

**DIVERSIFIED  
SUSTAINABLE  
VIBRANT**







An aerial photograph of a coastal city. In the foreground, a large, modern, white multi-story apartment building with many balconies is the central focus. To its left is a lower, yellow-painted wall or structure. The background shows a dense urban area with various buildings, including some taller ones, and a beach area with palm trees. The ocean is visible in the distance under a clear blue sky.

# ECONOMIC DEVELOPMENT STRATEGY

2015  
-  
2020





**DIVERSIFIED  
SUSTAINABLE  
VIBRANT**



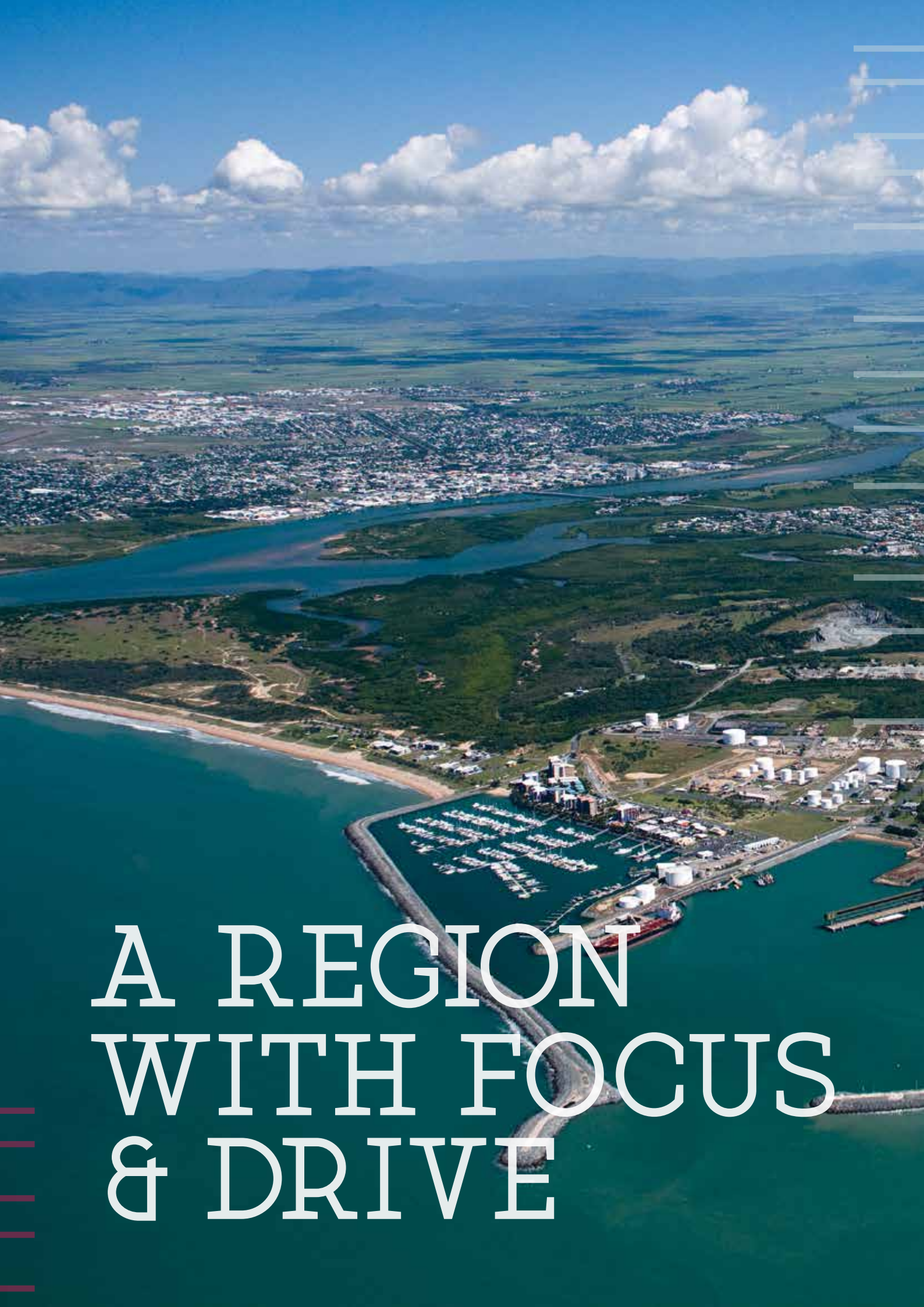


Report prepared by Mackay Regional Council in conjunction  
with AEC Group Pty Ltd.

Acknowledgements: Mackay Regional Council would like to  
acknowledge the input and contribution of our key regional  
stakeholders as listed in Appendix A.

DECEMBER, 2015





# A REGION WITH FOCUS & DRIVE





**I AM PROUD TO PRESENT the first  
Mackay Regional Council Economic  
Development Strategy  
2015-2020.**

## A MESSAGE FROM THE MAYOR

The Mackay region is home to a diverse and vibrant community with rural and coastal living across 30 townships, small rural settlements and rural residential areas. The Mackay Regional Council Local Government Area spans 7,622km<sup>2</sup> from Bloomsbury in the north, Sarina in the south and inland to Eungella National Park.

This strategy identifies the Economic Development Framework that lays the foundation to facilitate economic development within our region. Coordinated and proactive regional planning, creating a positive attitude, enhanced local business skills, and investment attraction are the four strategies required to achieve our goal of a more diversified economy.

While diversification is imperative, it is not something that can be achieved overnight and in isolation. Council is committed to taking a leadership role in the development of a diversified, sustainable and vibrant economy.

The Mackay Regional Council Corporate Plan 2015-2020 identifies eight priority areas covering: the economy, community pride, regional identity, community health and wellbeing, environment, infrastructure and transport, lifelong learning and organisational performance.

The Diversify Mackay Leadership Alliance – a 12-member consortium comprising leaders hailing from a diverse cross-section of industry, business and government – strives to collaborate to diversify and explore innovative business opportunities for our region.

Through the Economic Development Strategy 2015-2020 and its initiatives, I look forward to working collaboratively with you – our business and industry leaders, community members and partners – to create a diverse and sustainable future for Mackay.

**Cr Deirdre Comerford**  
**Mayor of Mackay Regional Council**





# CONTENTS

01. WE  
ARE  
MACKAY

09. OUR  
STRATEGIC  
DIRECTIONS

03. OUR  
VISION

11. OUR  
STRENGTHS

05. OUR  
ROLES

15. OUR  
INFLUENCES





19.

OUR  
CHALLENGES

25.

OUR  
ACTION  
PLAN

21.

OUR  
OPPORTUNITIES

51.

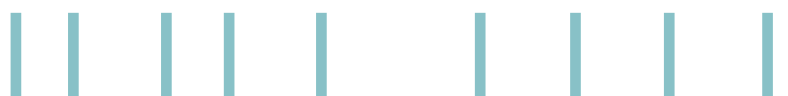
OUR  
RELATED  
STRATEGIES

23.

OUR  
WAY  
FORWARD

53.

OUR  
PERFORMANCE







WE  
ARE  
MACKAY



## THE FOLLOWING STATEMENTS

### HIGHLIGHT THE ESSENCE OF THE MACKAY REGION...

- > We are a diverse and productive region.
- > We provide a range of lifestyles and opportunities for people across many different walks of life.
- > We have a range of stunning natural assets, both land and sea.
- > We are not a mining town; we are the primary service hub to the world's largest coal deposits in the Bowen and Galilee basins.
- > We have experienced the most intense and prolonged resource sector exploration, investment and development period in recent history. This has left us with a depth of infrastructure and assets to support economic and business development that would otherwise not have been possible. We have to take advantage of this.
- > We also boast one of the most recognised and innovative sugarcane growing and milling areas in Australia.
- > We have one of the most innovative and leading mining and agriculture service sectors in the world. We export our knowledge and expertise for these sectors all around the world.
- > We have major tourism and lifestyle attractions such as the world renowned Great Barrier Reef Marine Park, Eungella National Park and Finch Hatton Gorge and sandy beaches.
- > We boast a number of key community and recreational assets, including AAA-rated art gallery, the Central Queensland Conservatorium of Music, a world-standard cable ski park, the national award-winning Bluewater Trail, Sarina Sugar Shed and state-of-the-art convention facilities at Mackay Entertainment and Convention Centre.
- > We have Queensland's first comprehensive university and a highly innovative education sector focussed on the future and working with key local industries.
- > We have over \$2.2 billion in known and planned major project works on the planning table.
- > We have an engaged group of community and industry leaders, with a renewed and focussed energy on collaborative and strategic thinking and action – known as Diversify Mackay Leadership Alliance (DMLA).



**WE HAVE A PRO-BUSINESS AND PRO-INVESTMENT ATTITUDE and are working with business, industry and government alike to ensure our doors are open for investment. We are here to help.**





# OUR VISION



## OUR ECONOMIC DEVELOPMENT VISION

Based on a review of a number of regional strategic visioning documents and extensive stakeholder engagement, the following vision is provided to guide the Economic Development Strategy for the Mackay region.

A MORE DIVERSIFIED, VIBRANT AND SUSTAINABLE  
ECONOMY WITH A CONNECTED AND ENGAGED LOCAL  
BUSINESS BASE AND FOCUSED REGIONAL LEADERSHIP.

Mackay already has a diversified economy, however, we are heavily dependent on mining and agriculture, which both experience cyclical trends in line with global commodity markets.

The vision for the Mackay economy is to increase the diversity and capacity of the local economy, business and industry so we are able to capture the benefits of upcycles and manage the normal market corrections as part of everyday business activities.

### WHAT IS ECONOMIC DEVELOPMENT?

Economic development can be defined as a sustainable increase in living standards that delivers higher incomes, better education, health and wellbeing as well as environmental protection resulting from conscious and applied effort (LGAQ, 2012).

Economic development is about improving the quality of life experienced in the local Mackay community.

Economic development requires commitment, collaboration, consensus from community leaders and a detailed understanding of everyone's role in delivering and providing a local environment that is conducive to business investment and activity.



# OUR ROLES



IT IS VITAL that economic development principles and intent are incorporated into every fabric of Mackay Regional Council's corporate and operational planning. 



## OUR ROLES IN ECONOMIC DEVELOPMENT

Everybody has a role facilitating economic development – from Mackay Regional Council to local business and industry, the local community and to media agencies. A positive perception about our region will provide an ongoing and positive presentation of the region to potential future investors and residents.

### ROLE OF MACKAY REGIONAL COUNCIL

Mackay Regional Council has an important role to play in economic development through its ability to influence the factors driving economic growth, business and industry investment.

It is not up to council to 'deliver' economic development outcomes in isolation for all other stakeholders. Rather, the role of council is to encourage and facilitate business and industry investment by providing an environment where local enterprise and industry thrives and flourishes. The main ways in which Mackay Regional Council can influence and facilitate economic development outcomes is through its key functions as outlined below.

KEY FUNCTION	INFLUENCE ON ECONOMIC DEVELOPMENT
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>Council is a community leader who can successfully engage with the community, other local, state and national leaders to develop commitment, energy and attitude towards economic development. Actions undertaken by council should be based on and informed by the community's desired outcomes.</li> <li>Lobbying for specific action, resources or change at a higher level can provide new opportunities for local communities to utilise their resources and capability.</li> </ul>
<b>Facilitation</b>	<ul style="list-style-type: none"> <li>Depending on circumstances and resources, council may pursue a range of individual or joint venture commercial activities such as land development that may serve as a catalyst to further economic development.</li> <li>Incentives (e.g. development incentives and use of council facilities) are a positive motivational force on behaviour and provide greater encouragement for business and consumers to act in a particular way, or locate in a local area.</li> <li>Information flow between business and consumers is vital in generating demand for locally produced products and services.</li> <li>Council can use its resources for local promotional activities such as the production of an investment prospectus for specific sectors or opportunities, developing tourism attractions and producing business directories. Customer service is a critical part of council's promotional activities.</li> </ul>
<b>Regulation</b>	<ul style="list-style-type: none"> <li>Local laws provide council with a mechanism to regulate certain activities in the community, and influence economic activity.</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>The linking of economic development outcomes through the Mackay Regional Council Corporate Plan and Operational Plan with their strategic and resourced operational and project activities will ensure continued actioning of economic development initiatives.</li> <li>Requirements of the planning scheme and the current land zoning influence the availability of land for development opportunities and the ease of industry and business development.</li> </ul>
<b>Provision of services</b>	<ul style="list-style-type: none"> <li>Service provision and access is one of the major functions of Local Government. A reliable supply of traditional and newly required services can support development opportunities.</li> </ul>

Source: LGAQ (2012)





## ROLE OF DIVERSIFY MACKAY LEADERSHIP ALLIANCE

The Diversify Mackay Leadership Alliance (DMLA) is a collaboration and formal alliance of business, industry, community organisations and government working together as one voice to create a sustainable future for the people of Mackay (Mackay Regional Council, 2015).

