Greater Whitsundays
Regional Development Roadmap

Workshop 1 Summary Report

CLIENT

RDA QLD Mackay-Isaac-Whitsundays

PREPARED BY

AECOM

QUALITY INFORMATION

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REVISION HISTORY

Rev	Revision Date	Details	Authorised	
			Name/Position	Signature
A	04-08-2021	Draft Issue	Mike Gillen	*M.Gill*

01.
Introduction

1.1 Background

In October 2020 the Hon Nola Marino MP, Assistant Minister for Regional Development and Territories announced the Australian Government's re-commitment to the RDA Committees Program under a new 4.5 year funding agreement and streamlined Charter. A key component of the new funding agreement involves the development and implementation of strategic plans to help align effort across government to identify key regional priorities and catalytic projects to support economic growth of regions. The new charter requires RDAs to 'co-ordinate the development of a strategic regional plan, that will both align and guide the Commonwealth's regional priorities'.

As facilitators of economic development, RDA (Mackay-Isaac-Whitsundays) will work with other regional economic development stakeholders through the project to agree on a common strategic plan for the region. The RDA Strategic Planning process will recognise and draw on other stakeholders plans and contributions to this process to determine regional priorities. The process will ensure that RDA work programs are transparent and focused on collectively identified regional priorities.

1.2 Purpose

The Greater Whitsundays Region Sustainable Economic Development Road Map will develop a shared vision road map for the region over the next 10 years and outline the key vision, strategic themes, projects, priorities and enablers required to ensure the region is best positioned to sustainably and productively attain its vision.

The focus of the Regional Economic Development Road Maps is that respective regions, industries, and stakeholders will collaborate to prioritize economic stimuli and seek investment support from local, state and federal government and the private sector to drive local economic growth. The Road Maps provide potential for economic inducements through prioritisation and provision of initiatives as new and upgraded civil and social infrastructure, job creation and skills development and water and energy security.

It is anticipated that the preparation of a Regional Sustainable Development Road Map will deliver better coordinated investment across RDA regions via confirmed agreement toward the key areas of economic development focus.

The Greater Whitsundays region has the potential to take a Regional Sustainable Development Road Map Strategy to the Commonwealth and State governments into the future. There is a need to provide a clear, concise, and robust document that foretells the economic vision for the Greater Whitsundays region for the next 10 years and key initiatives and commitments that will help deliver the vision.

1.3 Where we are at

Workshop one set the context for the project and highlighted key challenges facing the Greater Whitsundays region. It also explored a draft vision for the region and identified themes and enablers for finalisation in Workshop two.

The next stage of the project will build on the findings from the first workshop and establish an agreed vision and themes. Key enablers in the form of projects and programs will be identified and prioritised within the 1-3, 4-7 and 8-10 year time periods using a multi criteria analysis tool.

Stage 1

Inception

We are here

Stage 2

Workshop 1

Context setting, challenges, visioning, themes, enablers

Stage 3

Workshop 2

Agreed vision, theming, priorities and enabler finalisation

Stage 4

Development of a shared vision – set out a clear, concise and vision and road map

Stage 5

Initial liaison with State and Federal governments

02.
Workshop One (Face to Face and Virtual)

The face to face workshop was held on Monday 12 July 2021 in Mackay between 9am and 2:30pm. AECOM facilitated the workshop in coordination with RDA MIW.

A virtual meeting option was also provided and hosted via video conference on Thursday 15 July 2021.

2.1 Aims

The overarching aim of the day was to build consensus around a shared vision and strategic framework for the future of Mackay, Isaac and Whitsunday (MIW) region.

Stakeholder communication in the lead up to the workshop highlighted the need for:

*   An economic development strategy and road map

*   A shared vision

*   A balance between economic prosperity and community liveability

*   Coordinated advocacy built around the vision and road map.

The key objectives for the workshop were to:

*   Build consensus for a prosperous and liveable future in MIW.

*   Identify a clear and robust 'working' vision for the region that builds on competitive advantages and identifies future opportunities to create a resilient economy, environment and community.

*   Identify key sectors, projects and programs that will drive economic stimulus.

*   Identify new opportunities for collaboration and alignment.

The following key measures of success for the day were met:

*   Established a strong working commitment from stakeholders to contribute to the development of a shared vision for Mackay, Isaac and Whitsunday region

*   Obtained the building blocks to prepare a working draft visioning document we can come back to the group to share and develop further

02.
Workshop One (Face to Face and Virtual)

2.2 Pre-workshop questionnaire

A pre-workshop questionnaire was sent out to all invitees in the week prior to the workshop for completion. The purpose of this questionnaire was to promote informed discussion on the day and also provide the opportunity for input to the project for those who could not attend on the day.

A total of 14 questionnaires were completed and returned either prior to or post the workshop.

The questionnaire sought concise and erudite responses to the below questions:

Mackay Isaac Whitsundays 2030

1. Where do we want to be in 2030?
2. By the year 2030, the MIW region will be…
3. What would a vision for 2030 look like?
4. What themes/sectors do we need to focus on by 2030 and why?

Challenges and Enablers

5. What are the key challenges ahead for the Mackay, Isaac and Whitsunday Region?
6. What are the activities and enablers required to address the challenges and unlock opportunity
7. What are the key projects/policy/investment that would/will have a significant positive impact on the future prosperity of the Mackay, Isaac and Whitsunday region?
a) In the short term (now to 2024)
b) In the medium term (2025 – 2027)
c) In the long term (2025 to 2030 and beyond)

Working together on next steps

8. What do we need to do collectively to advance the Roadmap/Shared Vision for Mackay, Isaac and Whitsunday Region

Responses to the questionnaires have been captured in the findings outlined in Section 3

2.3 Agenda

Agenda
1. 9.00 am – Introductions & Purpose of Today
2. 9.10 am - Infrastructure Australia : Regional Assets and Industry Strengths Study
3. 9.25 am - Context (including pre-work findings)
4. 9.40 am - Mackay – Isaac - Whitsunday Today
5. 10.00am - Challenges & Group Exercise
6. 10.45 - 11.15am - Morning Tea Break
7. 11.15am - Vision & Opportunities & Group Exercise
8. 12.05am - Enablers & Group Exercise
9. 12.40pm - Lunch
10. 1.40pm - Assessment Framework & Discussion
11. 2.10pm - Next Steps

2.4 Attendees and Contributors

Table 1 provides a list of invitees to the face to face workshop on the day and contributors to the project. It is noted that Denise Kreymborg from TIQ was the only participant who attended the virtual workshop on 15 July 2021. The list of attendees illustrates the fact that feedback was sought from both the public and private entities within a diverse range of sectors.

