

A plan to realise the future growth opportunities in  
Rockhampton Region

ADVANCEROCKHAMPTON.COM.AU

# ROCKHAMPTON REGION ECONOMIC ACTION PLAN 2023-2028

📍 Assessing the cotton crop, Alton Downs

**ADVANCE**   
**ROCKHAMPTON**

Economic Development,  
Tourism, Events  
& Marketing



# ACKNOWLEDGEMENT OF COUNTRY

Rockhampton Regional Council would like to acknowledge the Traditional Custodians within our Region, the Darumbal People, the Gaangalu Nation People and the Barada Kabalbara Yetimarala People, and pay our respects to their Elders past, present and emerging.

We also acknowledge the Torres Strait Islander people whose land is in the Torres Strait but who live and work on Aboriginal land.



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## ECONOMIC DEVELOPMENT STRATEGY 2023-2028



*This document*

## ECONOMIC ACTION PLAN 2023-2028

## ACKNOWLEDGEMENT OF CONSULTANCY

Rockhampton Regional Council greatly appreciates the time, effort, analysis and engagement provided by economic consultants AEC in the development of the Rockhampton Region Economic Development Strategy 2023-28

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**MAYOR TONY  
WILLIAMS**

*Mayor*

Rockhampton Regional Council

# AN INTRODUCTION FROM OUR MAYOR

## **SINCE COUNCIL'S DECISION IN 2015 TO ESTABLISH ITS OWN ECONOMIC DEVELOPMENT ARM, ADVANCE ROCKHAMPTON, THE LOCAL AND GLOBAL LANDSCAPE HAS CHANGED SIGNIFICANTLY.**

The challenges of COVID-19, global supply chain shortages, domestic political changes, talent shortages with constrained housing supply across the nation have changed how we think about future economic growth.

Rockhampton Regional Council is committed to building one great region to live, visit and invest. To do this, we need an economic strategy and plan that continues to build resilience into our local economy, which includes strategic planning for growth, understanding community needs, industry development, investment attraction, building critical infrastructure and doing this as a fiscally responsible council.

We have seen several major infrastructure projects commence in our region over the past few years creating jobs and stimulating the local economy. And while we will continue to advocate for investment, our future must also be built on the development of our existing businesses, capturing new opportunities and creating sustainable job and population growth.

Our tourism and events offering has grown over the past few years and Council's Advance Rockhampton team has been working hard engaging with residents, businesses, visitors, and investors so that we can set the strategic economic direction for our Region.

In 2021, upon being elected as Mayor, I also assumed the role of Chair of the Advance Rockhampton Economic Development portfolio. Since this time, I have worked closely with the Council team to drive economic growth opportunities and to develop the Rockhampton Region Economic Development Strategy and Action Plan.

This strategy is the result of comprehensive stakeholder engagement through industry and community surveys, industry engagement sessions, one-on-one industry meetings and community consultation.

The strategy also took into account existing Council, Regional, State and Federal economic strategies, plans and papers including but not limited to the Advance Rockhampton Resources Masterplan, the Central Queensland Regional Plan, the Fitzroy Regional Transport Plan and the Our North, Our Future paper.

I wish to personally thank all those who took the time to be involved in this process and contribute to our Region's future. It cannot be done alone.

This Strategy and Action Plan will help consolidate current industry development, create the opportunities to build a great region into the future, and will continue to put 'Rocky on the Radar'.

Council will continue to work collaboratively with community, industry, state and federal governments and associated agencies to deliver on this strategy and action plan for a prosperous future in Rockhampton Region.





**GREG BOWDEN**  
Executive Manager  
Advance Rockhampton

# AN INTRODUCTION FROM ADVANCE ROCKHAMPTON

**COUNCIL AGREED IN 2015 THAT ROCKHAMPTON REGIONAL COUNCIL NEEDED TO TAKE DIRECT ACTION TOWARDS DEVELOPING ECONOMIC STRATEGY FOR ROCKHAMPTON REGION. ADVANCE ROCKHAMPTON WAS ESTABLISHED AND A PLEDGE WAS MADE BY COUNCIL TOWARDS WORKING WITH THE COMMUNITY AND INDUSTRY TO DRIVE FUTURE ECONOMIC DEVELOPMENT AND GROWTH IN OUR REGION.**

As the economic development unit of Rockhampton Regional Council, Advance Rockhampton works to build the liveability, visitability and investability of the Region. Other key pillars include facilitating and advocating for increased industry innovation, strategic partnerships and industry collaboration.

Rockhampton Region is currently home to over 82,000 residents with a \$5.5 billion economy and supports 36,000 FTE jobs.

Historically and as the economic hub for Central Queensland, our Region has many strengths in agriculture, mining services, energy, construction, education and health services. Our strategic location as a logistics hub well serviced by road, rail, air and sea positions us positively for future opportunities as Northern, Central and Southern Australia continue to grow.

In 2021, we commenced the process of comprehensive engagement with industry and community, and subsequently engaged an external consultant to assist in preparation of this strategy and action plan.

**THE KEY FOCUS AREAS IDENTIFIED WITHIN THIS STRATEGY AND ACTION PLAN INCLUDE:**

- + Talent retention and attraction
- + Infrastructure for future growth
- + Future jobs and investment attraction
- + Regional promotion and major events
- + Regional collaboration and partnerships

**OUR REGIONAL INDUSTRY SECTOR ADVANTAGES AND OPPORTUNITIES FOR THE FUTURE INCLUDE:**

- + Energy and resources
- + Beef production and agriculture
- + Water security
- + Defence
- + Construction
- + Transport and logistics
- + Professional services
- + Education, health and aged care
- + Visitor economy and event attraction

By committing to these focus areas, consolidating our regional advantages and actively pursuing opportunities, the Rockhampton economy has the potential to become a \$12.9 billion economy by 2041 with a population of 148,000 creating the jobs of the future.

This will continue the commitment towards economic development made in 2015 and will 'Put Rocky on the Radar' across the country and internationally.





*we consulted with our community on a vision for a prosperous Rockhampton Region and what needs to be done to achieve this*

# COMMUNITY ENGAGEMENT

## ROCKHAMPTON REGION PRECINCT ACTIVATION

### 435 SURVEY PARTICIPANTS

March to April 2021 consultation period.

This survey focused on Rockhampton Region's business community.

#### MAIN MESSAGES FROM THE SURVEY

- + Commodities, construction and manufacturing sectors are leading regional confidence.
- + Industry requires more skilled staff urgently.
- + Positive perception of Rockhampton – business sector views the Region as being affordable, a good provider of education and having quality events but our city centre needs further work.
- + Work is required in the retail and hospitality sector to improve customer service.
- + Work is required to improve business to business engagement.
- + Major events bring economic benefits to the Region and more music focused events are a priority.