DMLA has been organised and structured around a series of pillars. Each pillar group is led by a Champion from DMLA and has a defined focus and industry members. The pillars of DMLA include:

- Tourism and Social Wellbeing
- Infrastructure and Construction
- Education, Training, Research and Innovation
- Mining and Defence Services
- Agriculture.

*DLMA members are engaged, local industry leaders at the grassroots of industry issues and are a direct source of input and advice to council in the delivery of industry and economic diversification.*

## ROLE OF THE REGIONAL DEVELOPMENT GROUP

The purpose of the Regional Development Group (RDG) is to co-ordinate and facilitate regional development in Mackay, Isaac and the Whitsundays (MIW) to ensure regional outcomes are facilitated by the Department of State Development.

The RDG intends to achieve the following economic development outcomes:

- Develop regional messaging
- Collect regional data
- Develop regional collateral to promote MIW
- Maintain up-to-date regional intelligence
- Co-ordinate regional projects
- Create and maintain a regional investment register.

The RDG comprises regional economic development practitioners from the following organisations:

- Department of State Development
- Mackay Regional Council
- Isaac Regional Council
- Whitsunday Regional Council
- Whitsunday Marketing and Development Ltd
- Regional Development Australia
- Mackay Tourism Ltd.



## ROLE OF ECONOMIC DEVELOPMENT PROGRAM

The Economic Development program is located in the Development Services directorate of Mackay Regional Council. However, economic development is heavily intertwined with all core council activities, including planning and development, tourism development, arts and culture, disaster management, environmental management, asset management, and community development and recreation.

Economic development infiltrates all parts of council through the influence of the day-to-day management and planning actions of Local Government officers in the delivery of important services to local communities.

Examples of how economic development can relate to just some of the other activity areas of council business activities include:

### > COMMUNITY AND CULTURE:

- Strong local liveability and cultural awareness
- Local tourism visitor attraction
- The role local arts and culture play in exports from the region.

### > ENVIRONMENTAL MANAGEMENT:

- Environmental management can both encourage and impede business growth
- All businesses have a responsibility to operate sustainably.

### > ASSET MANAGEMENT:

- We need to know and plan for sufficient capacity in our infrastructure, and set aside sufficient budget to fund augmentation of infrastructure to facilitate business, industry and population expansion
- All areas and businesses/operations require good-quality and reliable information technology infrastructure to a standard that is competitive with other residential and business areas.

### > GROWTH MANAGEMENT:

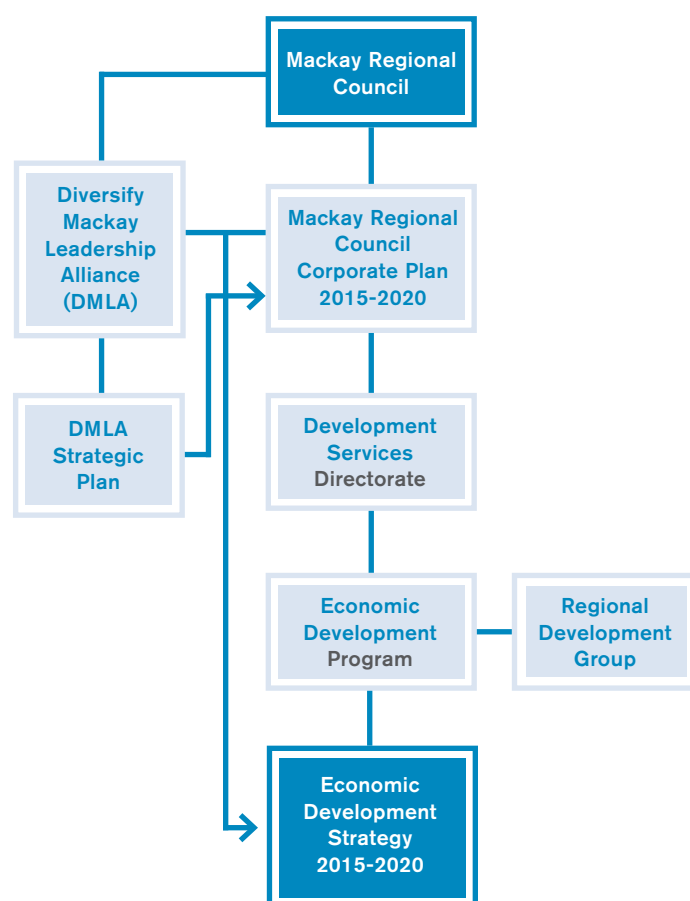
- Planning and managing a sufficient skills and infrastructure base to support a growing and ageing population
- Linking local youth with our regional jobs, career paths and training opportunities will play a critical role in retaining them in the region
- Community and recreational infrastructure that is zoned/planned and ready for construction is a key population attractor.

Mackay Regional Council needs to understand how council operations (as well as other factors) affect the economic development and competitive position of Mackay region.

The following documents are legislative requirements for councils in Queensland. They also provide the planning and budgeting framework to deliver key regional infrastructure and services, and as a result, economic development enablers and activities:

- Long Term Financial Plan (Minimum 10 years)
- Asset Management Plan (Minimum 10 years)
- Corporate Plan (5 years)
- Operational Plan (Annual)
- Budget (Annual)
- Annual Report (Annual)

**FIGURE 1**  
RELATIONSHIP OF KEY ECONOMIC INFLUENCERS





artspace mackay

# OUR STRATEGIC DIRECTIONS

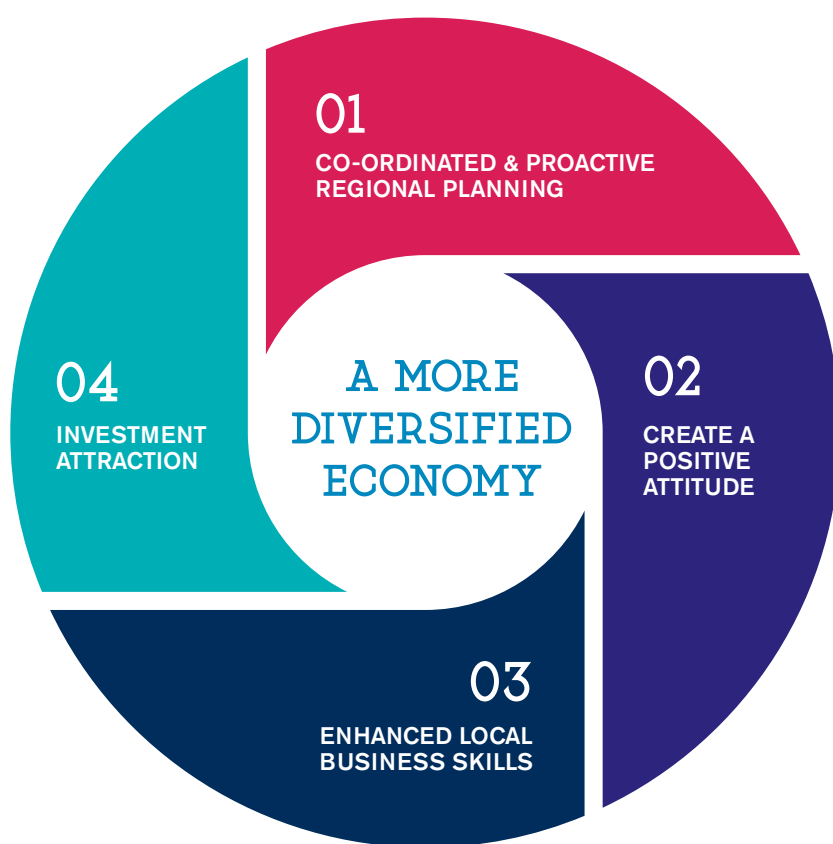


**Consultation with key regional stakeholders identified one comprehensively supported goal – a more diversified economy for Mackay.**

The following framework highlights the central goal of a 'more diversified economy' and the four strategic directions required to deliver this. This forms the basis of the Mackay Economic Development Framework.

All key regional business, development and regional stakeholder organisations will need to support and assist in the delivery of the Economic Development Framework.

**FIGURE 2.**  
**MACKAY ECONOMIC DEVELOPMENT FRAMEWORK**



The Action Plan sets out a series of actions that are required to achieve the desired strategic directions. Diversifying Mackay's economy through the implementation of the Economic Development Framework will deliver for the Mackay region the following outcomes:

- Clearly identified regional priorities
- Enhanced local business management skills
- Enhanced local business-to-business interaction
- New infrastructure to lead economic growth
- New business and industry investment
- Stable employment growth
- Enhanced quality of life
- Clarification of perception of the strengths of the region.

These outcomes mean better awareness, more jobs, more stable incomes and better basic infrastructure to support the lifestyle and industry mix of Mackay region.



# OUR STRENGTHS

## DIVERSITY REPRESENTS

### THE MACKAY REGION'S CORE STRENGTHS, INCLUDING...

- ...a well-diversified industry base and economy.
- ...an agile and skilled business and employment base.
- ...a diverse cultural offering.
- ...a diverse natural landscape and attractions.

Several industries shape and influence the Mackay region's economy, of particular influence is agriculture (sugarcane growing and milling), mining services, education, health and other population-based activities such and retail, recreational and cultural services.

Mackay region's comprehensive industry base and depth of population services provide a base from which to further diversify and grow the regional economy and to capitalise on strategic regional industry opportunities.

Key sectors (mining and agriculture) will always have cycles and be impacted from trade flows, but a stable and growing economic base will serve to reduce the impact of these fluctuations.

It will be important to increase the depth of diversity for the local economy to dilute the dependence of the Mackay economy on normal commodity cycles.

## AGRICULTURE

Mackay region has been forged by a well-established, innovative, and world-class agricultural sector. The Mackay region has valuable and strategic agricultural and grazing land, key labour specialisations, established supply chains, and well-regarded industry knowledge. The region yields production from a broad range of raw





and processed agricultural commodities (sugarcane, beef, horticulture, forestry, fibre and aquaculture), often through vertical integration of businesses and operations, but has a core strength and competency in sugarcane production and processing.

These strengths, coupled with increasing local and global demand for agricultural commodities and lower labour costs (due to inter-industry movements of labour between resources and agricultural sectors), are expected to provide impetus for future growth. While exposed to exchange rate and climatic cycles, the future for agriculture across Australia is strong. Through increased efficiencies, innovative products and process and value-adding approaches (e.g. renewable electricity generation from agricultural by-products), the local agricultural industry is set to provide a continued significant contribution to the Mackay region's growth into the future.

## MINING AND RESOURCE SERVICES

The mining sector and associated industries have greatly benefited from increased activity since the early 2000s. The large expansion of the sector through the development of many resource projects and associated infrastructure and facilities saw unprecedented levels of exploration and development activity.

Mackay is not a 'mining town' it is a service hub for the resource sector. While no mining is actually undertaken within the Mackay region, Mackay is home to one of the world's most advanced, skilled and innovative mining service sectors.

Mackay's strategic role as a key hub/logistics and export/support service centre for the significant resource deposits and projects operating across the Bowen and Galilee basins, has a competitive edge due to excellent rail, road and port connectivity.

Mackay region recorded nearly twice the annual growth in GRP in the 2006-07 to 2012-2013 period (4.3% growth per annum), compared to Queensland, as well as recording consistently lower unemployment rates.