Name	Organisation	Sector
Paul Schembri	Canegrowers Qld	Agriculture
Kevin Borg	Canegrowers Mky	
Matt West	Australian Prawn Farmers Association	
Carl Walker	Bowen Gumlu Growers	
Deb McLucas	Greater Whitsundays Food Network	
Glenn Clarke	Proserpine Canegrowers	
Jannik Robin Olejas	Mackay Sugar	
Ian Davies	Wilmar	
John Baker	AgForce	
Ian Biggs	CRC Nth Australia	Federal Agency
Nathan Vision	Department Of Education, Skills and Employment	
Peter Coalcino	Infrastructure Australia	
Amanda Copping	Nth Aus Infrastructure Facility	
Sarah Desaville	DITRDC	
Renee Chilton	Aus Industry	
Nikki Wright	DSDLGIP	State Government
Adrienne Burke	DPC	
Stephen Smith	QDAF	
Peter McDuff	DESBT	
Denise Kreymborg	TIQ	
Pat Aprile	TMR	
Pierre Viljoen	CQU	Education/Skills
Paul Gunther	JCU	
Ian Ohara	QUT	
Andrew Wheaton	Whitsunday Anglican	
Ian Smyth	QLD Tafe	
Pamela Prichard	Bowen High	
Felicity Roberts	Mackay High	
Janelle Agius	St Patricks/Mercy	
Jan Clifford	WRC	RDA MIW Committee
Gina Lacey	IRC	
Stephen Cutting	Aurecon	
Maree Franettovich	Bendigo Bank, CCIQ	
Irene Adams	Traditonal Owner- Yuwi Corpporation	

Name	Organisation	Sector
Vic Vasallo	Vasallo Construction	Construction
Mitch Flor	Tandy Group	
Malcom Hull	Master Builders	
Brent Fawkes	Construction Skills Qld	
Mark McGrath	UDIA	
Bruce Hedditch	Bowen Chamber of Commerce	Retail
Alan Misotic	Whitsundays Chamber of Commerce	
Greg Yuskan	Proserpine Chamber of Commerce	
Geoff O'Connor	Mackay Chamber of Commerce	
Dean Kirkwood	Resource Industry Network	Mining / METS
David Hartigan		
Tony Caruso	Mastermyne/RCOE/GW3	
Steve Boxall	Resource Centre of Excellence	
Tracey Cuttriss -Smith	C-Res	
Lynda Pollock	Anglo American	
Adrian Miles	Mky Airport	Transport / Supply Chain
Craig Turner	Whitsunday Airport	
Brendan Webb	NQ Bulk Ports	
Steve Rae	Dalrymple Bay Coal Terminal	
Kylie Porter	Greater Whitsunday Alliance	Economic Development
Paul McLauglin	Bowen Collinsville Enterprise	
Darryl Camileri	Mackay Hospital and Heath Services	Health / Allied Health
Karen May	Greater Whitsunday Communties	
Tash Wheeler	Whitsunday Tourism	Tourism
Tas Webber	Mackay Isaac Tourism	
Christin Short	Bowen Tourism	
George Christensen	Federal Member for Dawson	Elected Officials
Michele Landry	Fedeal Member for Capricornia	
Julliane Gilbert	State Member for Mackay	
Amanada Camm	State Member for Whitsunday	
Dale Last	State Member for Burdekin	
Stephen Andrew	State Member for Mirani	
Irene Leard	Jannga People	Indigenous representatives
Irene Adams	Traditional Owner- Yuwi Corporation	

03.
Findings

All findings from the face to face workshop, virtual workshop and pre-work questionnaire have been collated and captured in the section below.

## 3.1 Context - Greater Whitsundays Today

The Greater Whitsundays region is:

• an economic powerhouse in terms of output and contribution

• a region of distinct geography and diverse industries

• internationally recognised as a centre of innovation across several sectors

• recalibrating its short, medium and long-term future

• collaboratively working across governments and key stakeholders to create an economic development strategy and road map

Across Greater Whitsundays it is recognised that:

• Regional exports, employment and GRP are driven by mining, agriculture, manufacturing, transport, tourism and construction

• Future economic development will be underpinned by innovation in the traditional competitive advantaged sectors and complemented by aligned knowledge-based industries (professional, scientific, technical and educational)