## ADVANCE ROCKHAMPTON ECONOMIC DEVELOPMENT

### 1,120 SURVEY PARTICIPANTS

July to September 2021 consultation period.

This survey focused on residents and the broader Rockhampton Region community.

#### MAIN MESSAGES FROM THE SURVEY

- + Rockhampton rates highly in terms of key social facilities with a clean and tidy feel.
- + Rockhampton neighbourhoods are seen as *functional, friendly, clean, and affordable*.
- + Rockhampton neighbourhoods rate below average for public transport, quality investment opportunities and having quality local events.
- + Priorities to enhance prosperity include: *increase capital infrastructure, investment attraction, and improve the CBD and its liveability*.
- + Types of events people want to see: *music festivals, sports and motor sports events, and family-friendly events*.

## COMMUNITY ENGAGEMENT FEEDBACK WORKSHOPS

### 150 WORKSHOP PARTICIPANTS

March 2022 consultation period.

These workshops focused on the Region's business community, residents, and significant stakeholders.

#### MAIN MESSAGES FROM THE WORKSHOPS

- + Participants had a positive view of the Rockhampton economy.
- + Vision for Rockhampton: Key responses included *liveability, family-friendly, attractive to live, vibrant, and sustainable*.
- + How do participants see Rockhampton? Responses included a focus on *opportunity* and *diversity* that is *friendly* with a *community feel* and a range of liveability responses, including *comfortable, relaxed, affordable, and beautiful*.
- + Most significant external risk: *the potential impact of the future of the coal industry, and the risk of a general downturn in the mining industry*.
- + Most significant internal risks: *old thinking, complacency, unwillingness to change, and small town mindset*.
- + Key industry areas expected to grow quickly: *renewable energy, residential construction, irrigated agriculture, aged care, and defence*.



# ECONOMIC FORECASTING

ACCOUNTING FOR THE POTENTIAL FOR STEP-CHANGE IN THE REGION'S GROWTH, ROCKHAMPTON HAS THE POTENTIAL TO GROW AT A CONSIDERABLY FASTER RATE THAN A BAU APPROACH TO GROWTH.

*The key economic forecasts provide the following information:*

## **BUSINESS AS USUAL (BAU)**

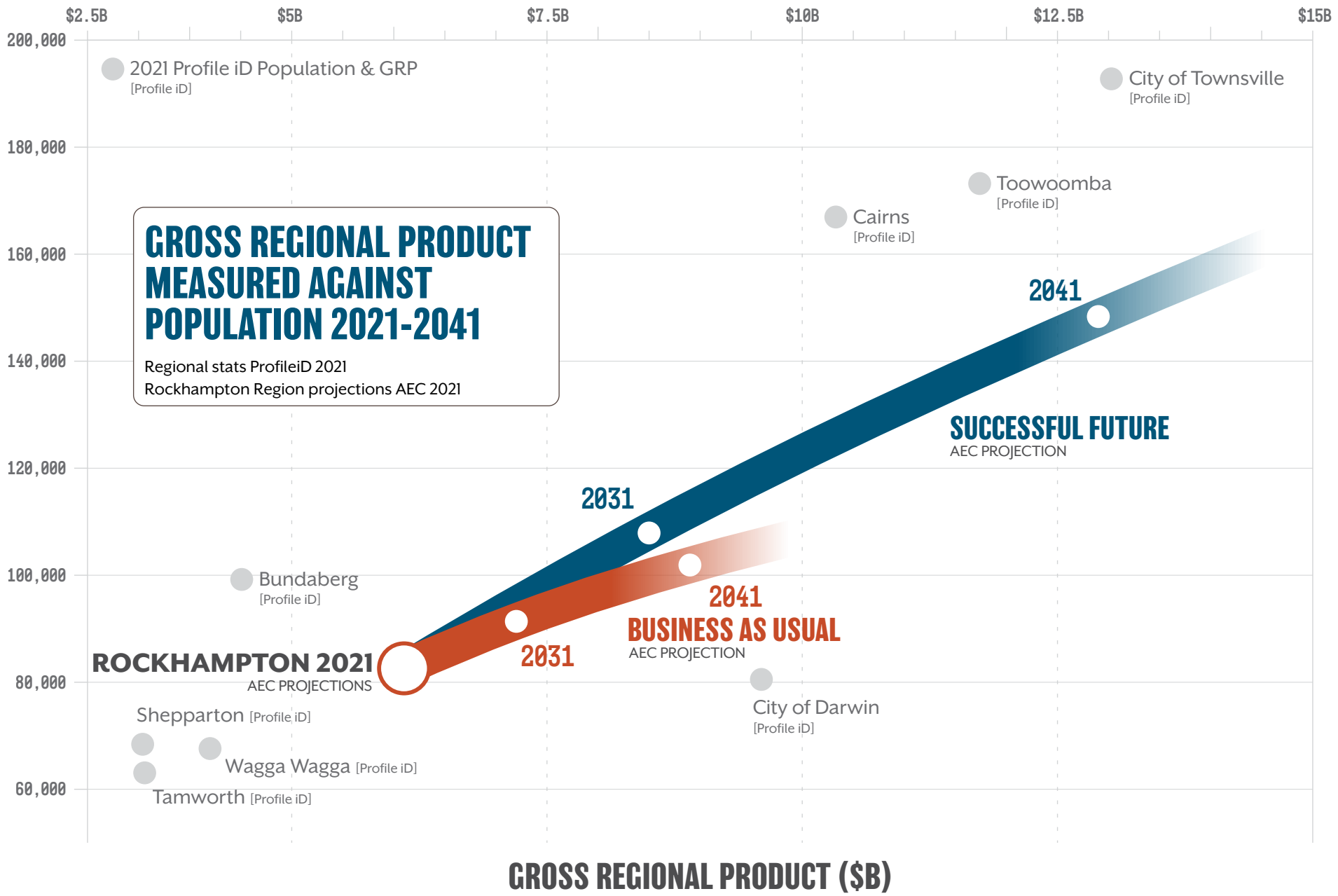
Where the economy will continue to grow by historic trends, in accordance with the Queensland Government projections.