While the investment pipeline in the resources sector has moderated in recent years, the region's extensive and leading industry business base, knowledge/skills, and specialisation will provide the foundation and lead the way for further growth and diversification across the mining and resource service sector.



**THERE ARE ALSO many opportunities to apply the skills and experience gained by Mackay LGA as a result of the mining sector, to other sectors and export markets including Papua New Guinea, South America, China, Brazil and Indonesia.**





## REGIONAL SERVICE HUB

Mackay region is well placed as a regional capital with access to key administrative and population services including strategic tertiary education, government services, retail, health and aged care services.

A well-established healthcare service base, with both Mackay Base Hospital and Mater Misericordiae Hospital providing a range of general and specialist medical and allied-health services, also cement Mackay's role as the health care hub for Tropical Northern Australia.

Existing cutting-edge collaboration between educational and healthcare providers (James Cook University's (JCU) Mackay Education and Research Centre at the Mackay Base Hospital) and favourable macro growth trends across the broader healthcare sector, lead the way for further opportunities across Mackay LGA's healthcare sector.

The Mackay LGA also has a very innovative aged care support sector, combining different care and associated funding models to support ageing.

## EDUCATION

A comprehensive higher education sector and a leading approach to teaching and industry collaboration, through the first integrated University and TAFE curriculum at CQUniversity (CQU), provides an excellent knowledge and education base to further capitalise on. In particular, it yields increased opportunities for career development pathways, as well as potential closer strategic collaboration with key businesses, industries and sectors in the Mackay LGA, to the benefit of local residents, workers and industries alike.

## LIFESTYLE

World-class attractions, amenities and lifestyle factors across Mackay LGA provide an excellent environment for current and prospective residents and workers, with a great range of built and natural environments. This includes the vibrant urban



lifestyle of Mackay, as well as a range of different lifestyle options, such as easy and convenient access to rural and regional areas and providing a greater diversity of choice for residents.

Ready access to many natural tourism assets and scenic landscapes, including ocean vistas, beaches, world-renowned reefs and island experiences, rivers, national parks and forests, complement the region's lifestyle offer.

A warm tropical climate year round, and easy accessibility and proximity to many world-class attractions, are expected to further 'pave the way' for additional resident attraction, and stimulate additional population growth across the region.

A strategic and conscious focus of Mackay Regional Council on revitalising the Mackay City Centre and activating public places will support a broad range of opportunities for existing and new local businesses to attract an even broader and diverse range of demographics. This will further stimulate the mix and diversity of Mackay LGA surrounding residents, housing options and mixed use developments.

This is all complemented by a range of favourable demographic factors and trends, such as high population growth, lower average age, higher proportion of family households, higher personal income and lower dependency ratio than the State benchmark. These factors, combined, are expected to positively impact Mackay LGA, through comparatively higher disposable incomes, higher demand for goods and services and a broad range of infrastructure, stimulating income and economic growth, which will flow on to employment.

## TRANSPORT INFRASTRUCTURE

Excellent transport infrastructure and accessibility to local and regional markets, via a combination of road connectivity (Bruce Highway, Peaks Down Highway), rail (passenger and freight to Bowen Basin), port (Port of Mackay, Abbot Point and Hay Point) connectivity, and air links to key markets provides strong foundation to support existing industries.

Planned major infrastructure developments, such as the Mackay Ring Road and the Bowen Basin Service Link will enable further improved efficiencies for local and other businesses alike,

through lower transport costs and reduced negative externalities to residents and other users. These benefits flow beyond the resource sector to other horticultural and agricultural supply chain efficiencies.

The planned expansion of Mackay Regional Airport into international passenger flights is also an exciting opportunity for Mackay LGA and there is also significant masterplanning being undertaken for the ports.

## REGIONAL COLLABORATION

Mackay Regional Council has, for the first time in many years, a very conscious and deliberate focus on setting and supporting an active economic and industry development agenda. Working in collaboration with the key regional and strategic development organisations will yield far stronger regional development outcomes than could be accomplished alone, particularly around regional strategic planning and investment/funding attraction.

While possessing excellent accessibility and connectivity, strategic regional collaboration with regional partners and adjacent LGAs, Whitsunday Regional Organisation of Councils (WROC) and State Government will provide further strategic advantages in shaping the future of the Mackay region, to the benefit of existing and future growth industries, generating additional jobs, income opportunities and attracting businesses, such as through additional supply chain linkages.

### A WARM TROPICAL climate

**year round, and easy accessibility and proximity to many world-class attractions, are expected to further 'pave the way' for additional resident attraction, and stimulate additional population growth across the region.**



# OUR INFLUENCES

There are many influences on Mackay LGA's economic, business, industry and local population growth. Some of these are internal factors that can be encouraged, others are external effects that need to be worked with and/or mitigated. The Mackay region will, for the foreseeable future, have agriculture and mining services, health, education, construction and retail as key sectors. The key will be understanding the major influencing factors to assist the local business and industry network flourish in a changing landscape, by building on new strengths, supporting organic growth and attracting new industries.

## FLUCTUATIONS IN KEY SECTORS

The impacts of growth and cycles of the resources and agricultural sectors are felt beyond the direct supply chains of these industries, they impact right through the local economy and businesses (e.g. retail trade, accommodation, cafes and restaurants and the property market). Such large industries with such significant local service sectors will always impact the local economic landscape.

It is only realistic to expect these sectors to fluctuate with global commodity prices, demand peaks and troughs and the impact of exchange rates.

Businesses and industry need to understand and accept these fluctuations will always occur and enhance management skills to assist them in managing peaks as well as moderations in the cycle. Building depth in the already existing diversity of the Mackay economy will greatly assist this.

## COMMODITY PRICES AND EXCHANGE RATES

Commodity prices and exchange rates have and will continue to significantly influence the Mackay region's future growth path. This is particularly true in relation to movements of commodity prices and the Australian dollar of the strategically important mining and agricultural sectors. The Australian dollar has depreciated against major currencies in recent years, driven by the moderation in the resources sector, foreign investment and speculative trading.

Given the subdued outlook for global growth and the slowing growth of China, it is not expected resource commodity prices and/or exchange rates will return to historic peak levels in the short to medium term, indicating focus of the mining service sector should be on operational maintenance rather than new development over the short-to-medium term.





The same cannot be said for agricultural commodities, most of which are subject to ongoing demand growth, given an increasing medium class population throughout Asia and the observed increasing propensity to consume.

The outlook for agricultural sector has many prevailing positive influencing factors. In particular, a depreciating dollar is expected to positively impact Australian farmers and producers, making Australian agricultural products more competitive on a global scale, to the benefit of the industry. Associated with a declining dollar, enhanced global competitiveness, particularly around labour rates, also supports the Mackay region's local producers' ability to be more competitive across agricultural downstream industries (i.e. agricultural product manufacturing), to the benefit of Mackay LGA, given the significant supply chains of the agricultural sector (in particular sugarcane, beef, other agriculture and aquaculture).

## CHANGING NATURE OF AGRICULTURE AND PROCESSING

Shifts in consumer demand, changes in government policies, technological advances and innovation, emerging environmental concerns and a continued decline in the sector's terms of trade have had major implications on restructuring and adjustments of

agribusiness value and processing chains. Farms are now fewer but larger than in the previous decades and this trend will continue. With this comes corporate investment with operations often extending across several countries to mitigate risk.

Local and regional agricultural markets are also being increasingly interwoven with global demand and supply dynamics. The agriculture sector will continue to explore and invest in economically viable options for diversification through different processes, supply chain links, products and marketing avenues, to maintain profitability and long-run sustainability of operations (for example the sugar sector's expansion into alternative revenue streams, such as bio-fuels).

A significant degree of labour previously 'absorbed' by the resources sector is now again available for alternative uses and support for the agricultural sector as well as downstream processing. In the recent past, these sectors have often had to compete/bid for skilled and semi-skilled labour at sometimes unviable levels. Staff retention and engagement programs may assist in addressing this impact in the future.



**AVAILABLE LABOUR WILL be beneficial for growth and expansion of the agricultural sector and downstream processing businesses across Mackay region.**



## DEMOGRAPHIC TRENDS

Demographic trends have had, and will continue to have, a major positive influence on regional growth. Mackay region has experienced strong population growth, compared to Queensland, which has led to strong consumer and business confidence and therefore increased associated demand for various goods and services, facilities, as well as a broad range of infrastructure.

Where ongoing and strong population growth is observed, support will be required to facilitate additional demand for a range of services, facilities and infrastructure as well as providing an additional and expanding labour supply across Mackay region.

Ageing of the local and broader regional population will also have major implications for Mackay region, such as increased associated social/community infrastructure provision needs, in terms of hospitals, aged care and residential care facilities. Training and skill development will be required to meet the needs of this growing sector.

## DEMAND FOR SKILLED LABOUR

All sectors are demanding a higher base of skilled/qualified labour to support increasingly technological delivery methods.

Attracting skilled workers to Mackay region is likely to be necessary to help support the expansion of certain businesses and industries. With a number of higher education facilities in the region, and a leading approach to teaching and industry collaboration (i.e. integrated CQ University), Mackay region is also well positioned to successfully narrow this gap through skills development of the local population and tailored investment in facilities and programs. Key in this will be the implementation of a close and collaborative approach between education facilities and selected industries. Opportunities also exist in the education sector to

expand and export education through the attraction of international students to study at the doorstep of the Whitsundays, which may require the attraction and further training of specifically skilled educators.

Support will be required to increase school containment rates and local educational aspirations. Identification and clarification around employment and career pathways will be important to ensure the local skill base is appropriately trained and educated, providing opportunities for their retention in the local skills/employment base. This will also support the diversity of the occupational mix of the Mackay region. One such example is the growth of white collar industry. This is applicable across business services as well as household support services like health, aged care and education.

## URBAN DEVELOPMENT/ EXPANSION

Urban sprawl is likely to continue to be an issue for much of Australia. At the same time, increasing density in and around city centres will also occur, with a change in the overall mix of dwelling types. It is estimated the number of people living in higher density properties (units, flats, apartments and townhouses) will increase by 1 million by 2025. Managing the cost of infrastructure to service an expanding urban front and ensuring capacity for increasing density will be a core challenge for all areas of Australia.

Mackay can increasingly become a valuable 'alternative' to major capital cities to meet the dwelling and employment needs of people, while still providing locals with key infrastructure and lifestyle benefits of living in an urban/city environment. Providing infrastructure to support urban growth and densification will be vital (e.g. a diverse and activated City Centre), as well as building other facilities and services to cater for such growth. Increasing urbanisation has, in part, been a result of migration from smaller centres, leading to decreasing demand for services in these areas. This is likely to continue into the future.

**MACKAY REGION WILL require careful planning and a 'holistic approach' to ensure the broader regional and community 'fabric' is retained, whilst at the same time capturing the benefits of urbanisation.**





## DIGITAL TECHNOLOGIES

The digital economy is bringing smart technologies and creating significant opportunities to workplaces and communities, including those in regional Australia. The internet and other digital technologies are permeating our everyday social and business lives at an increasingly rapid pace. Broader and faster access to the internet (i.e. fast broadband) will enable more residents across Mackay region to be connected to the rest of the world, yielding residents across the region with access to more work opportunities, goods, services and lifestyle options.

Improved internet technology will also enable further attraction of businesses to Mackay region given increased connectivity.

**Technology has the potential to further stimulate industries that are already established in Mackay region, while also lowering barriers and costs for the establishment of new and emerging industries.**

Access to appropriate technology platforms also enables more Australians to work from home, and live in their preferred location. Mackay region can potentially attract more residents as a result of such technological advances and has worked in partnership with Whitsunday and Isaac regional councils to develop the Mackay Isaac Whitsunday Digital Economy Strategy and Action Plan 2014.



# OUR CHALLENGES

Recognising key strengths, strategic assets and influences is important. It is also critical to identify key challenges for the region, to ensure that opportunities and goals identified for Mackay region take into account various aspects, factors and trends that shape the region, and those that may limit growth or require intervention.