A key outcome sought from the project is to create 'enabling actions' which lift the economic and social wellbeing of the region. The State and Federals governments have shown significant commitment in recent times to the regions and this project is part of that commitment, with MIW – RDA engaging an array of regional stakeholders.
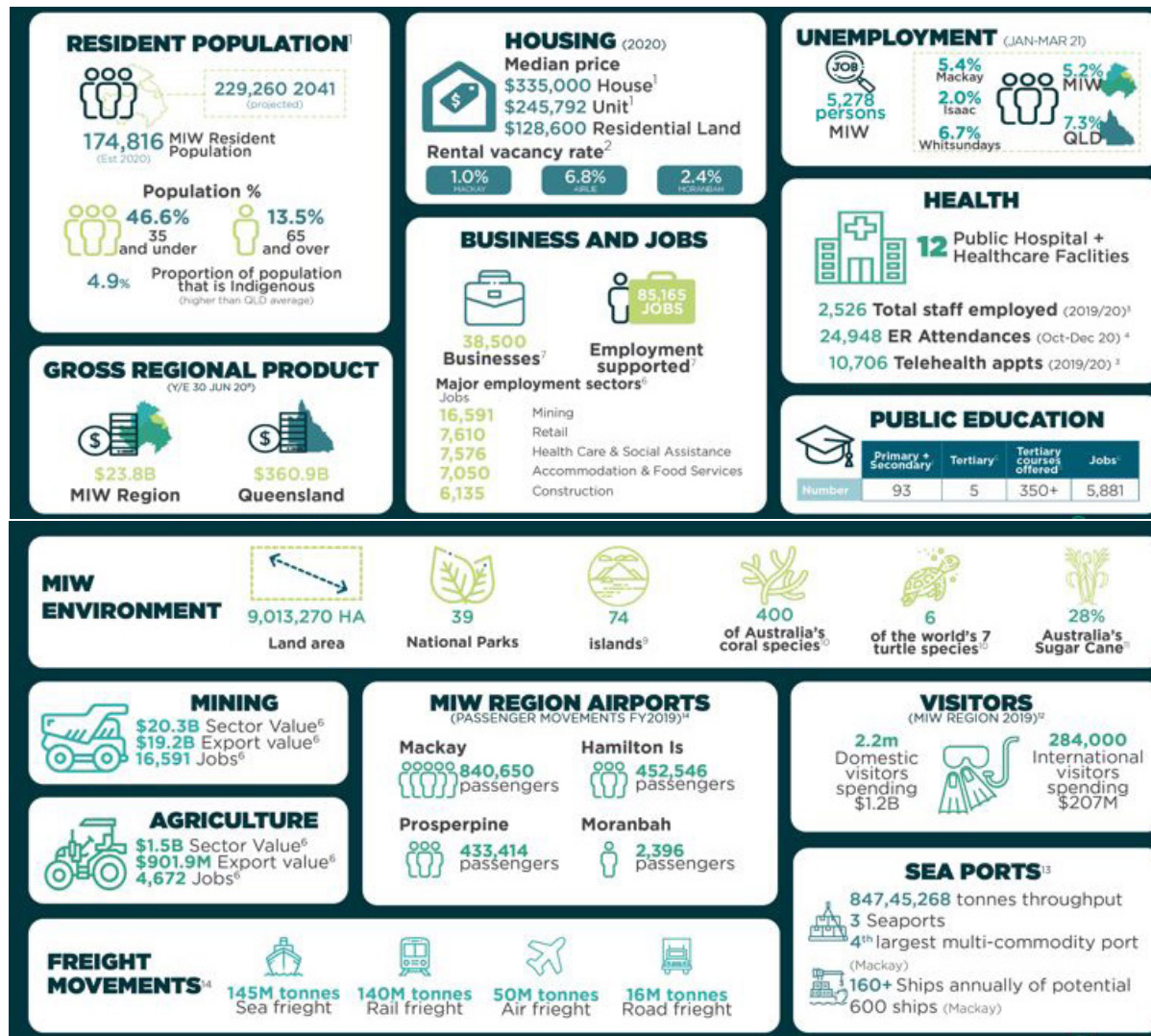
03.

Findings

3.2 Challenges

The following key challenges facing the Greater Whitsundays region were identified through engagement with the stakeholder working group prior to the workshop.

Group exercise

The five tables at the workshop were asked what the key challenges are that the region faces as we head to 2030. Each table was asked to prioritise and report back on an agreed top three. Many of the challenges raised were aligned with the challenges outlined above with the following challenges consistently identified across the tables:

What are the most significant challenges the region faces now and over the next decade?

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Advancing the linkage between heritage industries, emerging industries and future industries

Affordable housing / access to housing – availability, diversity and rental ownership

Regional connectivity – networking airports, integrated transport infrastructure

Economic transformation and diversification – new markets, new technology

Enhance the region's image – shift the focus to maximise opportunities

Skills shortage – attraction and retention

Social infrastructure

Regional liveability – social infrastructure, parks and recreation and healthcare access

Distinction between regional and metropolitan policies

Climate change – impact on policy changes

Accessibility and connectivity – transport, social and digital
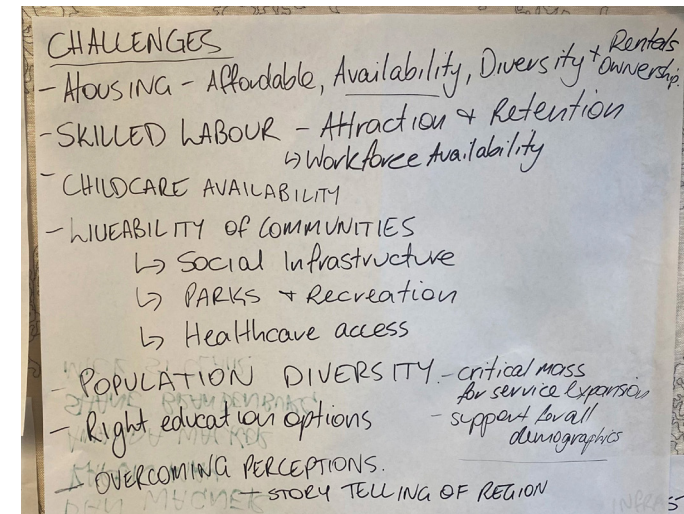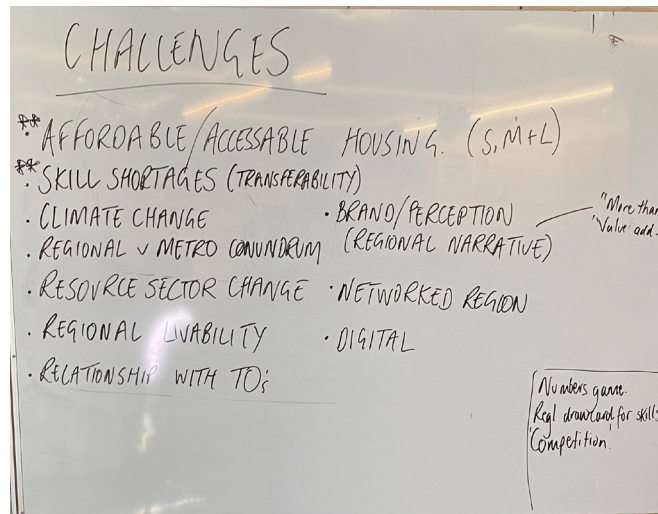
03.
Findings