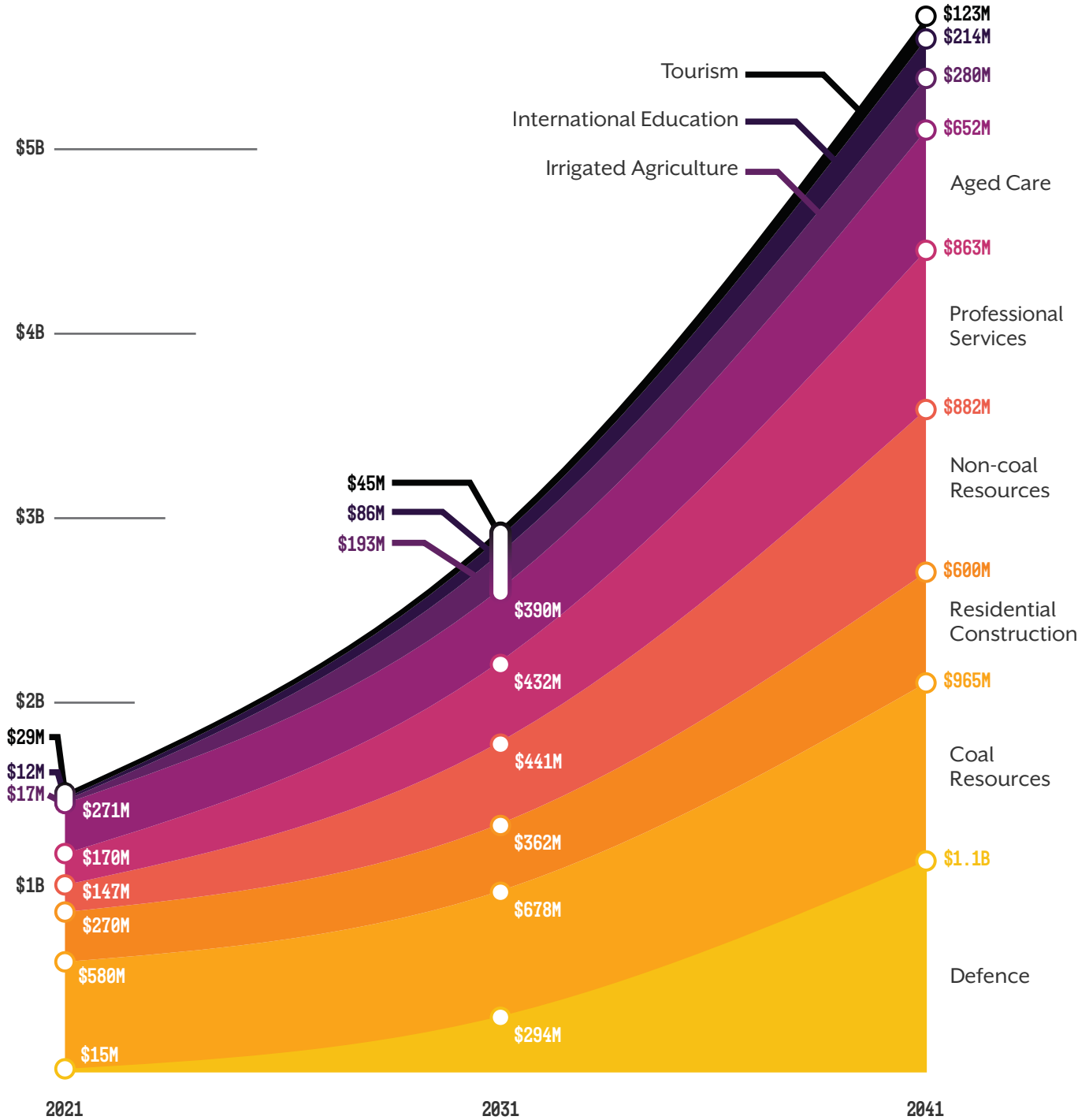
## **SUCCESSFUL FUTURE**

Where a series of step-changes in economic growth are realised, through catalytic infrastructure investment, internal industry growth and attraction of new major industries to the Region.



ESTIMATED RESIDENT POPULATION





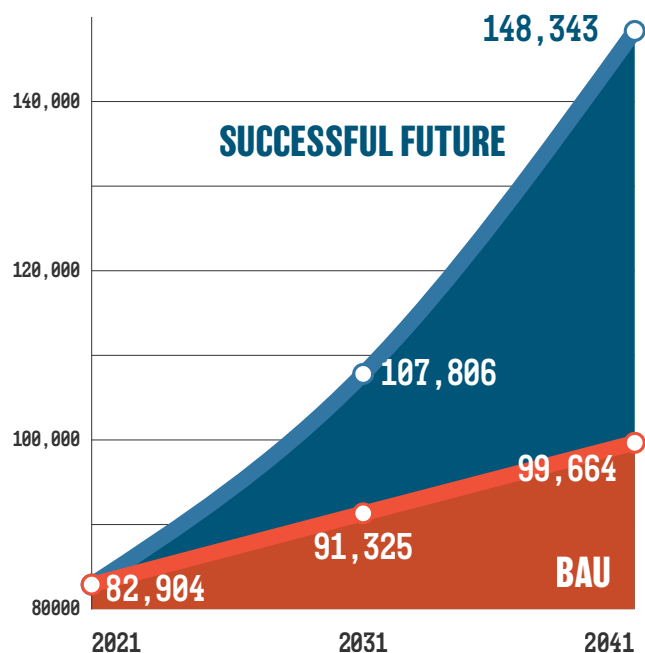
# ROCKHAMPTON REGION KEY INDUSTRY GROWTH AREAS BY GROSS REGIONAL PRODUCT 2021-2041

AEC Projection

## GROSS REGIONAL PRODUCT

By 2041 the successful future projected GRP of Rockhampton is \$12.9 billion if the Region's opportunities are realised – this is a \$4.2 billion increase above business usual.

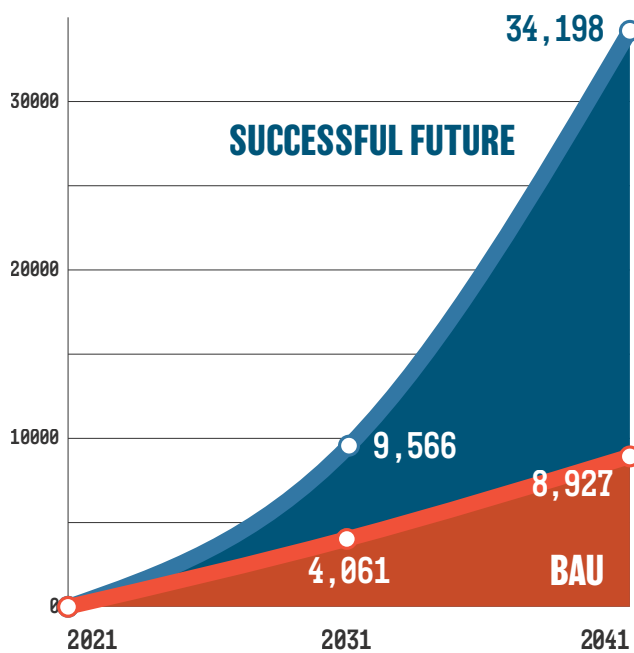




## POPULATION GROWTH

The estimated residential population (ERP) of Rockhampton is 82,596, growing at a rate of 1.8% below the state population growth rate of 2.1%.