**Key challenges include: attitudes and perception, business and industry, infrastructure, and some demographic factors.**

## ADDRESSING PERCEPTION

While Mackay region had quite a diverse economy, it is also highly dependent on the resource and agriculture sector. Consultation identified there is a perception that Mackay region has a lack of 'regional identity', with a general misunderstanding (both internally and externally) of what 'Mackay region is about'. These attitude and perception factors can play a key role in limiting the region's growth and advancement.

Within Mackay, there is still some level of disbelief and uncertainty whether the operational environment has returned to a more competitive base. Externally, there are commonly held perceptions about very high regional housing prices, supply issues and high costs of doing business, which arose during the resource sector peak. This is an outdated perception as these factors have all returned to normal levels.

The perception challenge has not been helped by exaggerated negative local and external media coverage, which affects local residents, potential future residents/workers and investors alike.

On some levels Mackay region also appears to have suffered or 'missed out' on major State and Australian Government funding and service provision (in comparison to Townsville, Cairns and Rockhampton).

## PATIENCE, PRIORITISATION AND COLLABORATION

Mackay region has many development opportunities and industry leaders all calling for new initiatives and invigoration. Resources for implementation will be limited in the foreseeable future. It is critically important for organisations to collaborate and work together to ensure projects are completed to



an exceptional level, addressing the needs of and benefiting multiple stakeholders, rather than only a partial solution.

Mackay region needs patience and a commitment to prioritise and implement activities/initiatives across key sectors/regional organisations over the medium and long term.

## HEAVY DEPENDENCE ON KEY SECTORS

While Mackay region is comprised of a good business and industry mix, it has a concentration and 'dependence' on mining and agriculture. This is especially the case given the various supply chain linkages to other industries (such as equipment manufacturing and processed-food manufacturing, and transport and logistics industries).

Both industries are subject to exchange rate and cyclical commodity and climate patterns, driven by global macro trends over which the region has no control. The local economy would obviously benefit if these cycles were counter cyclical, however, this is not always the case and where peaks or troughs coincide there will be periods of strain experienced by local business.

**UNDERSTANDING THE COMMODITY cycle and having capable business managers and diversified markets will assist in managing the ebb and flow of Mackay LGA's economic cycle.**

## FUNDING FOR CAPITAL INFRASTRUCTURE

Mackay region has a good transport and infrastructure network, which provides good connectivity to local and interstate markets.

However, there are also a number of infrastructure challenges to be overcome for the Mackay LGA to truly embrace its strengths and achieve the desired industry objectives.

Some key infrastructure network improvements are planned or have been identified as required in the near term, such as the Mackay Ring Road, Vines Creek bridges and the Bowen Basin Service Link.

Additional investment across other infrastructure networks is also needed. In particular, there is an identified need for more direct linkages between mines to ports to achieve better connectivity and efficiencies, as well as an enhanced information-technology network (Mackay region is currently behind metropolitan areas).

With the installation of relevant technology (i.e. fast-speed broadband), 'accessibility' differences between residents and businesses located across metropolitan areas compared to Mackay region can be reduced to support business, resident and worker attraction.

## CHANGING SOCIO-DEMOGRAPHICS AND REGIONAL TRENDS

While a number of demographic features of Mackay region provide a positive impetus for future growth of the local economy, there are a number of demographic obstacles that will need to be appropriately managed and mitigated.

Mackay region is projected to continue to grow, however, at the same time, a number of smaller towns in the broader region are experiencing population declines, leading to decreasing demand for services and facilities in these areas. This will ultimately translate into a lack of critical mass and workforce required to support a number of local level services in these smaller towns.

Development of Mackay region will need to factor in the potential service needs of the broader region's population and businesses moving forward.

An ageing population and low education attainments (and aspiration) also pose challenges to Mackay region, in terms of the ability to meet demand for healthcare facilities and services, and meet relevant industry demands with regards to a skilled labour force to enable industry diversification.





# OUR OPPORTUNITIES

The following sections outline the key opportunities identified for Mackay LGA to support local business and industry development. Key infrastructure enablers support broader regional growth and range of initiatives identified within Mackay Regional Council's Corporate Plan (2015-2020) represent the most significant and important projects to support regional growth and development in the Mackay region.

## SIGNATURE PROJECTS

Mackay Regional Council has identified a series of key signature projects. These are intended to focus and bring to the fore the most significant and important projects and components to support regional growth and development in Mackay LGA. These signature projects are all identified within Mackay Regional Council's Corporate Plan (Mackay Regional Council, 2015). Not surprisingly, the majority of these fall under or are related to/influenced by the Mackay Economic Development program.

The key signature projects, in no order of preference, include:

- Diversify Mackay's economy
- Revitalise the City Centre
- Strong businesses with a global reach
- Activation of the river
- Co-investment for development
- 2018 Commonwealth Games
- Regional capital
- Pioneer Valley and Eungella activation
- Mining Centre of Excellence
- Mackay Regional Sports Precinct
- Mackay Ring Road
- Bowen Basin Service Link
- Northern Australia Services (NAS)



## REGIONAL ENABLERS

- Maintaining and improving our regional road network
- Inter-connected, intermodal regional transport hub (freight and logistics)
- Container and additional bulk commodity facilities at port and associated logistics infrastructure
- Passenger transit terminal linking the airport with regional land-based transport networks
- Enhanced public transport network and services
- International airport
- Embracing the digital economy
- Attracting and keeping young people in the region
- Promoting the Mackay regional brand
- Planning for growth

## LOCAL DEVELOPMENT INITIATIVES

Many of the following opportunities and initiatives will be coordinated and facilitated by industry and local businesses themselves. Mackay Regional Council has a role, through the day-to-day activities of the Economic Development program, to further support and assist in the delivery of these outcomes. This is not to say Mackay Regional Council's Economic Development program will 'deliver' these outcomes, rather they will work with, support, and co-ordinate key regional stakeholders, organisations, industries and businesses to achieve these outcomes as a collective.

### MINING AND RESOURCE SERVICES

- Extend service market to other regions (e.g. Galilee Basin, NSW, WA and international)
- Extend service capability into other sectors (e.g. defence, marine)
- Product-testing facilities
- Residential home for fly-in-fly-out (FIFO)

### AGRICULTURE AND FOOD

- Value add existing production (e.g. clean energy, new crops, etc)
- Increase production/operational efficiency (e.g. new technologies/processes, irrigation)
- Diversified agricultural base, targeting export markets
- Further value-added food processing

### TOURISM

- Support Mackay Tourism Limited implement the Tourism Destination Plan and Event Strategy
- Consolidate product and target markets (including corporate events)

- Leverage natural and built assets and support with appropriate infrastructure
- Understand and market to different segments the local offering (nature, sport, events)

### SUPPORTING LOCAL BUSINESSES

- Enhance local business-to-business trade
- Enhance local business management skills
- Enhance attraction and retention of skilled labour
- Extend high-level skills into new markets (e.g. leverage engineering capability into defence/marine maintenance contracts)
- Prepare and plan for the next industry cycle
- Participate in online trading (as well as bricks and mortar)
- Efficiency in supply chain and procurement
- Enhanced business/industry competitiveness – commit to and focus on client needs

### POPULATION SERVICES

- Health/medical: Aged care, speciality services
- Other: Retirement villages, childcare etc
- Attraction of population seeking 'lifestyle' change

### EDUCATION

- Universities, schools, Centre of Mining Excellence, export of skills, increased collaboration with industry

### LOCAL REINVESTMENT

(Business, industry and community):

- Local businesses reinvesting locally to further support growth
- Co-ordinated planning, prioritisation and support to bring forward key infrastructure



# OUR WAY FORWARD





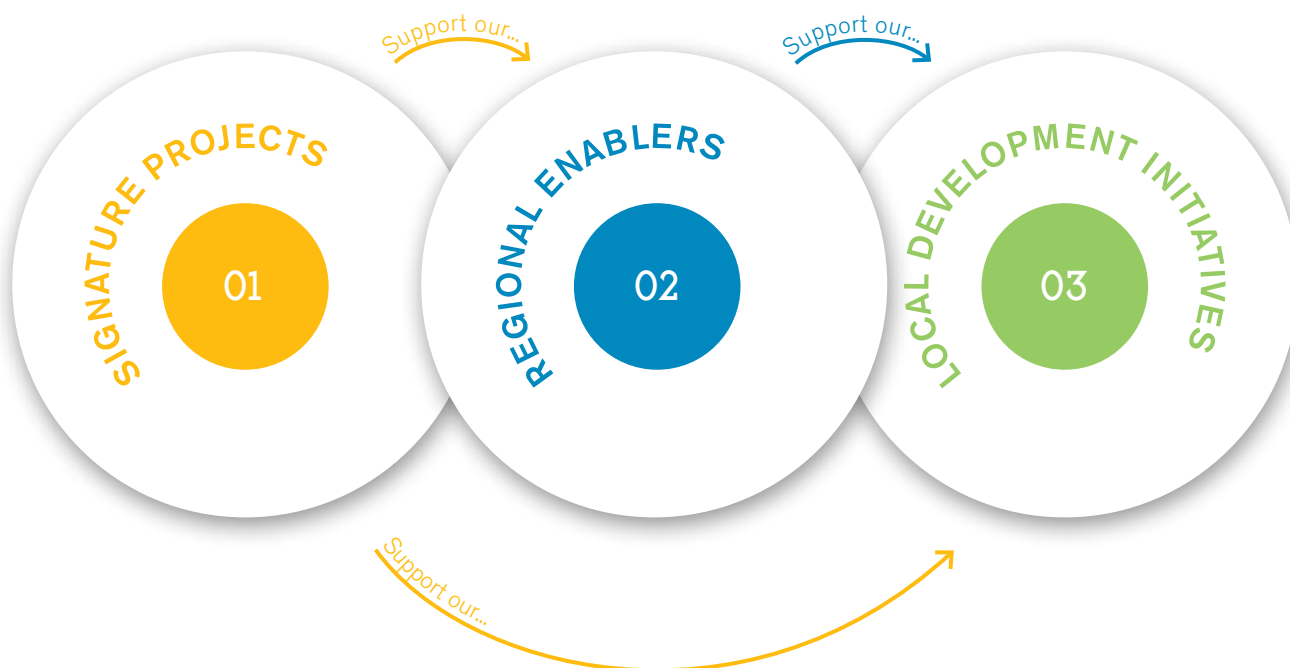
## STRATEGIC DEVELOPMENT OPPORTUNITIES

The following diagram highlights how Signature Projects and Regional Enablers support local development initiatives. Each of the three areas of focus (i.e. Signature Projects, Regional Enablers and the Local Development Initiatives) will require dedicated time, resources and actions to implement. It is important to realise the multitude of stakeholders who will be required to work together to ensure the region realises its potential.

FIGURE 3

OUR WAY FORWARD – STRATEGIC DEVELOPMENT OPPORTUNITIES

### OUR OPPORTUNITIES: THE WAY FORWARD



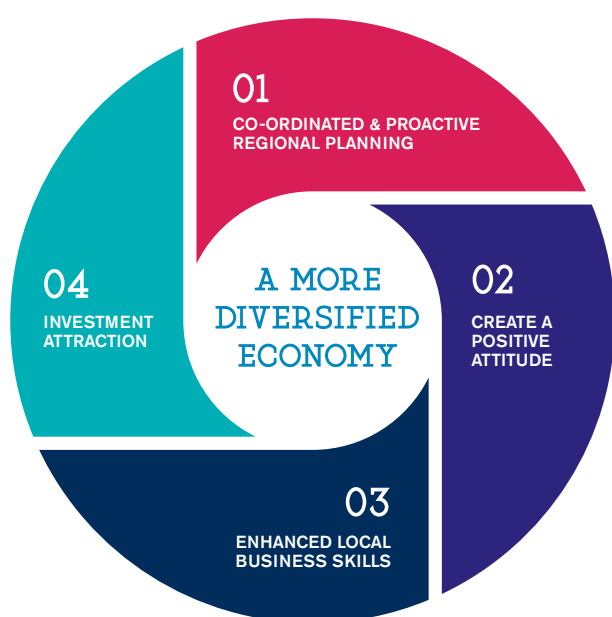




# OUR ACTION PLAN



## Four Strategic Directions will steer economic development in Mackay.



To achieve the economic development vision and deliver on the primary economic development goal of further diversifying the local economy, the four strategic directions should be implemented and delivered by Mackay Regional Council and identified lead agencies. The action plan includes the actions, the lead agency, stakeholders, measures and timeframes for each.

