

Regional Economic Development Strategy

Mackay and Whitsunday Region

Strategy Framework



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1.0 Overview

1.1 Purpose of the Strategy

The Regional Economic Development Strategy (REDS) is constructed to lead collaborative efforts between government and industry aimed at achieving long term economic sustainability for the Mackay Whitsunday Region. REDS is one initiative among many, but as a leading strategy initiative, the strategy has the potential to make a significant contribution.

REDS is a means of influencing the future of the Mackay Whitsunday Region. By developing and implementing a strategy, it is expected that certain aspects of the region will be different than they would have been without the strategy. Particular outcomes that are achieved for regional economic development efforts include:

- Regional engagement on economic development
 - ⇒ Greater consistency between different organisations' economic development, infrastructure and planning initiatives
 - ⇒ This consistency resulting in greater economic development progress than otherwise achievable
- Identification of economic development priorities for the region
 - ⇒ New economic development projects initiated that provide the best regional return on investment
 - ⇒ Current projects highlighted that need increased attention or resourcing
 - ⇒ Identification of the region's preferred future direction and facilitation of industry and government engagement
 - ⇒ Provision of strategic direction for REDC project selection
 - ⇒ Contribution to implementation of WHAM Regional Plan
- Facilitation of research, analysis and forecasting in relation to economy, infrastructure and regional drivers
 - ⇒ Better decision making enabled – planning and investment
 - ⇒ Potential for earlier provision of required infrastructure

1.0 Overview (Cont)

1.2 Timeframe

The strategy timeframe relates to two aspects: currency and horizon. Strategy currency is an indication of how to determine whether the strategy is relevant or out of date. In recognition of the rate of change across the region, there is a risk of the strategy losing currency rapidly. To mitigate this risk, REDS has been constructed as a 'living strategy'. This means that the strategy will be regularly updated to reflect new projects, changes in projects and progress.

Strategy currency will be tracked using expiry dates to indicate when it becomes out of date. These expiry dates will be amended when the strategy is reviewed or updated. Expiry dates will be:

- 2 years from the date of the last endorsement by the strategy manager (this includes endorsement of review outcomes)
- 3 months from the last update

The strategy horizon refers to the timeframe in which strategy impacts are intended to be felt. The horizon is ten years from the date of strategy endorsement. This timeframe is a balance between the requirement for long term planning for major infrastructure projects and the difficulty predicting future requirements due to the current rate of change.

1.3 The Strategic Goal

As stated in section 1.1, REDS is aimed at achieving long term economic sustainability for the Mackay Whitsunday Region. The Strategic Goal for the strategy reflects these regional aspirations for economic growth balanced by a positive and healthy lifestyle for residents:

Mackay Whitsunday Region to be a desirable location in which to invest, live and visit, underpinned by a strong economy, growing skilled population, diverse employment opportunities and good quality of life.

Interpretation and measurement of the goal is essential for accurate progress and performance review of strategy achievements. The following process displays selected interpretations for key terms applied in the measurement approach for the strategic goal.

1. Sustainable = able to be maintained over a period of time (reliant on quality of life)
2. Resilient = ability to recover within 3 years
3. Long term = 10 or more years (from section 1.2)
4. Economic development = enhancing the economy
5. Economy = total Gross Regional Product (GRP) + population + unemployment rate

1.0 Overview (Cont)

Therefore, achievement of the strategic goal will be measured as follows -

A period of 10+ years where, on average, the Mackay Whitsunday Region's:

- Gross Regional Product (GRP) is maintained or increased;
- Population growth is higher than forecast;
- Unemployment rate is below Qld and Australian averages; and
- Quality of life is increasing as measured by Community and Social Infrastructure Audit.