Realising the opportunities will enable annual population growth of 2.8% to 2051, higher than the BAU projection of 1.1%. By 2041, Rockhampton is expected to house 80% more people in a successful future scenario than 2021.

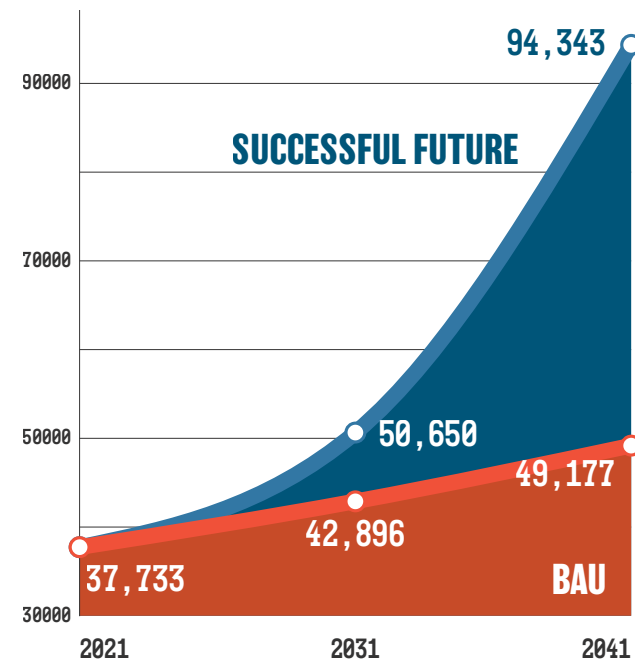


## ADDITIONAL DWELLINGS

To house the Region's growing workforce, significant investment in residential dwellings is required.

With a successful future, the full development potential of Gracemere and Parkhurst will be realised, driving demand for a variety of housing options throughout the Region.

The growth of residential population in the city centre will support a transformation of business opportunity in the Rockhampton CBD.



## LABOUR FORCE

With the investment into key opportunities within the Region, the labour force in the Region is expected to grow over the next 20 years.

Rockhampton's labour force is projected to grow at a rate of 2.9% in a successful future where opportunities presented are capitalised. This is more than double than the labour force growth rate at BAU of 1.2%.

# ECONOMIC ACTION PLAN



# THE MISSION

THE ECONOMIC MISSION IS TO SUPPORT ROCKHAMPTON TO ENSURE WE CONTINUE TO GROW AS THE CAPITAL OF CENTRAL QUEENSLAND AND THE REGION BECOMES A MORE VIBRANT, DIVERSE AND PROGRESSIVE PLACE TO LIVE, VISIT AND INVEST.

WE WILL APPROACH OUR MISSION THROUGH THESE **FIVE PILLARS**

## P1

**FUTURE JOBS  
& INVESTMENT  
ATTRACTION**

## P2

**INFRASTRUCTURE  
FOR FUTURE  
GROWTH**

## P3

**REGIONAL  
PROMOTION &  
MAJOR EVENTS**

## P4

**REGIONAL  
COLLABORATION &  
PARTNERSHIPS**

## P5

**TALENT  
RETENTION &  
ATTRACTION**

P1

# FUTURE JOBS & INVESTMENT ATTRACTION

📍 Rockhampton Food & Wine Festival on the bank of Tunuba (Fitzroy River)



## OUTCOME

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P1.A Strong regional property development including housing (both detached estates and multi-storey residential) and industrial land development.

### ACTION

- P1.A.AC1 Update market analysis to identify opportunities for retail attraction
- P1.A.AC2 Identify and promote opportunities to optimise and further develop the Region's industrial areas

## OUTCOME

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P1.B Robust resources sector including metal ore mining (gold, copper, cobalt, nickel, silver etc) and exploration and mining support services for new coal mines.

### ACTIONS

- P1.B.AC1 Work with the local resources sector and support services to help secure economic opportunities
- P1.B.AC2 Host inbound and outbound investor delegations
- P1.B.AC3 Identify industry catalyst projects that will further encourage investment in the Region

## OUTCOME

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P1.C Advanced manufacturing sector including metal smelting and refining, food, transport, and defence related industries.

### ACTIONS

- P1.C.AC1 Work with various sectors of the manufacturing industry to help secure economic opportunities
- P1.C.AC2 Undertake a supply chain analysis to understand key inward investment opportunities
- P1.C.AC3 Work with regional stakeholders to research biofuel opportunities and explore de-risking options such as a biofuel pilot
- P1.C.AC4 Work with other levels of government, industry organisations and local businesses to become defence ready

## OUTCOME

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P1.D Sustainable agricultural sector including irrigated agricultural opportunities, aquaculture, broadacre cropping, dryland cropping, grass raised beef, grain assist livestocking and local feed lotting.

### ACTIONS

- P1.D.AC1 Invest in project de-risking (business cases) to ensure agricultural projects are investment ready
- P1.D.AC2 Identify industry catalyst projects that will further encourage investment in the Region
- P1.D.AC3 Investigate the feasibility of a food processing and logistics facility for the region

## OUTCOME

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P1.E Development of further professional services, namely corporate office relocation and local procurement.

### ACTIONS

- P1.E.AC1 Advocate to the Queensland State Government to relocate agencies to the Rockhampton CBD
- P1.E.AC2 Encourage corporate offices to establish in the CBD
- P1.E.AC3 Identify key professional service gaps and niche industry requirements to promote new market investment

## OUTCOME

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P1.F Renewable energy development including wind, solar, battery storage, pumped hydro and hydrogen electrolysis.

### ACTIONS

- P1.F.AC1 Engage with renewable energy sector highlighting local supply chain capability
- P1.F.AC2 Identify and promote the investment opportunities in the Region to maintain existing industries whilst accelerating growth industries
- P1.F.AC3 Develop a regional marketing plan for Renewable Energy Project Opportunities

## OUTCOME

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P1.G Active visitor economy, through tourism, hotels and resorts, glamping and farm stays, tour operators and major events.

### ACTIONS

- P1.G.AC1 Develop accessible and inclusive tourism offerings
- P1.G.AC2 Encourage external investment for major events and attractions to the Region

## OUTCOME

---

P1.H Innovative circular economy activities that create resilience and opportunities in Rockhampton Region.