3.3 Vision and Opportunities

The establishment of a Vision is important in setting a transformative and aspirational context to the exercise. The Vision we are evolving here is being developed only for the Regional Development Roadmap exercise. It does not supercede any existing visions established for strategic exercises or sectors in the region. The intent in this exercise is to acknowledge other visions, and set a clear and robust desired future character for the economic and social aspirations in the Regional Development Roadmap.
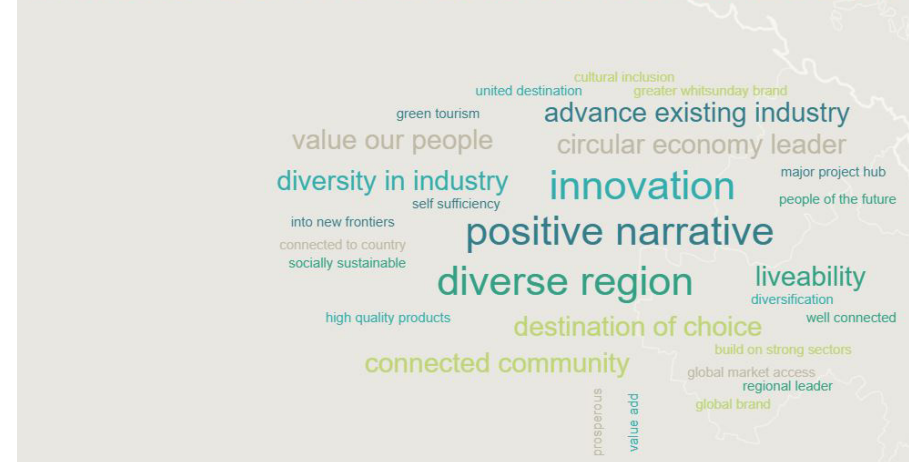
Where do we want to be by 2030?
How do we make life better for the regional community today but also for future generations?

Exemplar vision statements were provided for inspiration.

A collation of vision statements shared on the day are summarised alongside. These have been word smithed to provide two draft vision statement for further discussion and agreement in the next workshop.

Where do we want to be in 2030?

cultural inclusion
united destination   greater whitsunday brand
green tourism   **advance existing industry**
value our people   circular economy leader
diversity in industry   major project hub
self sufficiency   **innovation**   people of the future
into new frontiers
connected to country   **positive narrative**
socially sustainable
diverse region   liveability
diversification
high quality products   well connected
destination of choice   build on strong sectors
connected community   global market access
regional leader
global brand
prosperous   value add

03.
Findings

Draft Greater Whitsundays 2032 Vision 1

'Greater Whitsundays is Queensland's regional destination of choice to live, work and play.

It is a progressive and prosperous region that capitalises on its core strengths in the natural resources and tourism sectors.

It is a key Australian gateway to international markets realised through its world class infrastructure, innovative business practices and export orientated economy.

It encompasses diverse, liveable, and well-connected communities from metropolitan centres to coastal settlements and rural townships.

Greater Whitsundays continues to be a regional leader in social and environmental sustainability and values the stewardship of its natural assets.'

Draft Greater Whitsundays 2032 Vision 2

In 2032 the Greater Whitsundays is a region rich in opportunity and choice for employment, education and lifestyle. We are home to leading industry innovators and taking our food, resources, research and insight across the world.

We celebrate our first nations and creative cultures and we welcome people to enjoy our unique and stunning natural environment.

From the Bowen Basin to the Great Barrier Reef this region offers unparalleled prospects and experiences.

By 2032 success looks like:

- A diverse economy and industry leading innovation in agribusiness, renewables, circular economy, bio-commodities, METS and micro-manufacturing
- A workforce educated and trained in the region for the region
- A digital and data community supporting and enabling industry innovation
- A highly connected region by all modes of transport
- A series of thriving regional communities with access to health services and community facilities that build resilience and wellbeing

03.
Findings

3.4 Themes and Focus

The following themes and focus areas have been developed through the workshop, pre-work questionnaire responses and working group sessions . This sets the framework for the enablers to follow.

Themes		Focus
A productive and competitive region		• Leading in our competitive advantages (agribusiness, METS and tourism) • Enabling a more diverse economy to emerge • Creating the conditions for innovation to thrive
21st century infrastructure		• Identifying and delivering strategic road upgrades • Improving digital connectivity, access and speeds • Enabling data to be used to help make informed decisions • Prioritising and elevating our ports' and airports' role and function
Tomorrow's workforce		• Enhancing regional human capital and establishing a workforce attraction strategy • Identifying and meeting current and future industry needs • Working across governments and the education sector to build relevant programs and courses
Liveability and wellbeing		• Elevating our public realm and community infrastructure priorities • Celebrating our First Nations culture with respect and meaning • Enhancing region's identity and global connections

Table 4)

OUR MIW REGION :
- More diversity in Industry
- Innovative programs that support and. promote liveability / generate opportunities
- Positive narrative for our region
- More connection with community / viewed as a strong community .
- Seen as a unique and diverse region
- Co-ordinated Narrative to promote ALL opportunities in region ie, Arts.
- LOCAL CULTURAL HERITAGE EDUCATION & PROTECTING COUNTRY

CORE THEMES :
→ Educate
→ Unified narrative
→ Collaborate —
- Engage all in community/region
→ Diverse opportunities (education/career/ lifestyle/cultures etc.

03.
Findings

3.5 Enablers

A series of enablers have been identified during the workshops and consist of projects, policy and programs. The roadmap identifies these according to the likely timeframe they will be established and delivered. Most fall in to the initial two timeframes of the 1-3 and 4-7yr window. It is likely that many will mature and continue to be delivered in to the 8-10yr timeframe identified in the roadmap.