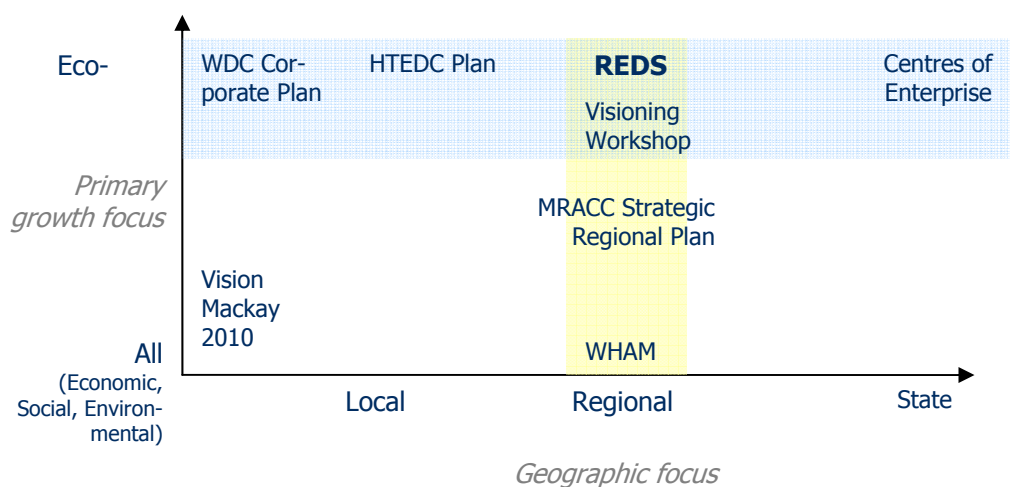
1.4 Strategy Manager and Partners

The Regional Economic Development Strategy is produced, maintained and distributed by REDC. Essential funding for the development of the strategy was provided by Queensland Government (through the Department of State Development). As other organisations commit resources to the strategy, they will be added as a strategy partner. A table in Appendix 1 outlines the roles of Strategy Manager and Strategy Partner.

1.5 Relation to Other Strategic Documents in Region

The Regional Economic Development Strategy (REDS) is positioned as the lead economic strategy across the region. Integration with economic plans at a local level and multi-sectoral regional plans are shown in the following diagram.

Figure 1. Relationship of strategic documents in region



2.0 Economic Development Practice

2.1 Regional Economic Development Context

There are a number of organisations involved in economic development in the Mackay and Whitsunday Region. These organisations include:

- Mackay Whitsunday Regional Economic Development Corporation (REDC)
- Queensland Department of Tourism, Regional Development and Industry (DTRDI)
- Mackay Region Area Consultative Committee (MRACC)
- Bowen Collinsville Enterprise (BCE)
- Hinterland Tourism and Economic Development Corporation (HTEDC)
- Whitsunday Development Corporation (WDC)

Whitsunday Hinterland and Mackay Bowen Regional Organisation of Councils (WHaMB ROC)

An analysis of the role statements of each of these organisations (see Appendix 2) shows a strong consistency of roles. This consistency is also seen in the economic development approaches and tools used by these organisations (listed in section 2.2).

The Regional Economic Development Strategy has been designed to be achievable by its manager and partners. This implementation ability was determined by considering the economic development approaches and tools used by these organisations and constructing potential future projects with these tools in mind.

2.2 Economic Development Approaches and Tools

Economic development agencies work with the following approaches and tools:

- Research, analysis and information provision
- Infrastructure development
- Capacity building
- Relationship development
- Promotion
- Financial assistance
- Legislation

All current and future economic development projects proposed in this strategy build on or utilise at least one of these tools.

2.0 Economic Development Practice (Cont)

2.3 Strategy Development Process

The Strategy was developed following a comprehensive process, detailed below:

- **Stage 1: Economic Baseline Audit**

Undertaking an analysis of the region's strengths and weaknesses and considering those in the competitive environment to identify impediments and opportunities.

- **Stage 2: Scenario Development**

Considering plausible futures for the region in 2017 and backcasting to 2007 to identify implications for decision making

- **Stage 3: Regional Aspirations**

Identification of regional aspirations recorded in WHAM Regional Plan and Regional Economic Visioning Workshop

- **Stage 4: Strategy Framing**

Identifying strategy boundaries and strategic goals. Identifying common themes from stages 1-3 and shaping into strategies. Translating opportunities identified in stages 1-3 into possible goals under the strategies.

- **Stage 5: Regional Strategies and Goals**

Developing strategies and goals that provide a guide to how the region can move towards achieving the strategic goal.

- **Step 6: Endorse and Publish**

Strategy manager and partner endorsement of the strategy. Initial publishing of the strategy and commencement of implementation.