### ACTIONS

- P1.H.AC1 Engage industry in the development of the Circular Economy
- P1.H.AC2 Implement Circular Economy activities across council activities and work with key industry sectors to show the benefits of what a Circular Economy can deliver for them

# P2 INFRASTRUCTURE FOR FUTURE GROWTH

📍 Construction of the Rookwood Weir, Fitzroy River, south-west of Rockhampton



**OUTCOME**

P2.A Municipal water and sewerage infrastructure that supports continued residential, commercial and industrial growth.

**ACTIONS**

- P2.A.AC1 Plan infrastructure requirements to overcome constraints of economic growth
- P2.A.AC2 Investigate and secure funding mechanisms that assist the region to overcome growth constraints
- P2.A.AC3 Review and update RRC's Local Government Infrastructure Plan (LGIP) and infrastructure charges to enable future growth
- P2.A.AC4 RRC to work with developers to plan for new water and sewerage infrastructure
- P2.A.AC5 RRC to project manage/build where necessary strategic water assets
- P2.A.AC6 FRW to deliver and maintain municipal water and sewer assets
- P2.A.AC7 RRC to work with Queensland Government to ensure urban water security

**OUTCOME**

P2.B Water and water infrastructure to support intensive agriculture and food manufacturing.

**ACTIONS**

- P2.B.AC1 Advocate to the Minister for Regional Development and Water for water infrastructure upgrades
- P2.B.AC2 Advocate for development of a business case and subsequent raising of Eden Bann Weir
- P2.B.AC3 Undertake planning and seek funding for the raising of the Fitzroy Barrage
- P2.B.AC4 Continue agricultural business readiness and planning to maximise water resources
- P2.B.AC5 Actively engage in the Water Plan (Fitzroy Basin) 2011 review to mitigate risk and maximise opportunities

P2.B.AC6 Continue to support sunwater and agriculture businesses to capitalise on opportunities

**OUTCOME**

P2.C A Defence estate that enables the relocation of the Army's 7th Brigade and RAAF No 92 Wing to Rockhampton.

**ACTIONS**

- P2.C.AC1 Advocate to the Minister for Defence to relocate Army Brigades and RAAF Wing
- P2.C.AC2 Undertake further planning to de-risk the relocation proposition engaging suitable advocates to highlight our key regional advantages
- P2.C.AC3 Plan and secure sites for the Army's 7th Brigade and RAAF No 92 Wing
- P2.C.AC4 Investigate defence supply chain opportunities and increase industry capability development efforts

**OUTCOME**

P2.D Transport and freight infrastructure that supports efficient movement of goods to market and urban renewal and public transport.

**ACTIONS**

- P2.D.AC1 Continue engaging TMR and DITR regarding future infrastructure needs
- P2.D.AC2 Step-up advocacy efforts to secure state and federal government investment in key freight and logistics projects

**OUTCOME**

P2.E Tourism infrastructure that unlocks the Region's natural wonders and enables increased visitation to the Region.

**ACTIONS**

- P2.E.AC1 Plan and seek funding for tourism infrastructure

**OUTCOME**

P2.F Community infrastructure that supports a vibrant social environment that enables a positive perception of the Region.

**ACTIONS**

- P2.F.AC1 Plan and seek funding for urban infrastructure
- P2.F.AC2 Develop precinct concept plans for the central business district, Fitzroy food bowl, Parkhurst and Gracemere
- P2.F.AC3 Evolve RRC's planning scheme to support future growth and development
- P2.F.AC4 Update the CQ Regional Plan to reflect contemporary practice

**OUTCOME**

P2.G Electricity network infrastructure that supports renewable energy projects to connect to the National Energy Market (NEM).

**ACTIONS**

- P2.G.AC1 Advocate to the NEM for local renewable energy connection

**OUTCOME**

P2.H Telecommunications infrastructure that overcomes localised mobile black spots and enables connectivity that drives business innovation.

**ACTIONS**

- P2.H.AC1 Engage with NBN Co, Telstra and other providers to improve telecommunications

**OUTCOME**

P2.I Health and education facilities that are planned for and delivered ensuring Rockhampton continues to be known as an education and health centre.

**ACTIONS**

- P2.I.AC1 Update the planning scheme to support new residential growth and assist in the development of new master plans for health and education facilities

**P3 REGIONAL PROMOTION & MAJOR EVENTS**

📍 Rockhampton Airport, West Rockhampton



VH-Q01

Q400

## OUTCOME

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P3.A Increased awareness of the Region's various tourism experiences and more bookable products.

### ACTIONS

- P3.A.AC1 Focus promotion on Hero Experience Pillars: Natural Encounters, Adventure & Discovery, Lifestyle & Culture, Heritage & History and Events
- P3.A.AC2 Capitalise on drive and fly market through continuation of the Explore Rockhampton strategic destination marketing campaign
- P3.A.AC3 Grow and distribute the Rocky Host Program for front-line customer service education
- P3.A.AC4 Grow and develop the bookable tourism experiences and products and build the operator digital capacity
- P3.A.AC5 Develop new tours and experiences in the Explore Rockhampton self-guided tour app

## OUTCOME

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P3.B Increase in the number of accessible, inclusive and diverse event and tourism offerings.

### ACTIONS

- P3.B.AC1 Plan and implement initiatives that improve tourism accessibility and inclusivity
- P3.B.AC2 Increase overnight visitor expenditure and length of stay through awareness of accessible and inclusive destination offerings

## OUTCOME

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P3.C Increase in the worth and economic impact of the tourism sector for the region.

### ACTIONS

- P3.C.AC1 Develop the visitor economy segments: leisure, corporate, sporting, event, education
- P3.C.AC2 Invest in growth sectors: fishing, MTB, farm stay (beef), indigenous, eco/sustainable tourism
- P3.C.AC3 Develop co-op funded opportunities and campaigns with local operators

## OUTCOME

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P3.D Renewed international partnerships with inbound tourism markets that were impacted by COVID-19.

- P3.D.AC1 Plan and implement campaigns that focus on post COVID-19 opportunities for renewed international markets

## OUTCOME

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P3.E Identify, develop and promote indigenous experiences.

### ACTIONS

- P3.E.AC1 Work with traditional custodians to promote existing products and experiences
- P3.E.AC2 Work with traditional custodians to develop new products and experiences
- P3.E.AC3 Connect non-indigenous tourism operators with traditional custodians to encourage the inclusion of indigenous culture and awareness

## OUTCOME

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P3.F City-shaping events that are unique, high-quality offerings that increase visitation.