These projects, projects, policy and programs support the strategic themes and are identified as meeting at least one or more of these themes and, ultimately assist the delivery of the regional development roadmap's vision.

|	1 -3 years	Themes	4 - 7 years	Themes
Programs	Skills Training Initiatives	🏛️	Unlocking Greater Collaboration for Skills Development and Education	🏛️ 🌱
	Regional Education Hub	🏛️ 🌱	Horticulture R&D programs	🟡 🟠
	Youth Accelerator Programs	🏛️		
	Carbon Market Principles	🟡 🌱		
	Converting National Programs to the Regions	🟡 🟠 🏛️ 🌱		
	Regionalisation Agenda Position	🟡 🟠 🏛️ 🌱		
Projects	Tassel Prawn Farm	🟡 🟠	Strategic Road Upgrades – Peak Downs Highway	🟠
	SABR	🟡 🟠	DBCT 8X Project	🟡 🟠
	Regional Transport Strategy	🟠 🌱	Urangan Dam	🟠
	Workforce Attraction Strategy	🏛️ 🌱	Aerospace Projects	🟡 🟠 🏛️
	Enhanced Digital Coverage for black spots & reliable high speed coverage	🟡 🟠	Multimodal Freight Network Strategy	🟡 🟠
	Mackay PDA	🟡 🟠 🌱	Future Food Hub	🟡
	Pioneer Mtn Valley Mt Bike	🌱	Mine Safety Hub	🏛️
			Micro-manufacturing Prototyping Project	🟡
			International Airport	🟡 🟠 🌱
			Olive Downs	🟡
			Regional Marine Precinct	🟡 🟠 🌱
Policy	Insurance Reform	🟡 🌱		
	Simplification of Water Policy and Enhanced Management Strategy	🟡		
	Tax Incentivisation Strategy for Housing, Payroll and Industry Innovation	🟡 🌱		

03.
Findings

3.6 Multi Criteria Analysis

A draft MCA Framework has been devised for further discussion in Workshop 2. The MCA will be used to prioritise programs, projects and policies that form the key enablers within the 1 - 3, 4 - 7 and 8 -10 year periods.

THEME		CRITERIA	MEASURE SCORE	WEIGHT (%)	WEIGHTED TOTAL
50%	ECONOMIC EFFECTIVENESS & DIVERSIFICATION	**FITS STATE AND COMMONWEALTH CORE VALUES/STRATEGIC PRIORITIES** The level to which the project aligns with the core values of the State and Commonwealth intent for the region.		10	**0**
		CREATES GREATER NUMBER OF JOBS The ability of the project to create employment opportunities within the region.		10	**0**
		INCREASES REGIONAL GDP The ability of the project to positively and consistently contribute to the region's annual GDP.		10	**0**
		STIMULATES NEW INVESTMENT, DIVERSIFYING THE ECONOMY The extent to which the project stimulates new associated or indirect and diversified investment in the region.		10	**0**
		DELIVERS NEW INNOVATION OPPORTUNITIES The level/number of opportunities the project creates for innovation, be it regarding land use, digital innovation, environmental management, etc.		10	**0**
50%	COMMUNITY ACCEPTABILITY & RESILIENCE	**ENHANCES LEVEL OF AMENITY & RESILIENCE** The level to which the project enhances amenity and resilience of the region.		10	**0**
		ACCESS TO HIGH QUALITY COMMUNITY SERVICES The level to which the project contributes to the community's access to high quality social infrastructure.		10	**0**
		IMPROVES CONNECTIVITY (TRANSPORT & DIGITAL) The level to which the project positively contributes to improved connectivity across the city and region.		10	**0**
		DELIVERS POSITIVE IMPACTS AND SYNERGY WITH OTHER THEMES AND PROJECTS The level to which the project positively impacts and contributes to other themes and projects.		10	**0**
		CREATES OPPORTUNITIES FOR SKILLS DEVELOPMENT & TRAINING The level to which the project creates opportunities for skill development and training for the community.		10	**0**
				Total	**0**

04.
Next Steps

- Confirmation of the workshop findings from Workshop 1
- Seek clarification on the vision, themes/focus and enablers
- Prepare agenda and slide deck for Workshop 2
- Prepare pre-work for Workshop 2
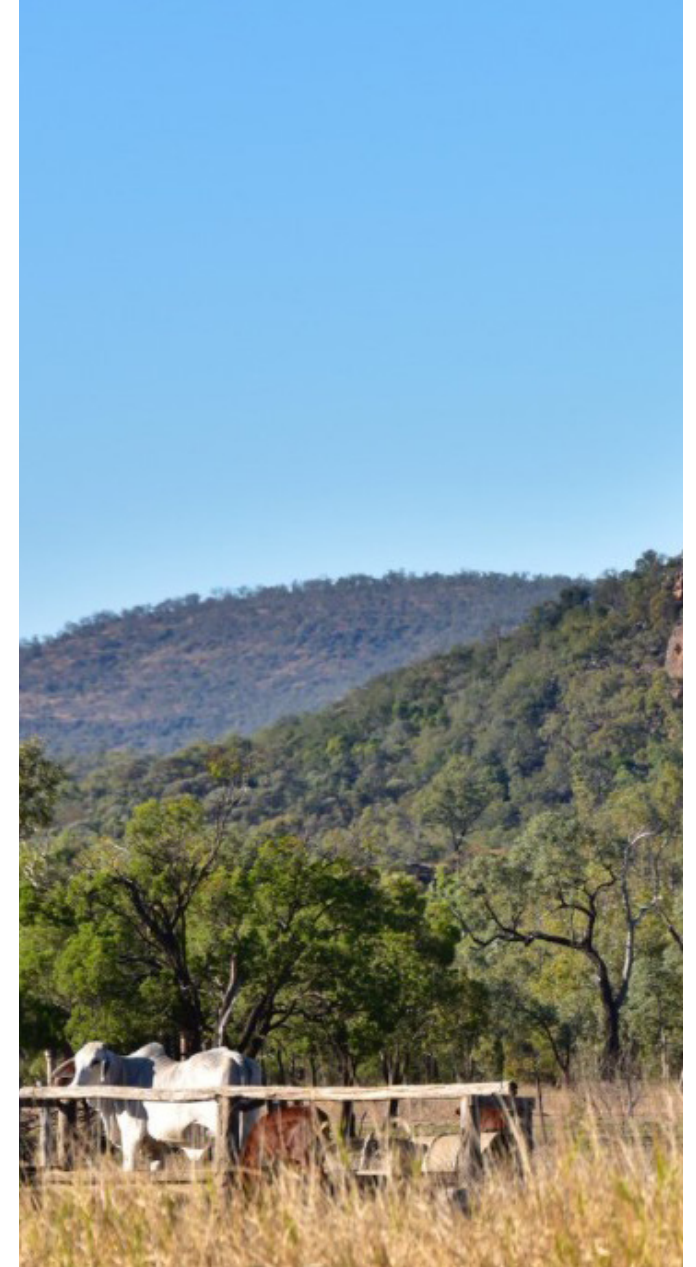
Appendix A
Collated Workshop Feedback