- **Step 7: Strategy Implementation**

Identifying current projects that contribute to the achievement of goals. Developing potential future projects that address goals where no/insufficient current action is being taken. Determining projects that require priority status to ensure effective and timely implementation.

3.0 Regional Analysis

3.1 Economic Baseline Audit

The Economic Baseline Audit (Appendix 3) involved the collation and review of existing information to deliver a concise summary of the economic base and the opportunities, initiatives and constraints facing economic and industry development in the region. The two most significant outcomes of the audit are a regional economic baseline and a list of opportunities to improve the baseline. Periodic reviews of the baseline will enable the region to track progress gained by leveraging opportunities.

The development of the baseline resulted in the identification of 55 opportunities. These were considered against their impact on the following:

- Value added from opportunity
- Generation of new business or industry activity
- Impact on economic diversity
- Increase in global connectivity

3.2 Scenario Development

The Scenario Development Project (Appendix 4) involved the following process:

- **Scenario Development**

A range of stakeholders from across the region from government, industry, education and community were brought together to construct four scenarios of the future of the Mackay Whitsunday region to 2017, under a variety of different conditions. The construction of scenarios involved the identification of regional and global economic drivers and uncertainties.

- **Scenario Implication Analysis**

After refinement of the scenarios, essentially the same group of stakeholders, somewhat broadened, examined the implications of these possible futures for the region and its planning requirements. These implications were assessed under each scenario, and subsequently under all scenarios, in order to provide an enhanced basis for the following stage of strategic planning.

3.0 Regional Analysis (Cont)

The scenario implication analysis resulted in the identification of the following priority areas for focus. These are:

- Strengthening of regional planning, decision making and implementation processes
- Development of a forward looking strategic economic development plan for the region
- Enhancing the knowledge capacity of the region
- A committed outreach process to build alliances relevant to the future of the region
- Development of a proactive capacity to address climate change issues
- Social change management

3.3 Regional Comparative Advantage

Determination of the region's comparative advantage followed analysis of the economic baseline audit and scenario implications. This resulted in the identification of advantages, vulnerabilities, opportunities and threats, which are documented in the Regional Comparative Advantage report. A summary is presented here.

The Mackay Whitsunday Region's significant economic strength is beginning to become apparent with strong growth during 2007. This growth is the result of a current comparative regional advantage featuring:

- Quality, scale, range and accessibility of energy resources in demand globally
- Quality, scale and accessibility of natural attractions
- Scale of established transport infrastructure for extraction and export of bulk commodities
- Desirable coastal lifestyle in close proximity to attractive employment opportunities
- Large, established, geographically clustered and responsive manufacturing and mining services sector
- Land available for higher intensity uses across the region
- Climate, infrastructure, water availability and fertile soil suited to agricultural production
- Recognised international tourism brand

3.0 Regional Analysis (Cont)

The positive impacts of the comparative advantage are partially offset by regional vulnerabilities including: a high dependence on coal mining; regional exposure to commodity price fluctuations; gaps in formal research and commercialisation of expertise; a current skills shortage; and great distances across the region.

Regional strategies are important to a sustainable regional comparative advantage as they are shaped to:

- Protect the region's existing comparative advantage
- Extend the region's existing comparative advantage
- Address vulnerabilities

3.4 WHAM Regional Plan

The Whitsunday Hinterland and Mackay Regional Plan was initiated, developed and published by the Queensland Department of Infrastructure and Planning. The purpose of the plan is explained in the document's Foreword:

"The WHAM Regional Plan provides the framework to guide growth and development over the next 20 years and to safeguard the economic, cultural and environmental future of the region" (p.01, Desley Boyle MP)

Significant research and consultation has been undertaken for the plan since its initiation in the 1990s. Besides the enduring value of the visioning undertaken for the Plan, a number of strategies were shaped that remain relevant for regional economic development. These strategies are recorded in the WHAM Regional Plan in *Part D – Integrated Regional Goals and Strategies*, pp. 42-50.