### ACTIONS

- P3.F.AC1 Consolidate and grow the Rockhampton Region major events calendar – already hosting major events, including RockyNats, Rocky River Run, CapriCon, Rockhampton River Festival, Pop Up Polo, Capricorn Food and Wine Festival and the Rockhampton Show
- P3.F.AC2 Lock in multi year contracts for large scale events and opportunities
- P3.F.AC3 Promote out of region for destination events
- P3.F.AC4 Formulate and implement an event attraction strategy
- P3.F.AC5 Collaborate with other event touring schedules to include Rockhampton

P3.F.AC6 Partner with Tourism and Events Queensland for event funding and promotion opportunities

## OUTCOME

---

P3.G Rockhampton hosts, develops and supports nationally recognised events.

### ACTIONS

- P3.G.AC1 Support and attract event organisations to the Region
- P3.G.AC2 Collaborate with Beef Australia through our long term MOU to continue to deliver future Beef events in Rockhampton

## OUTCOME

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P3.H Attraction and retention a variety of sporting events as well as successful capitalisation on event and tourism opportunities from the 2032 Brisbane Olympics and Paralympics.

### ACTIONS

- P3.H.AC1 Promote and distribute Sporting Destination Guide within the Australian sporting community
- P3.H.AC2 Identify 2032 Olympics and Paralympics opportunities in line with the Region's strengths and develop designated plans and campaigns to increase visitation pre, during and post 2032

## OUTCOME

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P3.I New airline attraction and direct flights to major Australian cities.

### ACTIONS

- P3.I.AC1 Advocate to new and existing airlines to extend their service offerings at Rockhampton Airport



# P4 REGIONAL COLLABORATION & PARTNERSHIPS

**OUTCOME**

P4.A Regional economic opportunities are achieved through collaborative efforts undertaken by the Central Queensland Regional Organisation of Councils (CQROC) and other key organisations.

**ACTIONS**

- P4.A.AC1 Meet, collaborate and work with CQROC on a mutually beneficial regional opportunities
- P4.A.AC2 Continue advocacy efforts with CQROC to secure funding for the Beef Corridors initiative, bulk water infrastructure developments, better telecommunications to assist agriculture and resource industry development
- P4.A.AC3 Work with CQROC to further advocate to the Minister for Defence for Central Queensland's role to be expanded to enable the ADF to shape, deter and respond to issues of national security from the broader region
- P4.A.AC4 Collaborate and develop new and existing partnerships that enhance key industry sector growth and innovation such as Small Business Friendly Council Initiative, Ai Hub, Chamber of Commerce

**OUTCOME**

P4.B A regional business culture that strives for innovation and engages with regional and national innovation ecosystems.

**ACTIONS**

- P4.B.AC1 Establish workshops between local businesses and groups including the AI Hub, Advance Queensland and other innovation hubs
- P4.B.AC2 Identify innovation and cross fertilisation opportunities and engage industries including agriculture, defence, energy, manufacturing, resources and transport & logistics to assist industry development
- P4.B.AC3 Partner with Rockhampton Region's manufacturing hubs and industry to drive innovation development and uptake

**OUTCOME**

P4.C Connect local businesses with state, federal agencies, major projects and economic opportunities.

**ACTIONS**

- P4.C.AC1 Establish and support major projects focused briefing sessions
- P4.C.AC2 Regularly update local businesses on grant opportunities, and available support
- P4.C.AC3 Develop and implement industry capability strategies and directory

**OUTCOME**

P4.D Local businesses are prepared to realise major opportunities.

**ACTIONS**

- P4.D.AC1 Facilitate workshops to support local business readiness for post COVID-19 economic resilience opportunities
- P4.D.AC2 Identify and communicate opportunities for funding to assist local business development
- P4.D.AC3 Continue to support digital readiness and online development workshops for small business

**OUTCOME**

P4.E Support CQUniversity Australia to grow the education sector as a key regional export.

**ACTIONS**

- P4.E.AC1 Assist CQUniversity Australia through Study Rockhampton and industry engagement opportunities
- P4.E.AC2 Collaborate with CQUniversity Australia to develop course content relevant to the key regional industry sectors

**OUTCOME**

P4.F Local businesses are engaged with B2B networking opportunities and collaboratively drive regional priority industry areas.

**ACTIONS**

- P4.F.AC1 Host quarterly business networking events, in partnership with local business groups
- P4.F.AC2 Enable periodic strategic stakeholder meetings with CQUniversity to identify and collaborate on opportunities to develop the Region
- P4.F.AC3 Work with partners including CQUniversity, Fitzroy Basin Association and the Department of Agriculture and Fisheries to enable an annual Rockhampton Region focused agricultural development exhibition focused on innovation
- P4.F.AC4 Host periodic leaders lunch sessions for industries including agriculture, energy and resources
- P4.F.AC5 Host regular industry breakfast sessions that enable networking opportunities for industries including civil construction, residential construction, manufacturing, energy and resources
- P4.F.AC6 Work with key industry sector partners to deliver a bi-annual future energy and resources forum

**OUTCOME**

P4.G Work with industry to realise Rockhampton Region's economic potential.

**ACTIONS**

- P4.G.AC1 Host regular strategic engagements with state and federal government agencies and industry
- P4.G.AC2 Work with industry to de-risk industry development opportunities in aged care, agriculture, construction, defence, manufacturing, resources, transport & logistics and the visitor economy





**P5 TALENT RETENTION & ATTRACTION**



**OUTCOME**

P5.A Work with industry and stakeholders to understand current and future needs of the local workforce.

**ACTIONS**

- P5.A.1 Develop and implement an Industry Stakeholder Engagement Plan
- P5.A.2 Collaborate and engage with industry to deliver a Jobs Pipeline Study
- P5.A.3 Engage with residents, business owners and property owners on ideas and strategies to deliver a more vibrant and activated Rockhampton CBD

**OUTCOME**

P5.B Work with industry and stakeholders to implement actions to improve the Region's workforce capability.

**ACTIONS**

- P5.B.AC1 Continue supporting the Local Jobs Program, Skilling Queenslanders for Work and other State and Federal Government workforce capability initiatives
- P5.B.AC2 Implement actions from the Jobs Pipeline Study
- P5.B.AC3 Develop a rolling "Live and Work in Rockhampton" campaign

**OUTCOME**

P5.C Increase student work awareness and experience opportunities through industry engagement initiatives..

**ACTIONS**

- P5.C.AC1 Work with CQUniversity Australia and state high schools on initiatives that up-skill the local student body
- P5.C.AC2 Collaborate with educational institutions to deliver a yearly careers development expo for student retention

**OUTCOME**

P5.D New and improved lifestyle and recreational opportunities.