Exercise 1 Challenges

CHALLENGES

✱✱
- AFFORDABLE / ACCESSABLE HOUSING. (S, M+L)

✱✱
- SKILL SHORTAGES (TRANSFERABILITY)
- CLIMATE CHANGE   • BRAND/PERCEPTION   "More than..."
- REGIONAL v METRO CONUNDRUM   (REGIONAL NARRATIVE)   'Value add.'
- RESOURCE SECTOR CHANGE   • NETWORKED REGION
- REGIONAL LIVABILITY   • DIGITAL
- RELATIONSHIP WITH TO's

> Numbers game.
> Regl drawcard for skills.
> 'Competition.

3 KEY CHALLENGES

- REGIONAL VS METRO POLICIES

- ADVANCING THE LINKAGE BETWEEN HERITAGE INDUSTRIES, EMERGING AND FUTURE INDUSTRIES

- IMAGE, SHIFT THE FOCUS TO MAXIMISING OPPORTUNITIES

- BETTER CO-OP BETWEEN GOV LEVELS

- RESISTACE/CAPABILITY TO ADOPT TECH
- EXPORT MARKETS - CAN WE?

TABLE 1

KYLIE, ROB, DONALD, RYE, PIERRE

IAN O'HARA
STEPHEN CUTTING
DEAN KIRKWOOD
ROD FERGUSON
CR. JAN CLIFFORD
STEPHEN BOURKE

- **AFFORDABLE / ACCESS TO HOUSING**
  - SEGMENTATION (DIFFERENT NEEDS)
  - LACK OF INTICEMENTS (MARKET-LED)

  [EG. HAMILTON ISLAND CAPACITY 70%]
  - LOCAL GOVT., HOSPITALITY
  - (COVID TREND OF REGIONALISATION (DISPLACEMENT OF RENTERS)
  - ACCESS TO BUILDING MATERIALS / PRODUCTION
  - ACCESS TO LABOUR, BUSINESS
  - SHORT TERM V. LONG TERM (MIGRATION)

- MAPPING TRANSFERABILITY OF SKILLS / ACROSS SECTORS (EG. MINING TO BUILDING)

- **SKILLS SHORTAGE**
  - DIVERSIFIED KNOWLEGE INDUSTRIES
  - EVOLVING MINING TRADES
  - TECHNOLOGY IN RESOURCE SECTOR
  - CONNECT NEEDS WITH SCHOOLS, TERTIARY
  - HIGHLY TRAINED HEALTH

TABLE 2

CLIMATE CHANGE - REEF
- LAND

- IMPACT OF POLICY CHANGES
- NEED TO ARTICULATE POSITION/EDUCATION
↳ APPLY COMMONSENSE BETWEEN EXTREMES

• CONNECT POLITICIANS TO ROAD MAP

2

① o PRESSURE ON COAL MINING
  o FINDING ALTERNATIVES
  o SOCIAL PRESSURE FROM CHANGE
  o CHANGES IN TRANSPORT - INCL.
      EV INFRASTRUCTURE, IMPACT ON
      FLEET MANAGEMENT

② o INTEGRATED TRANSPORT INFRASTRUCTURE
  o NETWORKING AIRPORTS
  o REGIONAL CONNECTIVITY

③ x o SOCIAL INFRASTRUCTURE - LIVEABILITY
  o CONSTRAINTS IN TOURISM OFFERING
        - PRODUCT DEFINITION

③ x o JOB CREATION
  o LACK IN INFRASTRUCTURE - INHIBITORS

TABLE 5

③xo • HOUSING AVAILABILITY

• DATA TO FEED REGIONAL DEVELOPMENT

⟶ ACCURACY

⟶ UP-TO-DATE

↳ FLUCTUATION?

TEAM: GUNTHER PAUL
ADRIAN MILES
Teona Cousins
Darryl Camilleri
Craig Turner
Neil McGaffin

PRIORITIES

① REGIONAL LIVEABILITY   —HOUSING
  — WHAT IS OUR NARRATIVE? BRAND?
  — INFRASTRUCTURE + SERRVICES.
  — DIVERSITY IN PEOPLE
  — MINDSET + OVERCOMING PERCEPTIONS

② ECONOMIC TRANSFORMATION
  — NEW MARKETS
  — NEW TECHNOLOGY.

③ ACCESSIBILITY + CONNECTIVITY.
  — TRANSPORT   — SOCIAL — DIGITAL.

TABLE 3.

STRUCTURE

↳ AIRPORTS & FLIGHT CONNECTIVITY.

↳ PUBLIC TRANSPORT
 ↳ efficiency + frequency.

↳ Regional education
 ↳ avoiding leakage.

- ECONOMIC DIVERSIFICATION.
 ↳ sustainability of resources sector.
 ↳ transition-matching capability to
 future workforce need.
 ↳ collaboration.
 ↳ investment attraction - public/private
 ↳ confidence in Region
 ↳ Banking sector.