*Note: Core business activities (labelled as ongoing) and key projects funded are also captured in tables on the following pages, supported by proposed initiatives, subject to future funding submissions and ongoing assessment of the business/economic environment.*

## ACRONYMS

<b>DILGP</b>	= Department of Infrastructure Local Government and Planning
<b>DMLA</b>	= Diversify Mackay Leadership Alliance
<b>DSD</b>	= Department of State Development
<b>DTMR</b>	= Department of Transport and Main Roads
<b>EDQ</b>	= Economic Development Queensland
<b>MECC</b>	= Mackay Entertainment and Convention Centre
<b>MRC</b>	= Mackay Regional Council
<b>MRCOC</b>	= Mackay Region Chamber of Commerce
<b>MTL</b>	= Mackay Tourism Limited
<b>NRM</b>	= Department of Natural Resources and Mines
<b>RDA</b>	= Regional Development Australia
<b>RIN</b>	= Resource Industry Network
<b>TIQ</b>	= Trade and Investment Queensland
<b>WROC</b>	= Whitsunday Regional Organisation of Councils



# STRATEGIC DIRECTION 01

## COORDINATED AND PROACTIVE REGIONAL PLANNING

### RATIONALE:

**Coordinated and proactive regional planning will assist economic growth by ‘making it easy’ for funding bodies and government agencies to understand the need, rationale, evidence base and broader regional support for key initiatives. A swift and efficient local and regional planning framework will also reduce private sector investment risk by providing certainty resulting in increased investment and economic activity.**

### KEY ACTIONS:

- 1.1 Co-ordinated regional strategic planning
- 1.2 Identify and support industry needs
- 1.3 Diversify Mackay's economy
- 1.4 Activation of the river
- 1.5 Regional capital
- 1.6 Pioneer Valley and Eungella activation
- 1.7 Planning for growth
- 1.8 Partnership for economic development

### COUNCIL PLAN ALIGNMENT

Strategic Direction 1 correlates with the following Mackay Regional Council Corporate Plan 2015-2020 guiding principles:

#### ECONOMY

- Diversify Mackay's Economy
- Activation of the river
- Partnerships for economic development

#### REGIONAL IDENTITY

- Regional capital

#### COMMUNITY HEALTH AND WELLBEING

- Pioneer Valley and Eungella activation

#### INFRASTRUCTURE AND TRANSPORT

- Planning for growth



The following table highlights the implementation requirements to co-ordinate and encourage proactive regional planning.

While these strategies are separated, it is critically important they are undertaken concurrently.

## 1.1 COORDINATED REGIONAL STRATEGIC PLANNING

### OBJECTIVES:

Strategically and efficiently plan for new development and infrastructure by leveraging and aligning both state and local planning mechanisms to encourage development and investment. Identify and prioritise key regional infrastructure requirements.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>1.1.1</b> Identify and confirm regional planning needs and infrastructure requirements (in conjunction with relevant state agencies, surrounding LGAs and other key stakeholders as appropriate)	MRC Office of the Mayor & CEO/ MRC Economic Development	DMLA, DSD, RDA, Isaac Regional Council, Whitsunday Regional Council, DILGP	Regional planning needs and infrastructure requirements are mapped	2015 - 2016
<b>1.1.2</b> Identify key regional projects by area of funding/ interest <ul style="list-style-type: none"> <li>▪ Transport</li> <li>▪ Utilities</li> <li>▪ Communications and ICT</li> <li>▪ Health</li> <li>▪ Education</li> <li>▪ Skills Development</li> <li>▪ Tourism</li> <li>▪ Community Infrastructure</li> <li>▪ Urban realm/ Greenspace</li> <li>▪ Services (eg NAS)</li> </ul>	MRC Office of the Mayor & CEO/ MRC Economic Development	DMLA, DSD, RDA, DILGP	Up to 5 key regional projects identified for each area of interest	2015 - 2017
<b>1.1.3</b> Identify the top priority projects/ infrastructure to support	MRC Office of the Mayor & CEO/ MRC Economic Development	DMLA, DSD, RDA, DILGP	Up to 5 priority projects identified	2015 - 2017
<b>1.1.4</b> Identify and appoint a project champion for each of the top priorities	MRC Office of the Mayor & CEO/ MRC Economic Development	DMLA, DSD, RDA, DILGP	1 champion appointed per priority project	2015 - 2017
<b>1.1.5</b> Develop road map to identify how the region can progress the top priorities	MRC Office of the Mayor & CEO/ MRC Economic Development	DMLA, DSD, RDA, DILGP	Up to 5 Road Map/ Business Cases developed	2016 - 2017
<b>1.1.6</b> Develop marketing and engagement collateral to support the top priorities	MRC Economic Development	MRC Corporate Communications, DMLA, DSD, RDA	Up to 5 marketing collateral packages developed	2016 - 2017
<b>1.1.7</b> Review and confirm priorities	MRC Office of the Mayor & CEO/ MRC Economic Development	DMLA, DSD, RDA, DILGP	Annual review of priorities completed	2017 - 2020



## 1.2 IDENTIFY AND SUPPORT INDUSTRY NEEDS

### OBJECTIVES:

Identify key local industry needs/ requirements (annually) and assist local industry in developing and implementing an appropriate response.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>1.2.1</b> Engage regularly with industry representatives/ organisations to identify and prioritise key needs and requirements	MRC Economic Development	MRC, RIN, MRCOC, Greater Whitsunday Food Network	Quarterly meetings held	Ongoing
<b>1.2.2</b> Work with and support industry organisations to co-ordinate response and implement action planning	MRC Economic Development	DMLA, RIN, MRCOC, Greater Whitsunday Food Network	Quarterly meetings held	Ongoing

## 1.3 DIVERSIFY MACKAY'S ECONOMY

### OBJECTIVES:

Champion the growth of globally competitive local industries through the DMLA.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>1.3.1</b> Develop the Diversify Mackay Strategic Plan	MRC Office of the Mayor & CEO/MRC Economic Development	DMLA	Completion of the Diversify Mackay Strategic Plan	2015 - 2016
<b>1.3.2</b> Ongoing support for the Diversify Mackay Leadership Alliance and its agenda	MRC Economic Development	DMLA	Support provided through the secretariat and assistance with delivery of the DMLA Strategic Plan Target: 10 Meetings	Ongoing
<b>1.3.3</b> Facilitate linkages with other projects, agencies and networks	MRC Office of the Mayor & CEO/MRC Economic Development	DMLA, RIN, MRCOC, RDA, DSD	Support provided to DMLA Pillar Group projects and meetings. Target: 6	Ongoing



## 1.4 ACTIVATION OF THE RIVER

### OBJECTIVES:

Work in partnership with the community, government agencies and other stakeholders to revitalise the riverfront to improve liveability by promoting development on both sides of the river where it is safe to do so.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>1.4.1</b> Update the Wharf Precinct Master Plan in consultation with the community and key government agencies to attract public and private investment	MRC Strategic Planning	MRC Economic Development, DSD, DILGP, EDQ	Wharf Precinct Master Plan reviewed in consultation with key stakeholders	2015 - 2016
<b>1.4.2</b> Implement the Wharf Precinct Masterplan in conjunction with key stakeholders	MRC Strategic Planning	MRC Economic Development, DSD, DILGP, EDQ	2016/17 Action	2016 - 2020
<b>1.4.3</b> Seek joint funding for the construction of a floating pontoon on the Pioneer River for commercial and private use	MRC Office of the Mayor & CEO	MRC Economic Development, DSD, DILGP	Funding submission lodged	2015 - 2016

## 1.5 REGIONAL CAPITAL

### OBJECTIVES:

Participate as a strategic and active partner in the Regional Capitals Australia and the Regional Queensland Capitals Alliance to ensure Mackay maximises these opportunities to advocate for, and influence, government policies for the benefit of the region.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>1.5.1</b> Support the establishment of a Regional Queensland Capitals Alliance to increase the Queensland Government's support for regional capital cities	MRC Office of the Mayor & CEO/MRC Economic Development	ED, Regional Queensland Capitals Alliance Member LGAs	Establishment of alliance	2015 - 2016
<b>1.5.2</b> Actively participate in Regional Capitals Australia	MRC Office of the Mayor & CEO	Regional Capitals Australia	6 meetings	2015 - 2020



## 1.6 PIONEER VALLEY AND EUNGELLA ACTIVATION

### OBJECTIVES:

Facilitate the development of Pioneer Valley and Eungella as a globally significant eco-tourism destination by promoting and protecting the environmental values and natural beauty of the area for locals and visitors to enjoy as identified in the Destination Tourism Plan 2014.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>1.6.1</b> Investigate the feasibility of an all-purpose eco-trail connecting the townships between Mackay and Eungella in partnership with key stakeholders and in consultation with the community	MRC Economic Development	MRC Strategic Planning, MTL, DILGP, NRM	Operational Plan 2016/17	2016 - 2017
<b>1.6.2</b> Develop Pioneer Valley and Eungella Activation Strategy	MRC Economic Development/MRC Strategic Planning	MTL, DSD, DILGP, NRM	Operational Plan 2016/17	2016 - 2019
<b>1.6.3</b> Subject to its feasibility, support the incremental construction of the Mackay-Eungella eco-trail to attract cyclists to Mackay	MRC Office of the Mayor & CEO/ MRC Economic Development	MTL, DSD, DILGP, NRM	Operational Plan 2017/18	2017 - 2020

## 1.7 PLANNING FOR GROWTH

### OBJECTIVES:

Adopt a long-term approach to the planning and delivery of public infrastructure and services to match the needs of our changing population in consultation with the community.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>1.7.1</b> Work with the State Government and Industry to progress the Rosella Industrial Estate	MRC Office of the Mayor & CEO/MRC Economic Development/MRC Strategic Planning	EDQ, DSD, Urban Development Institute of Australia (UDIA), DILGP	Operational Plan 2016/17	2016 - 2020



## 1.8 PARTNERSHIPS FOR ECONOMIC DEVELOPMENT

### OBJECTIVES:

Lead the economic development and viability of the region by implementing the MRC EDS 2015-2020 in partnership with key stakeholders.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>1.8.1</b> Align the Economic Development Strategy (EDS) to DLMA's Strategic Plan and council's Corporate Plan 2015-20	MRC Office of the Mayor & CEO/ MRC Economic Development	DMLA	EDS aligned with DMLA's Strategic Plan and council's Corporate Plan 2015-2020	2015 - 2016
<b>1.8.2</b> Participate in the Regional Development Group to ensure regional outcomes including: <ul style="list-style-type: none"> <li>Regional messaging</li> <li>Regional representation eg Regional Queensland Showcase</li> </ul> Identification and coordination of regional projects eg Mackay Isaac whitsunday (MWI) Food and Agritourism Project	Regional Development Group (RDG)	DSD, MRC Economic Development, Isaac Regional Council, Whitsunday Regional Council, Whitsunday Marketing and Development Ltd, RDA	Quarterly meetings held  1 Regional Project	Ongoing



# STRATEGIC DIRECTION 02

## CREATE A POSITIVE ATTITUDE

### RATIONALE

**Identify and clearly articulate to key audiences the opportunities and benefits of living, doing business, investing and visiting Mackay region. This initiative is about creating an accurate and up-to-date perception and brand promise for Mackay region.**

### KEY ACTIONS:

2.1 Develop and maintain economic development and investment attraction, marketing and public relations collateral

2.2 Deliver an active economic development and investment attraction public relations campaign

2.3 Revitalise the City Centre

2.4 Place management of suburbs and localities

2.5 Promoting the Mackay region brand

2.6 Operation of Sarina Sugar Shed

### COUNCIL PLAN ALIGNMENT

Strategic Direction 2 correlates with the following Mackay Regional Council Corporate Plan 2015-2020 guiding principles:

#### ECONOMY

- Revitalise the City Centre

#### REGIONAL IDENTITY

- Place management of suburbs and localities
- Promoting the Mackay region brand



The following table highlights the implementation requirements to create a positive attitude of locals for their local area (generating a base of passive advocates) as well as ensuring external stakeholders (i.e. those outside of the region) have an accurate understanding and appreciation of the benefits and opportunities within Mackay region.