**ACTIONS**

- P5.D.AC1 Identify, plan and deliver new and improved local lifestyle and recreational opportunities
- P5.D.AC2 Continue to develop key recreational assets that will attract and retain residents such as The Showgrounds Masterplan, Mount Archer, Pilbeam Theatre, Rockhampton Zoo, The Common, sporting facilities and our recreational fishing strategy

**OUTCOME**

P5.E Deliver a more vibrant and activated Rockhampton CBD.

**ACTIONS**

- P5.E.AC1 Continue improvements to the Rockhampton CBD which will assist in further restaurant, café and the night time economy
- P5.E.AC2 Engage with residents, business owners and property owners on ideas and strategies to deliver a more vibrant and activated Rockhampton CBD
- P5.E.AC3 Regularly assess place making livability innovations abroad that could assist the modernisation and offering within the CBD

**OUTCOME**

P5.F Deliver quality education programs for early childhood cohorts through to tertiary and adult cohorts that enables higher achievements in qualifications attained.

**ACTIONS**

- P5.F.AC1 Support early childhood, state and high schools are properly funded through advocacy efforts
- P5.F.AC2 Work with CQUniversity Australia to ensure tertiary subjects and facilities are properly funded through advocacy efforts

# FEDERAL AND STATE POLICY IMPROVEMENTS REQUIRED TO ACHIEVE ROCKHAMPTON REGION'S ECONOMIC MISSION

TO HELP ROCKHAMPTON REGION REACH ITS FULL POTENTIAL, AND TO REACH OUR ECONOMIC DEVELOPMENT GOALS, WE REQUIRE AND IN MOST CASES ADVOCATE FOR THE FOLLOWING POLICY CHANGES FROM STATE AND FEDERAL GOVERNMENTS.

## AUSTRALIAN GOVERNMENT POLICY

AP.1 Relocate Army's 7th Brigade to Rockhampton

DEPARTMENT  
**DEFENCE**

AP.2 Relocate RAAF's no.92 WG to Rockhampton

DEPARTMENT  
**DEFENCE**

AP.3 Relocate Army's School of Armour to SWBTA

DEPARTMENT  
**DEFENCE**

AP.4 Concentrate armoured vehicles in SWBTA

DEPARTMENT  
**DEFENCE**

AP.5 Support sovereign aircraft maintenance in Rockhampton

DEPARTMENT  
**DEFENCE**

AP.6 Northern Australia FBT exemption

DEPARTMENT  
**TREASURY**

AP.7 Remote Tax Allowance increase

DEPARTMENT  
**TREASURY**

AP.8 Expansion of the reinsurance pool to cover all types of buildings and infrastructure in northern Australia

DEPARTMENT  
**TREASURY**

AP.9 Remove Commonwealth supported place caps at northern Australia-based universities (both domestic and international)

DEPARTMENT  
**EDUCATION**

AP.10 Designated Area Migration Agreement (DAMA) for Rockhampton

DEPARTMENT  
**HOME AFFAIRS**

AP.11 Skills and training to ensure the local workforce is qualified to deliver current and future skill needs of the Region's key industry sectors

DEPARTMENT  
**SKILLS & TRAINING**

AP.12 Expansion of Great Barrier Reef investments to incorporate upgrading the environmental performance of municipal sewerage systems to reduce nutrient discharge loads

DEPARTMENT  
**ENVIRONMENT**

AP.13 Introduce an energy capacity market to enable wholesale electricity markets to be available to meet peak electricity demand

DEPARTMENT  
**CLIMATE CHANGE & ENERGY**

AP.14 Commonwealth investment into catalytic local infrastructure to support growth

DEPARTMENT  
**INFRASTRUCTURE, TRANSPORT & REGIONAL DEVELOPMENT**

QP.1 Relocation of corporate head offices of key government owned corporations operating in Central Queensland into new CBD offices

DEPARTMENT  
**TREASURY (AS SHAREHOLDING MINISTER)**

QP.2 Concentration of existing state services in Rockhampton Region into new CBD offices

DEPARTMENT  
**ENERGY, PUBLIC WORKS & PROCUREMENT**

QP.3 Identification of Rockhampton as a designated defence industry hub

DEPARTMENT  
**STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT & PLANNING**

QP.4 Establish master plans for improved access to the Region's national parks

DEPARTMENT  
**ENVIRONMENT AND THE GREAT BARRIER REEF**

QP.5 Removal of barriers to entry for more private ecotourism operators in national parks

DEPARTMENT  
**ENVIRONMENT AND THE GREAT BARRIER REEF**

QP.6 Upgrading the environmental performance of municipal sewerage systems to reduce nutrient discharge loads

DEPARTMENT  
**ENVIRONMENT AND THE GREAT BARRIER REEF**

QP.7 Retail electricity price competition, time-of-use metering

DEPARTMENT  
**ENERGY, PUBLIC WORKS & PROCUREMENT**

QP.8 Rapid and reliable public transport in Rockhampton

DEPARTMENT  
**TRANSPORT & MAIN ROADS**

QP.9 Use of existing rail infrastructure for regional passenger services

DEPARTMENT  
**TRANSPORT & MAIN ROADS**

QP.10 Regulated east-west flights to Rockhampton

DEPARTMENT  
**TRANSPORT & MAIN ROADS**

QP.11 Skilling and training funding to support local skilling of in-demand trades and professions

DEPARTMENT  
**EMPLOYMENT, SMALL BUSINESS & TRAINING**

QP.12 Expand the availability of a diverse range of housing and accommodation

DEPARTMENT  
**COMMUNITIES AND HOUSING**

QP.13 Expand first-home owner grants for the purchase of existing dwellings in the regions

DEPARTMENT  
**TREASURY**

QP.14 Support car hire companies to implement an “open jaw” policy

DEPARTMENT  
**TOURISM, INNOVATION & SPORT**

QP.15 Classify Rockynats as a “major event”

DEPARTMENT  
**TOURISM, INNOVATION & SPORT**

QP.16 Water resources policy to update the Fitzroy Catchment Water Plan

DEPARTMENT  
**REGIONAL DEVELOPMENT AND MANUFACTURING AND MINISTER FOR WATER**

QP.17 Introduction of catchment-wide water trading and contestability

DEPARTMENT  
**REGIONAL DEVELOPMENT AND MANUFACTURING AND MINISTER FOR WATER**

QP.18 State investment to acquire industrial land in the Rockhampton Region

DEPARTMENT  
**STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT & PLANNING**

QP.19 Invest in future energy solutions at Stanwell

DEPARTMENT  
**ENERGY, PUBLIC WORKS & PROCUREMENT**

QP.20 Invest in waste to energy solutions

DEPARTMENT  
**ENERGY, PUBLIC WORKS & PROCUREMENT**



# INFRASTRUCTURE REQUIRED FOR GROWTH

ROCKHAMPTON NEEDS THE FOLLOWING INFRASTRUCTURE TO UNLOCK FUTURE GROWTH. WE WILL ADVOCATE FOR THIS INFRASTRUCTURE TO HELP THE REGION MEET ITS FULL 2041 POTENTIAL.

