareeba and Kuranda since 2014

**Protecting the Shire's natural assets with a planning scheme that strikes a balance between fostering development and environmental protection, effective pest and weed eradication programs, planned burns and responsible waste management is paramount.**

### Community Partnerships

In excess of **\$80,000** has been provided in cash, in-kind and rebates to community groups for environmental activities including tree plantings, preservation projects and improving the sustainable use of river catchments.

### ➤ Wastewater Treatment Plant

The **\$16 million** upgraded Wastewater Treatment Plant will provide for the current population and into the future whilst also providing significant environmental benefits for the receiving waters of Two Mile Creek, a tributary of the Mitchell River catchment.



### Bright prospects for energy savings

The installation of **80kW solar photovoltaic systems on two administration buildings at Kowa and Rankin Streets in Mareeba** has saved Council approximately **38% in power**. Alternative energy initiatives in the Shire include a new wind farm and solar farms.

### ♻️ Waste Management

The recovery rate of the Mareeba Transfer Station has improved as a result of the introduction of new waste recovery options such as e-waste recycling, fertilizer bag recycling and oil, tyre and scrap metal recycling.

Recyclable type	Volume (Tonnes)
Kerbside Waste	29,946.49
Green Waste	3,409.03
Scrap Metal	3,720.38
Mixed Recycling	193.62
Eligible Farm Waste	235.08
e-waste	34.11
Used Tyres	33.59
Used Car Batteries	111.14
Used Oil	83.41

**Waste to landfill has more than halved from 74,214 tonnes to 30,784 tonnes since 2014.**

### 🏆 Achievements

**2018** - Institute of Public Works Engineering Excellence Award (Highly Commended) - Environment & Sustainability - **Mareeba Landfill Surface Waters Management Project**

**2017** - Institute of Public Works Engineering Excellence Award - Water Innovation - **Mareeba Wastewater Treatment Plant Upgrade**

### ➤ Barang Street Pump Station Upgrade

Council received funding from the Queensland Government to provide additional storage at the sewerage pump station at Barang Street, Kuranda. These works enabled the further protection of the environmental and cultural values of the adjacent Jumrum Creek Conservation Park which is home to protected flora, the rare and endangered Kuranda tree frog and the tapping green eyed frog.

### 💧 WaterWise

The installation of Smart Water meters shire wide means a reading now takes 5 minutes instead of up to 3 days, enabling the early detection of leaks, which is good news for customers and the environment.

### ➡ A Reef Guardian Council

Council has partnered with the Great Barrier Reef Marine Park Authority along with 18 other Reef Councils as it recognises that local and regional approaches are central to protecting and managing the Reef's values and the communities they support. The Program enables Council to promote the positive actions being undertaken that contribute to improving the health of the reef.



The mural outside the Kuranda Visitor Information Centre draws upon Djabugay culture to educate locals and visitors about caring for the reef. It was produced with funds provided by the Great Barrier Reef Marine Park Authority's Marine Debris Program.

# Governance and Advocacy

Sound decision making based on **effective frameworks** and **clear strategic direction** enable Council to achieve regulatory compliance and affordable levels of service delivered to the community.

## Regulatory Compliance

To ensure systems and practices cover the full range of Council's activities and are compliant with statutory requirements, policy reviews and internal compliance audits are undertaken. Council has had a number of audits, both internal and external which have all been complimentary.

## Nullinga Dam

Council supports the construction of Nullinga Dam and is advocating for funding commitments required to ensure the critical infrastructure project of regional and national significance. Nullinga Dam would underpin additional agricultural production worth an estimated \$200 million a year to Far North Queensland and is vital to the further growth of the Far North's agricultural industry, which already leads the way in Northern Australia and is well placed to become one of the country's most important food bowls.

## Burke Developmental Road

Council continues to seek support from the state and federal governments to complete the sealing of 11km remaining on the Burke Developmental Road between Almaden and Chillagoe. The Burke Developmental Road commences at Dimbulah and ends in Normanton, it links Mareeba, Chillagoe and Normanton.



As Chair of FNQROC, Mayor Tom Gilmore has led delegations to Brisbane and Canberra to advocate for the region's priorities.

## Enterprise Risk Management

In 2019 a new Enterprise Risk Register and Management Plan process was developed as a valuable tool to be considered when making decisions. Enterprise Risk Management processes are integrated into Council's operations to ensure the organisation manages risk identification and cost effectively controls identified risks.

**Council has adopted a strategic view of its role in regional affairs, with high level involvement in the Far North Queensland Regional Organisation of Councils (FNQROC) and the Inland Queensland Roads Action Project (IQ-RAP). These organisations are actively involved in regular contact with both Government and Opposition members in Brisbane and Canberra, in pursuit of higher levels of funding for roads, water and other strategic infrastructure.**

## Corporate Plan

Council adopted a new Corporate Plan in 2018. The new plan differed from the initial plan developed soon after 1 January 2014. The initial plan saw financial sustainability as the core underlying theme. The new Corporate Plan now sees the focus move to the next stage of ensuring long term sustainability by developing detailed long-term strategic plans, covering Council's key activities to provide a platform for future Council's to base their decisions on.

**Council has established and continues to develop and maintain close and productive working relationships with relevant stakeholders, including the State and Federal governments to advocate for the growing community.**

## Kuranda Range Road

Council has been strongly advocating for many years, seeking funding towards the estimated \$1 billion project to resolve the safety, capacity and reliability issues of the Kuranda Range Road. Kuranda Range Road links Smithfield with Kuranda and is the gateway to Mareeba, Atherton Tablelands, Cape York and the Gulf. The road is technically described as low geometric standard with limited capacity.

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