WHAM Regional Plan Strategy 3.1.1 states:

"Prepare a regional economic development strategy that strengthens the competitiveness and economic value of the region's existing major industries, identifies opportunities to diversify the region's economy and create greater employment opportunities with new and emerging industries and value adding opportunities and coordinates regional and sub-regional economic activities." p. 45

3.0 Regional Analysis (Cont)

The construction of the Regional Economic Development Strategy delivers on the above strategy and reinforces the link between the two initiatives. Through this link, it is possible to accommodate the aspirations of the WHAM Regional Plan through its Economic Development Vision, summarised below:

“The region:

- has a stable, prosperous, ecologically sustainable, competitive and diverse economy with wide interregional, national and global market penetration.
- has a high quality of life
- attracts new investment and industries,
- attracts and retains the services of professional people
- provides whole of life opportunities for its people
- has an effective and coordinated infrastructure program
- partnerships and clusters within and between industries
- natural economic resources of the region remain productive and profitable and are protected from inappropriate development. (p.20)”

While this vision remains relevant today, it is able to be augmented through the outcomes of the Regional Economic Visioning Workshop.

3.5 Regional Economic Visioning Workshop

Regional Stakeholders identified as the Mackay Whitsunday Leaders Group undertook an economic visioning workshop in 2005. This workshop identified aspirations for the region’s future and a large number of potential strategies to achieve the vision.

The resulting vision statement and suggested strategic goals are recorded below.

Mackay Whitsundays will be the region to:

- Inspire creative capacity of people towards innovation, diversity and synergy among community and government.
- Value-add by leading edge practice, skills and cohesive community spirit.

3.0 Regional Analysis (Cont)

- Lead the way in the provision of world class service to the nation and the world in mining, tourism and agriculture.

Strategic Goals:

- Support sustainable growth and development of business and industry
- Increase value of region trade and number of regional exporters
- Increase level and quality of investment (financial, human and environmental)
- Maximise value of investment in infrastructure
- Promote economic development leadership through partnerships and increased collaboration

3.6 Centres of Enterprise

Regional economic development efforts from 2007 and beyond are also augmented by the Department of Tourism, Regional Development and Industry's Centres of Enterprise initiative. This initiative recognises the growth potential of the region and focuses on sectors identified by the Department to have strategic importance to the region. The sectors of focus in the Mackay Whitsunday region are:

- Mining services
- Marine
- Food production and processing
- Renewable fuels

The Regional Economic Development Strategy and Centres of Enterprise are complementary initiatives and there will be opportunities for collaboration on relevant implementation activities.

4.0 Strategies to 2017

The regional and competitive analysis undertaken in the Economic Baseline Audit and Scenario Development identified 6 areas requiring greater focus. These form the core strategies to 2017. The strategies are listed below, with their source identified in brackets.

1. **Position the region as a leader in applied knowledge (research & development, skills & training) in key sectors.**

(Scenario Development Project, WHAM Regional Plan, Economic Baseline Audit)

2. **Build on the region's existing export strengths**

(Economic Baseline Audit)

3. **Diversify and value-add regional products and services to protect our economic base**

(Economic Baseline Audit, WHAM Regional Plan)

4. **Strengthen and enhance our links with targeted overseas countries**

(Scenario Development Project)

5. **Continually develop our economic and social infrastructure**

(Economic Baseline Audit, Scenario Development Project, WHAM Regional Plan)

6. **Foster collaboration within and across industry, government and community to increase regional unity.**

(Economic Baseline Audit, Scenario Development Project, WHAM Regional Plan)

5.0 Goals

In order to direct activities to achieve the six strategies, all opportunities, impediments and suggested initiatives have been translated into specific goals. The aim of this framing is to facilitate action by providing a vision of what the components of achieving each strategy might look like by 2017.

The goals are listed below under each of the seven strategies. Goals in italics were drawn from the WHAM Regional Plan and the other goals from the Economic Baseline Audit and Scenario Development Project.

5.1 Position the region as a leader in applied knowledge (research & development, skills & training) in key sectors.

- a. Establishment of a collaborative research centre in the region related to mining services, plant fibre value-adding, or sub-tropical horticulture.
- b. Strategic alliances with targeted domestic and international institutions.
- c. Research and development related to renewable energy technologies.
- d. Career pathways in key industry sectors through collaboration between schools, vocational education and training providers, universities and industry.
- e. Recognition of region as the leading mining industry training centre.
- f. Presence of a long term viable university in the region.
- g. Increase in innovative delivery methods for education and training.
- h. Establishment of a health training facility through public private partnership that provides rehabilitation support and career path options in the sector.