## MUNICIPAL WATER AND SEWERAGE INFRASTRUCTURE

- + North Rockhampton Sewerage Treatment Plant augmentation
- + Gracemere and South Rockhampton Sewage Treatment Strategy
- + North-South Rockhampton water main connection
- + Gracemere Water Supply Strategy (distribution and reservoir augmentations)
- + Water and wastewater network servicing growth areas (LGIP projects)
- + Water main upgrades (Parkhurst and Gracemere)
- + Sewer main upgrades (Parkhurst and Gracemere)
- + Mount Morgan treated water pipeline (from Gracemere)

## BULK WATER AND DISTRIBUTION INFRASTRUCTURE

- + Raising Eden Bann Weir
- + Rural water distribution network(s) business case and subsequent delivery
- + Raising of the Fitzroy River Barrage

## THE DEFENCE ESTATE

- + Army Barracks For Army's 7th Brigade and US Marine and British Army rotations (AUKUS)
- + RAAF Base for No 92 Wing (maritime surveillance)
- + Defence equipment storage and maintenance facilities

## TELECOMMUNICATIONS INFRASTRUCTURE

- + Fitzroy Food Bowl
- + Mobile black spots (4G/5G)
- + NBN FTTP upgrade

## TRANSPORT AND FREIGHT INFRASTRUCTURE

- + Rockhampton Ring Road
- + Central Queensland beef corridors
- + Glenroy Road and Crossing upgrades
- + North Coast Rail realignment at Rockhampton
- + CQLX Upgrades
- + Rockhampton Airport freight facilities upgrades (including Bay 7 and freight)
- + Bruce Highway and Capricorn Highway upgrades
- + Intermodal rail terminal (Parkhurst or Gracemere)
- + Electric vehicle charging infrastructure
- + Parkhurst Access Strategy
- + Parkhurst Industrial Area Road Upgrades
- + Rockhampton CBD bus interchange and car parking

## TOURISM INFRASTRUCTURE

- + Rockhampton Botanic Gardens and Zoo development scheme, design and business case
- + Rockhampton Performing Arts And Exhibition Centre
- + Dreamtime Cultural Centre refurbishment
- + Southside all abilities floating jetty
- + Development of mountain bike and walking trails
- + Development of marine infrastructure such as boat ramps and land based fishing opportunities
- + Rockhampton Stadium and Browne Park Re-development

## URBAN INFRASTRUCTURE

- + South Rockhampton Flood Levee
- + North Rockhampton flood mitigation works
- + Rockhampton Airport levee
- + Improved urban public transport network
- + Heavy rail commuter network: Gracemere <> Rockhampton <> Gladstone
- + CBD multi-storey car park
- + Rockhampton Showgrounds Complex redevelopment
- + Regional sporting precinct
- + High School In Gracemere

## ENERGY RELATED INFRASTRUCTURE

- + Network connections to known renewable energy zones
- + Connecting renewable energy developments
- + Biofuel renewable energy developments
- + Waste to energy developments

# INVESTMENT OPPORTUNITIES

ROCKHAMPTON HAS A RANGE OF PRIVATE INVESTMENT OPPORTUNITIES ACROSS MULTIPLE HIGH-GROWTH SECTORS.



## PROPERTY DEVELOPMENT

- + Housing estates
- + Multi-storey residential (CBD)
- + Hotels and serviced apartments
- + Industrial land development
- + Retail and hospitality development



## RESOURCES

- + Metal ore mining (gold, copper, cobalt, nickel, silver, magnesium)
- + Mining exploration services
- + Mining support services for new mines



## HEALTH

- + Aged and palliative care services
- + Retirement accommodation and Over 55 living
- + Medical serviced offices and day surgery facilities





## MANUFACTURING

- + Metal smelting and refining
- + Food manufacturing
- + Transport manufacturing
- + Renewable energy generator components
- + Waste and recycling
- + Defence related industry
- + Fertiliser and biochar manufacturing
- + Chemical manufacturing



## AGRICULTURE

- + Irrigated agricultural opportunities
- + Land-based aquaculture
- + Broadacre cropping
- + Dryland cropping in support of local feed lotting
- + Feedlots
- + Agricultural support services
- + Agricultural machinery products and maintenance
- + Beef supply chain developments
- + Genetics research and development



## PROFESSIONAL SERVICES

- + Corporate office relocation
- + Set up office to service key industry opportunities
- + Local procurement – increase awareness of local capability
- + Renewable energy
- + Wind, Solar, Pumped Hydro
- + Electric vehicle charging stations
- + Hydrogen electrolysis



## TOURISM

- + Hotels and resorts
- + Hospitality – Restaurants, wine bar, boutique brewery and cafes
- + Glamping and farm stays
- + Tour operators
- + Major events
- + Destination events
- + Unanchored event opportunities

# MEASURING SUCCESS

ADVANCE ROCKHAMPTON WILL PUBLISH AN ANNUAL PERFORMANCE REPORT TO TRACK PROGRESS AND ENSURE ACCOUNTABILITY.





📍 Mountain biking at the No. 7 Dam, Mount Morgan

# SUCCESS WILL BE MEASURED BY

## M1 PERFORMANCE

Did we deliver on our specified actions outlined in the Economic Action Plan? Did our actions have a positive effect on our KPIs outlined in the Economic Development Strategy?

### MEASURED BY

- M1.A Completed actions
- M1.B KPIs met

## M2 EFFECTIVENESS

Did our actions bring about the achievement of our goals and outcomes in the Economic Development Strategy?

### MEASURED BY

- M2.A Overall progression of our five pillars
- M2.B Outcomes met or progressed

## M3 IMPACT

Did our actions bring about quantifiable change in Rockhampton Region?

### MEASURED BY

- M3.A Employment – total FTE Jobs
- M3.B Gross regional product (GRP)
- M3.C Value of construction – residential and non-residential
- M3.D Total overnight visitation and visitor spend
- M3.E Economic diversity index
- M3.F Regional population and net regional migration
- M3.G Business counts
- M3.H Confidence of local industry in the Rockhampton economy and direction
- M3.I Estimated external investment attraction









Economic Development, Tourism,  
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