## 2.1 DEVELOP AND MAINTAIN ECONOMIC DEVELOPMENT AND INVESTMENT ATTRACTION, MARKETING AND PUBLIC RELATIONS COLLATERAL

### OBJECTIVES:

Generate and maintain (annually) a suite of high quality regional promotion and investment attraction materials.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
2.1.1 Develop a regional profile	MRC Economic Development	MRC Corporate Communications, DMLA, MRCOC, RIN, RDA	1 regional profile developed	2015 - 2016
2.1.2 Develop a regional Investment Attraction Prospectus	MRC Economic Development	MRC Corporate Communications, DMLA, MRCOC, RIN, DSD, TIQ, RDA	1 investment attraction prospectus developed	2015 - 2016
2.1.3 Develop a 'New Investor' pack	MRC Economic Development	MRC Corporate Communications, DMLA, MRCOC, RIN, DSD, TIQ, RDA	1 'New Investor' pack developed 500 produced	2015 - 2016
2.1.4 Develop investment attraction and livability focused website	MRC Economic Development	MRC Corporate Communications, DMLA, MRCOC, RIN, DSD, TIQ, RDA	1 website developed	2015 - 2016
2.1.5 Update regional profile, prospectus and website as required	MRC Economic Development	MRC Corporate Communications, DMLA, MRCOC, RIN, DSD, TIQ, RDA	All materials updated	Ongoing
2.1.6 Maintain and refresh marketing and public relations collateral (as appropriate)	MRC Economic Development	MRC Corporate Communications, DMLA, MRCOC, RIN, DSD, TIQ, RDA	All materials refreshed	Ongoing
2.1.7 Ongoing economic research and data management including annual REMPLAN and REIQ subscription	MRC Economic Development	MRC all directorates, DMLA, MRCOC, RIN, RDA	Regular collation and analysis of economic data.  Annual REMPLAN subscription  Annual REIQ subscription	Ongoing





## 2.2 DELIVER AN ACTIVE ECONOMIC DEVELOPMENT AND INVESTMENT ATTRACTION PUBLIC RELATIONS CAMPAIGN

### OBJECTIVES:

Clearly promote the vitality, strength and success of Mackay region to local business owners and residents.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
2.2.1 Promotion of local, economic and tourism businesses' successes and new investment	MRC Economic Development	MRC Corporate Communications, DMLA, MRCOC, RIN, DSD, TIQ, RDA, MTL	1 local media (newspaper, TV and/or radio) article placed each week  1 local business success case study included in each council newsletter (+added to council website)	Ongoing
2.2.2 Develop business, industry, and investor newsletters, distributed electronically and updated on website	MRC Economic Development	MRC Corporate Communications, DMLA, MRCOC, RIN, DSD, TIQ, RDA, MTL	Quarterly newsletter distributed	Ongoing
2.2.3 Promotion of local activities, health and lifestyle opportunities	MRC Economic Development	MRC Corporate Communications, MRC Community Lifestyle	2 placements in leisure/lifestyle TV show products	Ongoing
2.2.4 Develop and implement a communication and education campaign for key council officers to ensure they understand the importance of their role and actions in supporting economic development and investment attraction	MRC Economic Development	MRC – all directorates	Annual training program	Ongoing



## 2.3 REVITALISE THE CITY CENTRE

### OBJECTIVES:

Invigorate Mackay's City Centre into a vibrant, attractive, modern, accessible community hub that supports investment and inner city living – as part of a city that is a place to live, learn, earn and play.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>2.3.1</b> Finalise the City Centre Revitalisation Project	MRC City Centre Revitalisation Project	MRC Economic Development, City Centre Taskforce, MRCC	Capital Works program completed and launched	2015 - 2016
<b>2.3.2</b> Implement the new Footpath Trading and Structure Policy Guidelines	MRC Health and Regulatory	MRC Economic Development, MRC City Centre Taskforce, MRCOC	Policy Guideline toolkit in hardcopy and electronic versions developed	2015 - 2016
<b>2.3.3</b> Continue to implement the City Centre marketing and events strategy	MRC Economic Development	City Centre Taskforce, MRCC	Annual City Centre marketing plan implemented	Ongoing
<b>2.3.4</b> Implement the Façade Improvement Scheme	MRC Economic Development	City Centre Taskforce, MRCOC, Strategic Planning	Round 2 of Façade Improvement Scheme implemented	Ongoing
<b>2.3.5</b> Attract new businesses to the City Centre	MRC Economic Development	City Centre Taskforce, MRCOC	Number of new businesses attracted to the City Centre Target: 10 businesses 2015/16	Ongoing



## 2.4 PLACE MANAGEMENT OF SUBURBS AND LOCALITIES

### OBJECTIVES:

Adopt place management principles and an integrated approach in particular suburbs and localities to enhance social, economic, environmental potential and activate places through targeted services, facilities and events.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>2.4.1</b> Complete the North Mackay placemaking project in Evans Avenue	MRC Economic Development	Evans Avenue/Avenue North Business Group	North Mackay placemaking project completed	2016
<b>2.4.2</b> Identify place management localities and develop an integrated implementation plan for each	MRC all directorates	Local business and community associations/representatives	Operational Plan 2016/17	Ongoing

## 2.5 PROMOTING THE MACKAY REGION BRAND

### OBJECTIVES:

Support Mackay Tourism Ltd to promote branding of Mackay region to reflect the strengths and characteristics of the region and enhance a regional identity.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>2.5.1</b> Support Mackay Tourism's implementation of the Mackay Region Brand 2014 Strategy	MTL	MRC Economic Development	Support provided in accordance with the funding agreement to Mackay Tourism Limited	Ongoing
<b>2.5.2</b> Identify opportunities to leverage our regional brand nationally and internationally	MTL	MRC Economic Development	Operational Plan 2016/17	Ongoing

## 2.6 OPERATION OF SARINA SUGAR SHED


### OBJECTIVES:

Support Mackay Tourism Ltd to promote branding of Mackay region to reflect the strengths and characteristics of the region and enhance a regional identity.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>2.6.1</b> Manage the operation of Sarina Sugar Shed facility	MRC Economic Development		Annual visitation ticket sales retail income	Ongoing





**WE WILL DEVELOP** a strong regional voice to promote and facilitate growth to become a leading community in Northern Australia. 

- MACKAY REGIONAL COUNCIL CORPORATE PLAN 2015-2020



# STRATEGIC DIRECTION 03

## ENHANCED LOCAL BUSINESS SKILLS

### RATIONALE:

**Enhancing local business skills will assist and support local business and industry to manage the ebb and flow of major commodity cycles and instil sustainable business growth and management practices. Enhancing local business skills will also provide a strong basis for local, organic economic growth, reducing the reliance and impact on numerous external factors (such as commodity prices, exchange rates and changes in markets).**

### KEY ACTIONS:

3.1 Support local business and industry-enhance business management capability

3.2 Support local business and industry access and retain skilled labour

3.3 Strong local business with a global reach

3.4 Commonwealth Games

3.5 Embracing the digital economy

3.6 Attracting and keeping young people in the region

3.7 Mining Centre of Excellence

### COUNCIL PLAN ALIGNMENT

Strategic Direction 3 correlates with the following Mackay Regional Council Corporate Plan 2015-2020 guiding principles:

#### ECONOMY

- Strong local businesses with a global reach
- Commonwealth Games
- Embracing the Digital Economy

#### COMMUNITY PRIDE

- Attracting and keeping young people in the region

#### LIFELONG LEARNING

- Mining Centre of Excellence



The following table highlights the implementation requirements to enhance local business skills. Actions 3.1a and 3.2a should be undertaken concurrently rather than duplicated.

## 3.1 SUPPORT LOCAL BUSINESS AND INDUSTRY - ENHANCE BUSINESS MANAGEMENT CAPABILITY

### OBJECTIVES:

Identify and support local businesses and industry enhance business management skills.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>3.1.1</b> Identify local business and industry management training needs through: <ul style="list-style-type: none"> <li>Regular meetings with business</li> <li>Support facilitation of local business and industry networking and events</li> </ul>	MRCC, RIN	MRC Economic Development, City Centre Taskforce, DSD, TIQ, Austrade	100 meetings with local businesses/industry representatives per year  12 networking events/workshops per year	Ongoing
<b>3.1.2</b> Work with key organisations (e.g. State and Australian Government) to support the enhancement of business management skills (connecting local businesses with current skills development programs, e.g. ATO, Austrade, etc)	MRCC, RIN	MRC Economic Development, DSD, TIQ, Austrade	1 business assisted per fortnight	Ongoing
<b>3.1.3</b> Assist local businesses to connect with State and Australian Government assistance	MRCC, RIN	MRC Economic Development, DSD, TIQ, Austrade	1 business assisted per month	Ongoing
<b>3.1.4</b> Support local business-to-business supply chain development (e.g. extension of the Procurement and Capability Portal)	RIN	MRC Economic Development, DSD, MRCC, Rio Tinto	1 business introduction made per fortnight	Ongoing
<b>3.1.5</b> Undertake research to assess existing clusters and identify new cluster opportunities to build a culture of co-operation and collaboration	MRC Economic Development	RIN, MRCOC, DSD, Greater Whitsunday Food Network	Existing and possible clusters identified	2016 - 2017
<b>3.1.6</b> Develop an action plan to strengthen and promote existing clusters and provide support activities such as knowledge and technology transfer and forums	MRC Economic Development	RIN, MRCOC, Greater Whitsunday Food Network	Action plan completed	2017 - 2020





## 3.2 SUPPORT LOCAL BUSINESS AND INDUSTRY - ACCESS AND RETAIN SKILLED LABOUR

### OBJECTIVES:

Support local businesses and industry recruit, train and retain skilled staff.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>3.2.1</b> Identify local business and industry skilled labour requirements through: <ul style="list-style-type: none"> <li>Regular meetings with business</li> <li>Support facilitation of local business and industry networking and events</li> </ul>	MRCC, RIN	MRC Economic Development, MTL, DSD	100 meetings with local businesses/industry representatives per year  12 networking events/workshops per year	Ongoing
<b>3.2.2</b> Work with key organisations (e.g. State and Australian Government) to support the recruitment, training and retention of skilled labour in conjunction with Registered Training Organisations	MRCC, RIN	MRC, RIN, MRCOC, local RTOs	One business assisted per fortnight	Ongoing



### 3.3 STRONG LOCAL BUSINESSES WITH A GLOBAL REACH

#### OBJECTIVES:

Assist Mackay businesses and industry to become export-ready and extend the global reach of their products and services, and where possible capitalise on the government's trading relationships and free-trade agreements.