TABLE 3

CHALLENGES

- HOUSING - Affordable, Availability, Diversity + Renters Ownership.
- SKILLED LABOUR - Attraction + Retention
  ↳ Workforce Availability
- CHILDCARE AVAILABILITY
- LIVEABILITY OF COMMUNITIES
  ↳ Social Infrastructure
  ↳ PARKS + Recreation
  ↳ Healthcare access
- POPULATION DIVERSITY - critical mass for service expansion
- Right education options - support for all demographics
- OVERCOMING PERCEPTIONS.
  ↳ STORY TELLING OF REGION

TABLE 3

CHALLENGES –

TABLE 4

(1) **WORKFORCE** – skull short market with little housing. Impacts investment into MIW/productivity

leadership.

- **COMPETITION** – with other regions. Similar initiatives – how do we stand out?

- **SUPPLY CHAIN** within MIW region – needs improvement to better move produce

(3) - **RELATIONSHIPS WITH TO GROUPS** – need respectful relationships and partnerships for economic development on their land.

- **MINIMAL COLLABORATION WITH COMMUNITY** (on the ground as well as management)

- **LACK OF LEADERSHIP AND EMOTIONAL INTELLIGENCE** (Genuine, Authentic and Compassionate)

- **COMMUNICATION** – clearer lines of communication between elected members and community

- **DEALING WITH UNCERTAINTY** –
  Some sectors (eg Tourism) recovering from impact of Covid

- **NAVIGATING PROCESSES WITHIN GOVT.**
  eg. Approvals.

(2.) **VIEW OF REGION BEING MINING + METS ONLY** (not whitsundays)
  - Inhibits investment in region — we have more to offer
  - Need to educate people on other careers outside of mining that are available (eg ag + aquaculture)
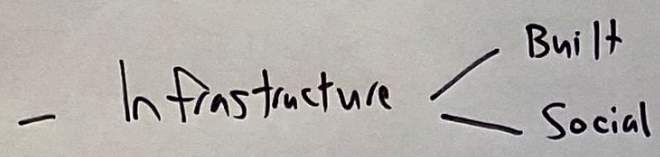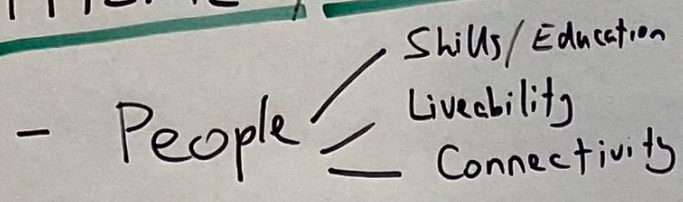
Exercise 2 Vision

TABLE 3

- Lifestyle - <u>destination of choice</u>
  - value our people
- Investment ─┐
                    } Stable <u>launch pad</u>
                    } for the future
- Business ─┘
- <u>Social sustainability</u> - cultural inclusion &
- Realisation of <u>Opportunities</u> ⟨ Biz
                                          ⟨ - Invest
                                          ⟨ Social

- Building & capitalising on our <u>STRONG</u>
  <u>traditional</u> <u>industries</u> - value-add

- Opportunities for small to large business/enterpe

- Global + Domestic Markets - recognised regional
                                   global/internationally

- Regional leader in <u>transformation</u>
  (Climate change, Enviro/Sustainability)

- Enablers -

- Selling the experience - regionally.

- Education linkages with industry experiences

- Collaboration

-

THEMES/SECTORS

- People / Skills/Education
         < Liveability
           Connectivity

- Infrastructure / Built
                  < Social

- Services

- Environment

- Policy

- Global Connection
  - Industry → Market
  - People → Opport.

- Disperse visitors throughout Mcky-
ISAC, WHITsunday Region
- Connectivity to International Ports (Airports

- Deliver on the Broad Promise.
  $ V Volume !

- Informed by real time data to make
  better infrastructure & Social Decisions.
- Set targets & develop a plan that be
  be will Driven demand (Greater Whitsunday)
- In 2030 the region " is still
  Collective and talking in a "WE" Narrative!
        · confidence
                          · DESTINATION
                            UNITY REGION AS
                                   ONE
                     · LONG TERM
                        SUSTAINABLITY

① A united destination, with a
  diversity of opportunity. & strengths.

②

(Table 4)

OUR MIW REGION :

- More diversity in industry
- Innovative programs that support and. promote liveability / generate opportunities
- Positive narrative for our region
- More connection with community / viewed as a strong community
- Seen as a unique and diverse region
- Co-ordinated Narrative to promote ALL opportunities in region ie, Arts.

- LOCAL CULTURAL HERITAGE EDUCATION & PROTECTING COUNTRY

CORE THEMES :

→ Educate
→ unified narrative
→ collaborate —
- Engage all in community/region
→ Diverse opportunities (education/career/ lifestyle / cultures etc.

"MOST INNOVATIVE
GLOBAL   REGIONAL LIVEABILITY WITH BIG CITY
REGION   OPPORTUNITY"

DELIVERING...

(PARADIGM SHIFT)   OFFERS
- EDUCATION - UNI PROGRAMS
- SPORT
- ART, CULTURE
- HEALTH
- CAREER , INCL. EMERGING INDUSTRIES

- WORK ON MAJOR PROJECTS
- GREEN TOURISM
- INFRASTRUCTURE — BUILT
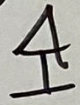   SOCIAL

ENABLERS
- EXPERTISE
- REPUTATION — WHAT WE ARE ALREADY
              WORLD CLASS IN
- CONNECTIVITY
- PROSPERITY — GLOBALLY SIGNIFICANT
              PLAYERS CAN MAKE MONEY

- PROSPERITY   - GLOBALLY SIGNIFIC
                   PLAYERS CAN MAKE M

- YIRTUAL WORK DESTINATION

- CIRCULAR ECONOMY LEADER (BIOWASTE)
                              BIOFUTURES

- SELF SUFFICIENCY IN MANUFACTURING

- TRANSFERABILITY OF SKILLS ACROSS SECTORS

- ESTABLISH & MARKET GLOBAL BRAND
     "GREATER WHITSUNDAY"

VISION

- ADVANCING EXISTING INDUSTRIES.