5.2 Build on the region's existing export strengths

- a. Expansion of ethanol production.
- b. Export of value-added gas products.
- c. Successful pilot of coal-to-liquid or gas-to-liquid technology.
- d. Presence of energy R&D in region (including solar).
- e. A coal seam gas industry established.
- f. Baseload power generation capacity in region.

5.0 Goals *(Cont)*

5.2 Build on the region's existing export strengths *(Cont)*

- g. Co-generation for regional use.
- h. Commercialisation of clean coal technology.
- i. Establish a clean coal pilot project in the region.

5.3 Diversify and value-add regional products and services to protect our economic base

- a. Attracting investment to optimise value-adding opportunities.
- b. Successful trial of closed loop supply for agricultural production.
- c. Greater range of tourist experiences in region.
- d. Active business attraction and retention strategy (incorporating regional investment and market research).
- e. Active climate change response strategy.
- f. Increased scale of 'green' industries.
- g. Enhanced competitiveness of regional products and services.
- h. Increased scale of commercial creative industries.
- i. Diversified agricultural sector.
- j. Increased scale of aquaculture industry.

5.4 Strengthen and enhance our links with targeted overseas countries

- a. International access point in the region.
- b. New sister city/community relationship with our trading partners.
- c. Establishment of strategic alliances between businesses, industries or governments.
- d. Active community education program on productive cultural diversity e.g. international educational exchanges.
- e. Regional capability to leverage strategic relationships with trading partners.
- f. Targeted investment attraction.

5.4 Strengthen and enhance our links with targeted overseas countries *(Cont)*

5.0 Goals (Cont)

- g. Entry into new export markets.
- h. Increased export of manufacturing products and services to Asian markets.
- i. Enhanced support for skilled migration.

5.5 Continually develop our economic and social infrastructure

- a. ICT infrastructure comparable to Brisbane.
- b. An established business incubation/commercialisation assistance service.
- c. Active and engaged CBDs across the region.
- d. Workforce development and maintenance strategy.
- e. Statutory regional plan.
- f. Disaster response policy incorporating environmental, social and economic aspects.
- g. Increased efficiencies across transport infrastructure.
- h. Establishment of regional centre for government agencies.
- i. Enhanced tourism infrastructure.
- j. Diverse tourism offering, underpinned by adequate tourism infrastructure and services.
- k. Sports complex to national and state standards.
- l. Availability of water for community and significant economic initiatives.
- m. Competitively priced water for irrigation across the region.
- n. Year round employment for seasonal workers.
- o. Satisfactory liveability rating of region determined from regular assessment.
- p. Health and community services infrastructure to support accelerated growth.
- q. Housing availability aligned with regional demographics.
- r. Development of, and investment attraction to, targeted heavy industrial precincts across the region.

5.0 Goals (Cont)

5.6 Foster collaboration within and across industry, government and community to increase regional unity.

- a. Facilitate networking and collaboration within and across industry to facilitate industry growth and development.
- b. Public and private partnerships to provide regional services and infrastructure i.e. health and community services.
- c. Support for collaborative tendering in the region for the delivery of major projects.
- d. Effective industry and government collaboration to support research and development.
- e. Active and engaged Regional Economic Development Strategy.
- f. Active Investment Attraction Strategy.
- g. A strong regional brand achieving economies of scale in regional promotion and collaborative development of complementary products.
- h. Effective disaster and risk management capability.
- i. Establishment of strategic alliances with other regions.
- j. Active regional knowledge management strategy that provides a central collection of region-specific research and analysis.
- k. Celebration of regional excellence.

6.0 Strategy Implementation

Implementation of the Regional Economic Development Strategy will commence following the endorsement of the strategy and goals. The process for implementation is based on the development, resourcing and integration of projects across the region. Following is an outline of the process that will be applied to select projects and effectively implement the strategy:

1. Identification of current projects that contribute to the achievement of individual goals
2. Identification of goals requiring additional activity through new or enhanced projects.
3. Development of potential new projects for identified goals.
4. Prioritisation of projects to support progress of the strategy in key areas.
5. Strategy manager and partner consideration of potential new projects when forward planning.
6. Ongoing implementation of projects and identification of potential new projects.