Expand Paget and plan for the expansion of the region's industrial areas, to become one of the largest mining services hubs in the world, boasting high value technical services with a global reach.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>3.3.1</b> Support the completion of a market analysis to identify opportunities and the export-readiness of local businesses and industry in conjunction with government agencies, DMLA and RIN	MRC Economic Development	TIQ, DSD, DMLA, RIN	Market analysis undertaken in conjunction with TIQ, DMLA, and RIN	2016
<b>3.3.2</b> Complete audit of Paget Industrial Estate and maintain a database of businesses and available land/commercial sites	MRC Economic Development/MRC Strategic Planning	DSD, EDQ, RIN	Audit and database updated 6 monthly	Ongoing
<b>3.3.3</b> Continue to market the Paget Industrial Estate and other commercial sites	MRC Economic Development	DSD, EDQ, RIN, North Queensland Bulk Ports (NQBP)	Paget industrial estate and other commercial sites marketed via an investment prospectus and website	Ongoing
<b>3.3.4</b> Work with industry groups and stakeholders to develop marketing strategies which support industry expansion and investment attraction	MRC Economic Development	TIQ, DSD, RIN, MRCOC	Maintenance and support for activities such as the: <ul style="list-style-type: none"> <li>▪ Mackay Region Joblink</li> <li>▪ RIN's Capability and Procurement Portal</li> <li>▪ Development of an Investment Prospectus</li> <li>▪ Development of a marketing campaign</li> </ul>	Ongoing
<b>3.3.5</b> Develop close trading links with international marketing in conjunction with Trade and Invest Queensland (TIQ) and Austrade	MRC Economic Development	TIQ, RIN, Austrade	Program of activities established with TIQ such as attending relevant trade shows in identified international markets, and establish trading partnerships where appropriate	Ongoing
<b>3.3.6</b> Continue to support and actively promote Queensland Mining and Engineering Exhibition (QME)	MRC Economic Development	Reed Mining Events, RIN, MECC, MTL, DSD	QME successfully held in Mackay bi-annually	2016 and 2018





## 3.4 2018 COMMONWEALTH GAMES

### OBJECTIVES:

Leverage opportunities provided by the 2018 Commonwealth Games to grow business and employment and to promote a more healthy and active lifestyle.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>3.4.1</b> Implement initiatives through the 2018 Commonwealth Games Working Group to support local businesses and community groups to capitalise on the economic and social opportunities the Games provide	MRC Community Lifestyle	MRC Economic Development, DSD, Sport and Recreation	Initiatives implemented to support local businesses to capitalise on 2018 Games	2015 - 2018

## 3.5 EMBRACING THE DIGITAL ECONOMY

### OBJECTIVES:

Enhance the digital capability of industry, businesses and communities through the implementation of the Mackay Isaac Whitsunday Digital Economy Strategy and Action Plan 2014.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>3.5.1</b> Work together with Isaac and Whitsunday regional councils and supporting groups to enhance the digital capability of industry, business, governments and communities throughout the Local Government areas	MRC Office of the Mayor & CEO/WROC	Whitsunday Regional Council, Isaac Regional Council, RDA, DSD, Mackay IT Network (MITN), CQU, Department of Science, Information Technology and Innovation (DSITI)	Number of identified actions in 2015/16 road map successfully delivered Target: 8	2015 - 2020



**WE WILL MAINTAIN a buoyant, diverse economy that creates opportunities and employment and builds on our strengths so that we are a key player in the global economy.**

- MACKAY REGIONAL COUNCIL CORPORATE PLAN 2015-2020

## 3.6 ATTRACTING AND KEEPING YOUNG PEOPLE IN THE REGION

### OBJECTIVES:

Attract educated and creative young people to the region by leveraging the tertiary education sector and improving liveability.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>3.6.1</b> Hold a workshop for the region's young professionals to identify opportunities to support local initiatives	MRC Community Lifestyle	MRC Economic Development, DMLA, Young Professionals Mackay, MRCOC	Workshop facilitated and actions identified	2015 - 2016
<b>3.6.2</b> Develop an environment to incubate and foster creativity and commercialise ideas and start-ups among new wealth creators and innovators	MRC Economic Development	StartUp Mackay, MRCOC, MITN, CQU, iLab	Co-facilitation of a StartUp Weekend Mackay and mentoring in conjunction with iLab	2015 - 2020

## 3.7 MINING CENTRE OF EXCELLENCE

### OBJECTIVES:

Work with DMLA and industry to establish a world-class mining centre of excellence. This includes supporting the tertiary education sector to deliver new integrated service delivery models capitalising on local resources, facilities and knowledge to enhance mining and engineering courses.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>3.7.1</b> Continue to build collaborative relationships with CQUniversity and James Cook University to increase the percentage of people accessing tertiary education	MRC Community Lifestyle	MRC Economic Development, CQU, JCU, School network	Net increase in the number of students in the Local Government region attending CQUniversity and James Cook University	2015 - 2020
<b>3.7.2</b> Collaborate with DMLA and CQUniversity to establish a Mining Centre of Excellence in Mackay	MRC Economic Development	DMLA, RIN, CQU	Collaboration undertaken with DMLA and CQ University to establish a Mining Centre of Excellence	2015 - 2020



# STRATEGIC DIRECTION 04

## INVESTMENT ATTRACTION

### RATIONALE:

**New Business:** New business is an important source of investment. New business creates new employment opportunities, diversifies the economy and increases productivity of the economy and stimulus to support existing businesses. New investment also has the potential to strengthen business confidence within an area.

**New Infrastructure:** Genuine economic development requires leading infrastructure provision. Where a region has infrastructure in place that supports business investment, they will be instantly ahead of other regions that are not as well organised or progressed.

### KEY ACTIONS:

4.1 Promote Mackay as an attraction investment destination

4.2 Support new businesses realise the potential of the region

4.3 Develop and implement co-ordinated regional advocacy campaign

4.4 Co-investment for development

4.5 Council working to support local businesses

4.6 Regional and community events

4.7 Advocacy for the Mackay Ring Road

4.8 Advocacy for the Bowen Basin Service Link

### COUNCIL PLAN ALIGNMENT

Strategic Direction 4 correlates with the following Mackay Regional Council Corporate Plan 2015-2020 guiding principles:

#### ECONOMY

- Co-investment for development
- Council working to support local businesses
- Embracing the Digital Economy

#### COMMUNITY PRIDE

- Regional and community events

#### INFRASTRUCTURE AND TRANSPORT

- Advocacy for the Mackay Ring Road
- Advocacy for the Bowen Basin Service Link



The following table highlights the implementation requirements to attract investment for new businesses and to support the development of new infrastructure.

## 4.1 PROMOTE MACKAY AS AN ATTRACTIVE INVESTMENT DESTINATION

### OBJECTIVES:

Generate awareness in private sector investors of the investment potential in the local area.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
4.1.1 Clearly promote Mackay as being 'open for business'	MRC Economic Development	MRC Corporate Communications, DMLA, RIN, MRCOC	1 monthly media release promoting the region	Ongoing
4.1.2 Promotion of 'passive' local good news stories	MRC Economic Development	MRC Corporate Communications, DMLA, RIN, MRCOC	1 story promoted fortnightly	Ongoing
4.1.3 Networking and advocacy activities at state and national industry events	MRC Economic Development	DMLA, RIN, MRCOC	4 per year	Ongoing
4.1.4 Leverage international relationships and maximise the business potential of Sister City/Region agreements	MRC Office of the Mayor & CEO	MRC Community Lifestyle, MRC Economic Development, TIQ, Austrade	Number of Sister City/Region business development activities	Ongoing
4.1.5 Work in partnership with industry and government agencies to assist local businesses to maximise export opportunities including activities such as trade missions and hosting international delegations.	TIQ, Austrade	MRC Office of the Mayor & CEO, MRC Economic Development, RIN	Number of international delegations/delegates hosted. Number of international trade missions attended	Ongoing

## 4.2 SUPPORT NEW BUSINESSES REALISE THE POTENTIAL OF THE REGION

### OBJECTIVES:

Be proactive and support investors, once they have identified Mackay as a potential investment destination, in making their final investment decision.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
4.2.1 Maintain the 'first point of contact' role to provide a single point of contact for investors and developers	MRC Economic Development	MRC Strategic Planning, MRC Development Assessment	Fully operational first contact service	Ongoing
4.2.2 Support investors and developers with preliminary meetings to ensure an integrated approach with applications	MRC Economic Development	MRC Strategic Planning, MRC Development Assessment	Number of meetings held	Ongoing
4.2.3 To assist and support potential investors make a final investment decision (e.g. identify suitable sites, provide information)	MRC Economic Development	MRC Strategic Planning, MRC Development Assessment	Number of jobs created Capital (\$) expenditure generated New businesses attracted each month	Ongoing
4.2.4 Host Invest Mackay Forums	MRC Economic Development	MRC Strategic Planning, DMLA, DSD, UDIA	Forums held 6 monthly	Ongoing





## 4.3 DEVELOP AND IMPLEMENT COORDINATED REGIONAL ADVOCACY CAMPAIGN

### OBJECTIVES:

Clearly communicate to decision makers the benefits and virtues of delivering priority projects.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>4.3.1</b> Brief all regional advocates (e.g. DMLA, Project Champions) on the key messages and requirements of the investment priorities, including dissemination of the evidence base/business case for investment (including collateral)	MRC Office of the Mayor & CEO	MRC Economic Development, DMLA, RIN, MRCOC	All advocates briefed	Ongoing
<b>4.3.2</b> Ensure regular meetings with state and Australian government members are being held/facilitated, focusing on regional issues, opportunities and infrastructure funding requirements are held and key learnings disseminated as relevant to stakeholders	MRC Office of the Mayor & CEO	MRC Economic Development, DMLA, RIN, MRCOC	State members met Australian Government members met Key learnings disseminated	Ongoing



## 4.4 CO-INVESTMENT FOR DEVELOPMENT

### OBJECTIVES:

Facilitate catalytic land and infrastructure developments by attracting investment through joint ventures and partnerships with the private sector, and by working with State and Federal governments on joint initiatives.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
4.4.1 Identify opportunities to attract co-investment in regional priorities and strategies from State and Australian governments and the private sector through strategic partnerships	MRC Office of the Mayor & CEO	DMLA, MRC Economic Development, MRC Strategic Planning, MRC Development Engineering, DSD, DILGP, EDQ	Number of grant applications submitted Target: 40  Percentage of successful applications. Target: 70%  Value of funding received Target: \$5M+	Ongoing

## 4.5 COUNCIL WORKING TO SUPPORT LOCAL BUSINESSES

### OBJECTIVES:

Ensure that Mackay Regional Council's Capital Works program and its operational activities stimulate the local economy and support local businesses.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
4.5.1 Deliver a range of economic stimulus measures to boost the local economy	MRC Office of the Mayor & CEO	MRC Economic Development, MECC, MTL	Number of Mackay Events and Conference Attraction Program applications approved Target: 8  Number of Mackay Pride Incentive Scheme ,façade and graffiti grants issued Target: 10	2015 - 2017

## 4.6 REGIONAL AND COMMUNITY EVENTS

### OBJECTIVES:

In partnership with other stakeholders, support the development and delivery of significant regional and community events that stimulate the economy, promote civic pride and community cohesion.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
4.6.1 Support the delivery of significant regional events, including those outlined in the Mackay Region Events Strategy 2015	MECC and Events	MTL, MRC Economic Development	Number of regional events assisted through either financial or in-kind assistance	Ongoing





**WE WILL IMPLEMENT** an effective, well managed plan to deliver the right infrastructure at the right time to meet the needs and economic growth of the community. ■■ - MACKAY REGIONAL COUNCIL CORPORATE PLAN 2015-2020





## 4.7 ADVOCACY FOR THE MACKAY RING ROAD

### OBJECTIVES:

Work with DMLA to advocate for the completion of the construction of Mackay's Ring Road in order to improve linkages to the northern suburbs and the port and promote economic growth through improved transport connectivity to global markets.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>4.7.1</b> Support the State Government to progress Stage 1 of the Mackay Ring Road	MRC Office of the Mayor & CEO	DMLA, DSD, MRC Economic Development, DTMR, RDA, Department of Infrastructure and Regional Development (DIRD), Australian Government	Number of advocacy and support activities undertaken Target: 2	2015 - 2017
<b>4.7.2</b> Advocate for State and Federal Government support for Stage 2 Mackay Ring Road	MRC Office of the Mayor & CEO	DMLA, DSD, MRC Economic Development, DTMR, RDA, Department of Infrastructure and Regional Development (DIRD), Australian Government	Number of advocacy activities undertaken Target: 2	2015 - 2018

## 4.8 ADVOCACY FOR THE BOWEN BASIN SERVICE LINK

### OBJECTIVES:

Work with DMLA to advocate for and support the implementation of the principal freight and service gateway from the Mackay Port and the Paget Industrial Estate to the nationally-significant Bowen Basin and Galilee Basin.