- INTO NEW FRONTIERS.

- CONNECTED TO OUR COUNTRY.

- GLOBALY RECOGNISED IN ENGINEERING AND INNOVATION.

- COMMITMENT TO HIGH QUALITY PRODUCTS AND SERVICES.

- DIVESIFICATION

- PEOPLE OF THE FUTURE

- CAN DO

Exercise 3 Enablers

ENABLERS

- Alignment.
- Water security / dams / policy + mgmt
- Sabre- Hay Point. "Regional Hub"
- DBCT.
  - Education Programs
- Micro- mfg.
- Skills development / training
- Connectivity strategy - PDH
- Workforce Attraction Strategy
- Insurance

- Digital connectivity
- Govt. Funding clarity
- Precious metals processing.
- Olive Downs
- Gregory Rvr Prawn Farm
- Agrifoods - bio-comms
- Future Food Hub
- Market entry facilitation
- Clear regional'tn protocols
- Freight MMT's
- Incentives......

- Brand / Identity
- R+D
- Cultural awareness
- 'Proof of concept' Activity

* International Airport 8-10 ← Implementation &→
* Regional Transport Infrastructure Strat. 1-3
* Workforce Attraction Policy for regional centres. 1-3
* Digital connectivity - reliable - infrastructure 1-3
  - high-speed
  Health
* Hospital/Infrastructure $ Services
[* Government funding ⇒ accessibility]

* Regional Brand/Identity

1-3 UTILISE IRRIGATION INFRASTRUCTURE
TO FULL CAPACITY
SABER HAY POINT
LOWER PRICE OF WATER, POWER
TASSAL PRAWN FARM EXPANSION
MICRO MANUFACTURING & PROTOTYPING

BIOFUTURE PILOT PLANT UPGRADE
FUTURE FOOD BIO HUB

4-7 URANNAH DAM

➤ PRECIOUS METAL PROCESSING PLANT

TASSAL EXPANSION (COOKING)
OLIVE
~~EAGLE~~ DOWNS MINE

DBCT ~~8EX~~ PROJECT

8-10

* International Airp
* Regional Transport I
* Workforce Attraction P

ENABLERS - PPP

(1 - 3 YEARS) · SKILLS & TRAINING INITIATIVES SPECIFIC FOR MIW
- ADVANCING INDUSTRIES STRATEGIC ROADMAPS IN MINING(METS, BIOFUTURES, AG, TOURISM, EMERGING
- CONSIDER CARBON MARKET / CIRCULAR ECONOMY PRINCIPLES
- DEVELOP A CLEAR POSITION ON OUR REGIONALISATION AGENDA.

(4 - 7 YEARS)
- MULTIMODAL FREIGHT & TRANSPORT NETWORK.
- FUNDAMENTAL ROAD UPGRADES.
- SIMPLIFICATION OF WATER POLICY AND IMPROVED MANAGEMENT
- ENHANCED DIGITAL INFRASTRUCTURE

8 - 10 YEARS
- GENUINE OPPORTUNITY TO SHARE BENEFITS FROM 2032 OLYMPICS (PRE & POST GAMES)

↦ FREIGHT + PASSENGER

PROJECTS

1. PEAK DOWNS HWY → FREIGHT + PASSENGER SAFETY ↓ EFFICIENCY
2. BUCASIA ROAD - GROWTH ENABLER
3. MOBILE BLACK SPOTS
4. MACKAY PDA
5. PIONEER VALLEY MOUNTAIN BIKE TRAIL
6. NORTHERN BEACHES COMMUNITY HUB
7. MARINE PRECINCT
8. PLAN TO PLACE → ISAAC → GLENDEN/CLERMONT MIDDLEMOUNT.
9. MINE SAFETY / RESOURCE TRANSFORMATION HUB
10. ROCKETS - ABBOT POINT.
11. HORTICULTURE R+D. - BOWEN.
12. FOOD TECHNOLOGY. - VALUE ADD, WASTE MINIMISAT.
13. OPEN CUT MINE REHAB / REUSE

Key Enablers - Projects, Policies & ~~Prog~~ Programs.

(1) TAX INCENTIVISATION for ^GENUINE REGIONAL INVESTMENT

Subject
- HOUSING - M-L
- PAYROLL - S
- INNOVATION / BUSINESS INVESTMENT.
- SOCIAL INFRASTRUCTURE

(2) SHORT BETTER DEFINITION OF 'REGIONS' & 'REGIONAL'

(3) SHORT LONGTERM FUNDING STRATEGY - MERIT VS 'COMPETITIVE'
FOR INFRASTRUCTURE

(4) UNLOCKING COLLABORATION AROUND — INDUSTRY
EDUCATION & SKILLS DEVELOPMENT — ED. SECTOR
— COMMUNITY.
MED.
↳ CLEAR RESPONSIBILITIES   ↳ FUNDING.
& ACCOUNTABILITIES   — EMPLOYERS & SUPPORT
↳ FLEXIBILITY IN OFFERINGS   — INSURANCE   FUNCTIONS.

(5) INSURANCE REFORM - MED.

(6) EXPECTATION SETTING w/ BUSINESS COMMUNITY
SHORT → WORKFORCE BASE LEVEL → FUTURE NEED.
CAPABILITY

(7) EXPOSURE TO RESEARCH & DEV CONVERSATIONS
ongoing.   Water
Waste   TABLE 3
r
energy

TABLE 4

ENABLERS –

1-3 YEARS
- Regional Educational Hub to engage community and promote opportunities (e.g. robotics, data analytics etc)
- Develop narrative to promote investment.
- Review housing loan system to increase affordable housing for low income earners. (eg rent to buy scheme)

4-7 YEARS
- More access to National Programs for regional stakeholders.
- Project - one people perspective and cultural awareness lead by TO Groups
- Project - Leadership Programs /making National programs available in regions
- Youth programs /education to support development and aid to minimise crime

8-10 YEARS
- Initatives to promote volunteer work in MIW to achieve higher connectivity in community