7.0 Regional Strategy Statement

The Regional Strategy Statement is a document that contains the most current version of the Regional Economic Development Strategy. This statement will be a concise overview containing pertinent details under the following categories:

- Strategic Goal
- Strategies
- Priority Projects
- Current Projects

This statement will be accessible from an online database housed on REDC's website.

The strategy database will contain the full strategy and details of all projects under the strategy. It will be searchable and designed to allow a number of key features such as:

- Strategy partner updates to either add potential new projects and update progress on a project
- Stakeholder ability to register interest in a current or potential new project
- Links to the Regional Knowledge Management Database
- Links to strategy partner websites
- Links to statistical information

8.0 Management of Strategy

8.1 Access and Distribution

The overall regional economic development strategy includes the following components:

- This Regional Economic Development Strategy Framework
- The Strategy Statement
- The Strategy Database

As an online document, it is possible to make the strategy available to the general public. As a database, it is possible to restrict access to certain levels of information if such an approach is considered desirable. There is also an opportunity for strategy partners to be able to update the strategy through its online version.

8.2 Triggers for Updating and Review

The continued relevance of the strategy is essential to its successful implementation. The construction of the Strategy Database is central to maintaining strategy currency, as are the measures identified in Section 1.2, which state that the strategy is current if it has been:

- Endorsed by the manager and partners less than 2 years ago
- Formally updated by the manager less than 3 months ago

Strategy Updating

Strategy updating is the primary responsibility of the strategy manager and the secondary responsibility of all regional stakeholders. Updating will be undertaken formally through a 3 month currency check, and ongoing stakeholder updates. Updates will involve:

- Identification of progress against current projects
- Identification of potential future projects that have been committed to or commenced by stakeholders
- Identification of new potential future projects

All current projects identified within the strategy database must have an allocated contact for updating.

Potential future projects are not 'owned' by any single stakeholder organisation until a commitment has been made to their implementation. Any regional stakeholder may choose to take on implementation responsibility for a potential future project. Regional collaboration is strongly encouraged where it may enhance project outcomes.

8.0 Management of Strategy (Cont)

Any regional stakeholder may add potential future projects to the strategy, provided they contribute to the achievement of an identified goal.

Strategy Review

Strategy endorsement will be sought after each formal strategy review. The initial timeframe for strategy review has been set at 2 years. Principles for this review are suggested as:

- A review of the economic baseline
- Recasting of scenarios
- A review of the 6 strategies
- A review of goals
- Confirmation of priority projects for the next 2 years
- Regional stakeholders (industry and government) involvement
- The review should be finalised with strategy manager and partner endorsement of the updated framework and database
- Review completion within a 3 month period

Potential exists for regional priorities to change within the 2 year period. Strategy partners can request a review at any time through a formal request to the strategy manager.

Appendix

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Appendix 1: Roles of Strategy Manager and Partners

	Strategy Manager	Strategy Partners
Organisation	REDC	Department of Tourism, Regional Development and Industry; Department of Infrastructure and Planning (WHAM Plan)
Role in Strategy Development	Coordinate	Enable through project funding. WHAM Plan role of partner initiative. Engage in strategy development processes.
Role in Strategy Distribution	Coordinate	WHAM Plan distribution of complementary economic development content.
Role in Strategy Updating	Coordinate	Provide knowledge. Engage in strategy updating processes in general. Provide specific updates where responsible for projects/activities recognised in strategy.
Role in Strategy Implementation	Coordinate. Undertake specific projects to implement the strategy. All projects are expected to be consistent with the strategy.	Undertake or participate in specific projects/activities as relevant. Consult strategy in any decision making that potentially impacts on strategy implementation.

Appendix 2: Role Statements of Economic Development Agencies

Mackay Whitsunday Regional Economic Development Corporation

(source: <http://www.mwredc.org.au/mackaywhitsredc>)

- Advertise, promote and market the region.
- Coordinate and initiate regional economic development in conjunction with other regional economic development organisations.
- Facilitate the development of appropriate infrastructure.
- Generate industry development, diversification and expansion.
- Influence government policy and provide regional representation.
- Proactively endorse and facilitate regional economic development

Queensland Department of Tourism, Regional Development and Industry

(source: http://www.sd.qld.gov.au/dsdweb/v3/guis/templates/content/gui_cue_cntnhtml.cfm?id=23457)

The department contributes to economic growth by:

- Fostering a positive business environment for business and industry
- Promoting sustainable regional development
- Actively pursuing strong partnerships with key industry sectors
- Aggressively seeking to identify major new opportunities to assist the state's development
- Involving the private sector in capturing these opportunities
- Strengthening the state's export performance

It does this through a state-wide network of State Development Centres that provide strategic regional leadership and economic development services to support the creation of a globally competitive Queensland.