ACTIONS	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
<b>4.8.1</b> Advocate for the funding of the design of the Bowen Basin Service Link	MRC Office of the Mayor & CEO	DMLA, DSD, MRC Economic Development, DTMR, RDA, NQBP	Number of advocacy activities undertaken Target: 2	2015 - 2016
<b>4.8.2</b> Seek funding for the construction of the Bowen Basin Service Link	MRC Office of the Mayor & CEO	DMLA, DSD, MRC Economic Development, DTMR, RDA, North Queensland Bulk Ports (NQBP)	Operational Plan 2016/17	2016 - 2017
<b>4.8.3</b> Work with stakeholders to maximise the opportunities of the Bowen Basin Service Link	MRC Office of the Mayor & CEO	DMLA, DSD, MRC Economic Development, DTMR, RDA, NQBP	Operational Plan 2016/17	2016 - 2018



# OUR RELATED STRATEGIES

The following section provides an overview of key regional strategic documents that identify a number of actions for Mackay Regional Council and the Economic Development program. These regional strategies and their delivery need to be acknowledged in addition to the Economic Development Framework strategies and actions.

## REGIONAL EVENTS STRATEGY

### LEAD ORGANISATION: MACKAY TOURISM LIMITED

Mackay region encompasses the Mackay and Isaac regional councils. It is home to a diverse range of sporting, community, cultural, business and tourism leisure events. It is recognised these events all contribute to the economic and social benefit of the region and community.

Events offer a reason to re-visit a destination, attract investment, foster trade, business and export, generate employment and can offer much-needed income in shoulder and low seasons. The purpose of the strategy is to offer focus and a strategic approach for the promotion and development of events for Mackay region.

The key outcomes and strategies for The Regional Events Strategy is outlined as:

1. Grow destination awareness
2. Grow economy
3. Strategic focus
4. Increase capacity
5. Partnerships

## MACKAY DESTINATION TOURISM PLAN

### LEAD ORGANISATION: MACKAY TOURISM LIMITED

The Mackay Destination Tourism Plan has been prepared to provide the definitive direction for tourism and events in the Mackay region towards 2020, highlighting the resources required to achieve the Queensland 2020 target, of doubling overnight visitor expenditure, and create a sustainable and competitive tourism and events destination.

The following priority strategies have been identified for Mackay region:

1. Build awareness
2. Increase leisure air access
3. Increase average length of stay
4. Grow business and leisure tourism events
5. Establish a clear identity for the destination





## DIGITAL ECONOMY STRATEGY AND ACTION PLAN

### LEAD ORGANISATION: WHITSUNDAY REGIONAL ORGANISATION OF COUNCILS (WROC)

The Digital Economy Strategy and Action Plan 2014 outlines key objectives and specific actions necessary to assist industry, businesses and communities in the Mackay Isaac Whitsunday (MIW) region to maximise opportunities presented to them by the digital economy. The strategy was developed through a partnership between Mackay, Isaac and Whitsunday regional councils and will be implemented by Whitsunday Regional Organisation of Councils (WROC).

The following actions have been identified in the strategy:

1. Develop and implement a communications plan
2. Conduct a series of information presentations regarding the digital economy (To be supported through the Digital Enterprise Program)
3. Establish collaboration between councils, industry peak bodies and industry and community leaders
4. Develop case studies demonstrating the opportunities and benefits of the digital economy
5. Conduct a series of training workshops utilising local case studies
6. Liaise with telecommunications infrastructure constructors and Retail Service Providers (RSPs)
7. Utilise existing leadership groups such as the Mackay IT Network (MITN) and Diversify Mackay Leadership Alliance (DMLA) to foster the development of the local information technology industry
8. Guide businesses and not-for-profit organisations to undertake an assessment of their current state, future desires and resultant gaps
9. Work with education facilities and providers with the aim of enhancing digital capability at all levels (i.e. industry, business, community and individual)
10. Work with medical and health facilities and providers to optimise their usage of digital technology in the delivery of their services
11. The three councils, through the Whitsunday ROC, to lead by example demonstrating the principle “thinking digital first” when delivering services and through working collaboratively by sharing resources, information, knowledge, people and technology
12. Develop a business case to encourage telcos to provide necessary infrastructure to alleviate blackspots as an interim measure until the NBN infrastructure is deployed
13. Liaise with NBN Co to ensure that all actions undertaken demonstrate the region’s willingness and capability to partner with NBN Co and collaborate with the objective of sharing, or linking infrastructure to facilitate deployment of the NBN throughout the region





# OUR PERFORMANCE



## PROGRAM IMPLEMENTATION

The ultimate goals of the Economic Development Strategy are to create more jobs, attract investment and improve productivity of the economy. Whilst these goals are valid and meaningful they are also factors around which council has little direct control.

There are a series of measures and unit targets for each of the actions and strategies in the implementation plan in the previous section.

It is not possible to directly measure the impact of each action against a regional economic outcome. However, it is important that each of the measures is tracked so that implementation performance can be reported on and assessed.

These should be recorded monthly and reported on quarterly, with a work plan mapping out the pending quarter's activities.

## ECONOMIC OUTCOMES

Tracking the economy by monitoring key statistics that measure changes to jobs, investment and economic diversity is one way of indirectly measuring the progress of the economic development program/strategy and monitoring the general health of the economy. The following table identifies some economic indicators for tracking the economy. These measures provide a close indication of desired outcomes of the strategy.

OUTCOME	MEASURE	TARGET	SOURCE AGENCY	FREQUENCY OF MEASUREMENT
Creating jobs	Employment count	Increase	Department of Employment Australia (SALM)	Quarterly
Economic diversity	Economic Diversity Index	Increase	AEC Group	Annually
Developing a skilled workforce	Index of Education and Occupation (IEO)	Increase	ABS (SEIFA)	Five Yearly
Unemployment	Unemployment rate	Decrease	Department of Employment Australia (SALM)	Quarterly
Stronger population growth	Population growth	Increase	ABS (Cat. No. 3218.0)	Annually
Economic activity	GRP value	Increase	AEC Group, REMPLAN, PROFILE ID	Annually
Business confidence	Reported Business confidence net balance	Increase	Sensis Business Index	Quarterly
New business	Change in the number of businesses	Increase	ABS (Cat. No. 8165.0)	Annually
Enhanced construction activity	Non-Residential Building Approvals	Increase	ABS (Cat. No. 8731.0)	Quarterly
	Non-Residential Building Approvals	Increase	ABS (Cat. No. 8731.0)	Quarterly
Increased tourism activity	Visitor expenditure	Increase	TRA	Quarterly
	Yield per visitor	Increase	TRA	Quarterly



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## APPENDIX A: REGIONAL STAKEHOLDER ENGAGEMENT

Stakeholders from the following organisations were engaged throughout the development of the Economic Development Strategy:

### MACKAY REGIONAL COUNCIL STAKEHOLDERS:

- > Mayor and CEO
- > Economic and Tourism portfolio councillor
- > Planning and Development portfolio councillor
- > Senior Leadership Performance Team (SLPT)
- > Development Services
- > Community and Client Services
- > Engineering and Commercial Infrastructure

### OTHER KEY REGIONAL STAKEHOLDERS:

- > Diversify Mackay Leadership Alliance
- > Construction and Infrastructure Pillar Group
- > Resource Industry Network
- > Mackay Region Chamber of Commerce
- > Regional Development Australia (MIW)
- > North Queensland Bulk Ports - Mackay Marina
- > Mackay Sugar
- > CQUniversity
- > Rio Tinto
- > Mackay Airport
- > City Centre Taskforce
- > Department of State Development
- > Trade Invest Queensland /Austrade
- > Good Shepherd Lodge
- > Mackay Hospital and Health Service
- > Mackay Tourism Limited
- > MIW Food and Agritourism Project
- > South Mackay Sports Precinct Committee
- > Pioneer Valley Tourism and Development Association
- > Sarina Bendigo Bank Board
- > Team Engineering
- > Urban Development Institute of Australia (UDIA)  
Mackay/Whitsunday Branch



# OUR VISION

A MORE **DIVERSIFIED, VIBRANT** AND **SUSTAINABLE** ECONOMY WITH  
A CONNECTED AND ENGAGED LOCAL BUSINESS BASE AND FOCUSED  
REGIONAL LEADERSHIP.







# **DIVERSIFIED SUSTAINABLE VIBRANT**

**ECONOMIC  
DEVELOPMENT  
STRATEGY**

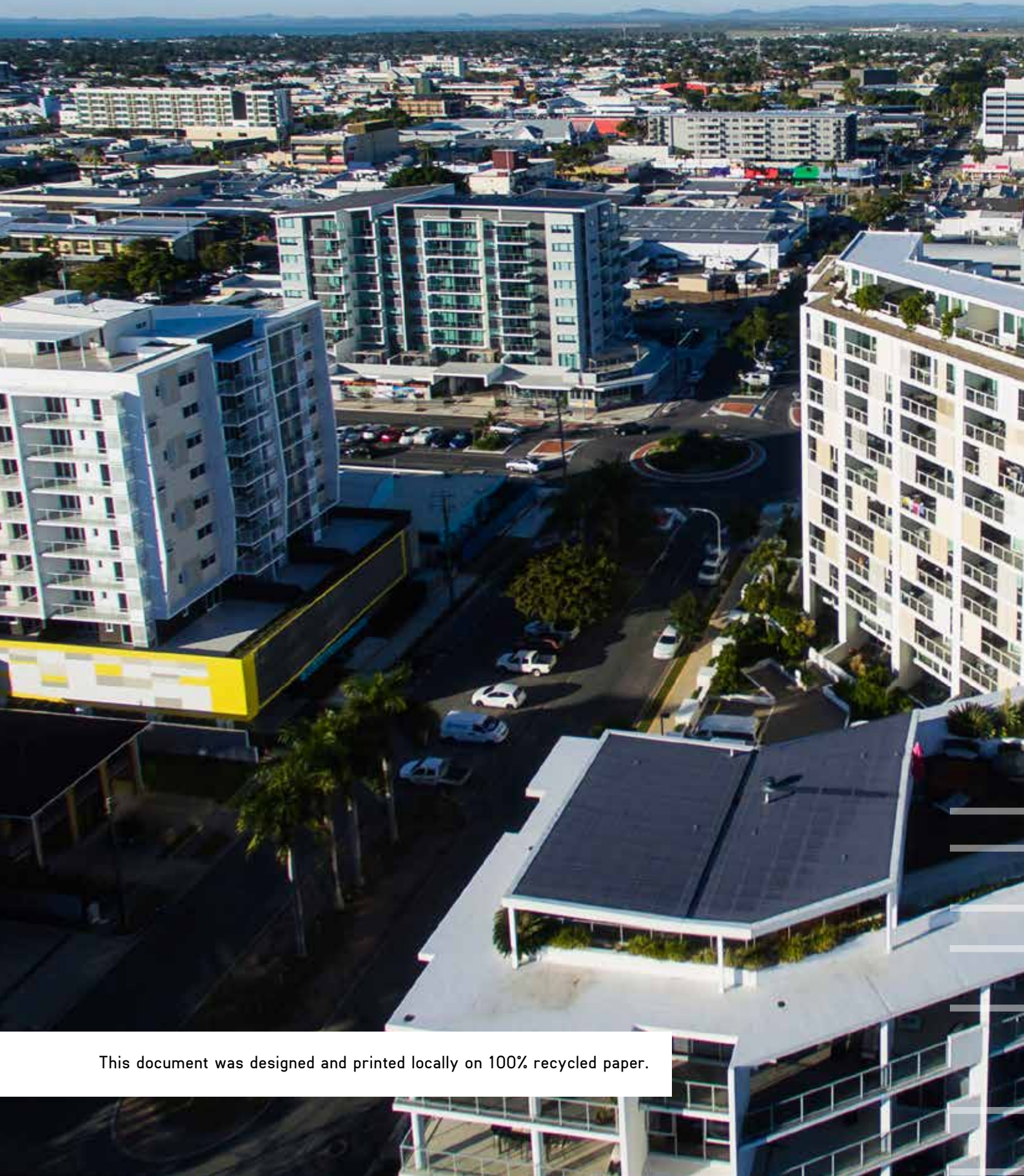
**2015  
2020**



To download an electronic copy of the Economic Development Strategy please visit [mackay.qld.gov.au/business](http://mackay.qld.gov.au/business).



For further information contact council's Economic Development program on 1300 MACKAY (622 529) or [business@mackay.qld.gov.au](mailto:business@mackay.qld.gov.au).



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