Your regional State Development Centre provides information to business and offers a wide range of products and services.

Mackay Region Area Consultative Committee

(source: <http://www.mracc.org.au>)

The Mackay Region ACC works in partnership with local business and community groups to develop innovative projects that will improve the economic base of our region and create new employment opportunities. We help groups to access funding through the Australian Government's Regional Partnership Program and assist them to develop their projects.

Appendix 2: Role Statements of Economic Development Agencies (Cont)

Hinterland Tourism and Economic Development Corporation

(source: HTEDC Economic Development Manager)

The HTEDC (Hinterland Tourism and Economic Development Committee) is a not for profit group with representatives from local government, industry, small business and community representatives.

The local government bodies of Belyando, Broadsound and Nebo are partnered with Rio Tinto, BHP Mitsubishi Alliance and Anglo Coal, this group forms the financial core of the HTED Committee. Other committee members from Small Business and Community organisations join the financial partners by being advocates for the townships and regions in which they live.

One of the goals of the HTEDC is to implement the strategic plan of the local government partnership referred to as Councils in Cooperation. The CIC focuses on shared resources to deliver sustainable futures in tourism and economic opportunity to the Belyando, Broadsound and Nebo Shires.

Bowen Collinsville Enterprise

(source: http://www.bce.org.au/about_bce.htm)

Bowen Collinsville Enterprise Inc. is economic development agency in the Bowen Shire, facilitating:

- Economic prosperity as result of the private sector investment, crucial to bring large industrial projects and new business and investment opportunities to the Bowen Shire
- Provision of the higher order social infrastructure, which encompasses a wide range of community facilities and services critical to wellbeing of the Bowen Shire communities, such as health, education and public safety
- Strategic planning for the Bowen's future briefing will provide opportunity to update social sector stakeholders about current economic development activities, provide current statistical information at local and regional level.
- Provision of a high level of lobbying for new industries and business while ensuring a balanced, environmentally sustainable development of residential areas.
- The ultimate goal is to attract suitable mix of mineral processing, manufacturing, services and tourism, leading to ongoing creation of full time year around, well paid jobs.
- Positioning and proactively marketing the Bowen Shire as desirable place to 'work, live and invest !!!'.

Appendix 2: Role Statements of Economic Development Agencies (Cont)

Whitsunday Development Corporation

(source: http://www.whitsundaydevelopment.com.au/index.php?option=com_content&task=view&id=67&Itemid=34)

The primary activities of the organisation include:

- Development and implementation of Regional Economic Plans, such as the Whitsunday 2015 Promoting business, investment and trade interest in the Whitsundays
- Supporting industry clusters, businesses and groups with management expertise, development and collaborative opportunities.
- Liaising with government and business agencies
- Communicating essential information to key stakeholders, through web sites, electronic bulletins and the media.
- Access and distribution of research & data
- Initiating, writing and submitting proposals for funding programs from all levels of Government
- Project and program management
- Provide a point of contact for development initiatives in the Whitsundays
- Supporting all economic sectors of the Whitsunday Shire community

WHaMB ROC

(source: www.whambroc.org)

Activities can include the following:

- Research - underpinned by the advantage of taking a regional perspective on the many issues and developments which cross local boundaries.
- Regional strategies integrating economic, social, environmental and cultural development. > Resource sharing is an integral part of a ROC's operation.
- Advocacy - promoting and protecting the region: providing effective standing and a voice for the region.
- Securing appropriate funding for regional initiatives.
- Brokering or facilitating the development and implementation of programs of central governments.

WHaMB ROC is above all committed to promoting the development of the region as a key objective.

Appendix 3: Economic Baseline Audit

This report is attached.

Appendix 4: Scenario Development Project

This report is attached.



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