

# ADVANCE

## Advance Rockhampton Economic Action Plan

2016 – 2020

## PROGRESS REPORT

Tuesday, 24 October 2017

ADVANCE *Rockhampton*  
Region

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## Message from the Mayor

There's nothing quite as satisfying as seeing a plan come together and so I am delighted to release this progress report on Rockhampton Regional Council's Economic Action Plan.

Since being adopted at the end of last year, more than a third of the recommendations of this four-year plan have already been substantially implemented with each one set to create local jobs, attract more private sector investment, grow our key industries or drive economic growth.

Please read through the strategy and our success so far thoughtfully and know that your comments and suggestions will be very welcome.



We know that Council itself doesn't have all of the answers, but we also know that standing still was not an option.

Thank you for joining us on the journey.

# EXECUTIVE SUMMARY

Summary and dashboard, because we appreciate the Business Community is busy.

This document reports on the status of the actions within the Advance Rockhampton Economic Action Plan.

## OUR ACTIONS ARE ACHIEVING RESULTS TODAY AND FOR TOMORROW.

In 2016, Rockhampton Regional Council adopted the Advance Rockhampton Economic Action Plan. The Action Plan demands actions through to 2020 to deliver growth in the economy of the Rockhampton Region with a focus on 10 priority industries. Overall, Council has already completed 29 of the required 86 actions.

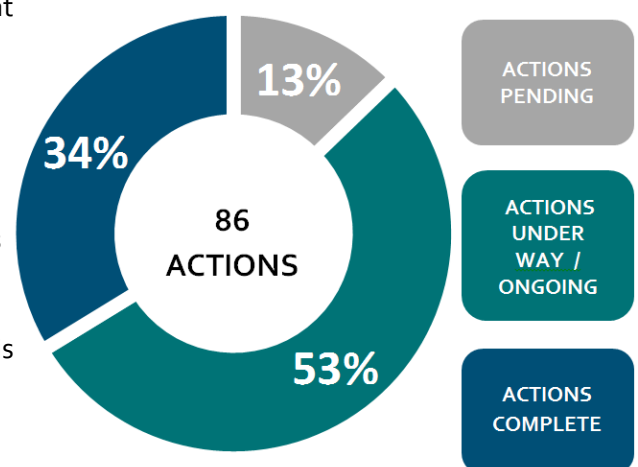
Advance Rockhampton has been established as Rockhampton Regional Council's Economic Development business unit. Council is absolutely committed to leading the push to develop the Region through the initiatives that the Advance Rockhampton team is focussing on to drive economic growth, create local jobs and attract private sector investment. In order to partner for growth, Council has formed an Advance Rockhampton Business Advisory Committee of key business people within the Rockhampton Region. This is a fresh approach whereby the Advance Rockhampton team will work directly and collectively with representatives from various industries. Other key highlights arising from work to deliver results through the Advance Rockhampton Economic Action Plan include:

1. Resources Sector: Rockhampton selected for Adani FIFO Hub.
2. Water Security and Agribusiness: Increasing the storage capacity of the barrage.
3. Health Care & Social Assistance: Multiple new specialist and other health care facilities opened.
4. Education & Training: 'Rockhampton Study Cluster' consortium established.
5. Defence: Visits by Australian and International Defence Procurement leaders and Defence Primes.
6. Smart Regional Centre: Smart Hub opened and awarded Hot DesQ Host status.
7. CBD Development: CBD Redevelopment Framework adopted and attracted millions in investment.
8. Tourism and Events: The 2017 River Festival delivered \$4 million in economic benefits in three days.
9. Transport and Logistics: Decision on a Rockhampton Airport trial of international flights in 2018.
10. International Relations and Trade: 28 incoming trade delegations from Asia and Latin America.

These highlights are just a few of the many achievements that the Rockhampton Region community, industry leaders and Council have celebrated since the launch of the Advance Rockhampton Economic Action Plan.

Additional highlights are featured in each priority industry section of this report, along with detailed action status tables against the Action Plan actions required by 2020.

Momentum is building as the Rockhampton Region drives this explosive transformational growth period. Our sustained efforts and careful approach now needs to double down on efforts to ensure our community taps into the benefits of this growth today and into the future.



# RESOURCES

**We're digging for growth in the resources sector, to extend our strong foundations.**

The Action Plan outlines that the Region is well placed for the resources sector. We are building growth through our advantageous links to world-class coal and gas deposits in the Bowen, Galilee and Surat Basins.

## OUR ACTIONS ARE RESOURCEFUL IN ATTRACTING NEW OPPORTUNITIES

The highlight of this period was when Council and Adani jointly announced that the Rockhampton Region has been successfully named as a [FIFO Hub for the Carmichael Mine](#). More than 1,100 construction jobs will be sourced from the Rockhampton Region along with 625 ongoing jobs once the Mine is operational. This once in a generation opportunity strengthens the even wider track record of achievements to secure growth in the sector.

Prior to the announcement, Council's Advance Rockhampton Business Unit [became a regional partner](#) of the Queensland Resources Council - preeminent authority for the resources sector in Queensland.

Previous to the initiation of Advance Rockhampton, the Rockhampton Region was not recognised as part of the Bowen Basin mining region in industry or government plans. This made it more difficult for local business to engage with opportunities and for the wider community to benefit from associated job creation. In less than a year, that has all changed! Highlights include:

- Government Designation:** In the Bowen Basin Regional Jobs and Investment Plan (2017), the Commonwealth Government declared the Rockhampton Region to be part of the labour market and supply chain of this mining basin. This designation made Rockhampton Region businesses and other stakeholders eligible to apply for a share of the \$30 million in funding under the Bowen Basin Regional Jobs and Investment Package. This designation will open many more opportunities for the future too.
- Mining Sector Recognition:** Following Rockhampton Regional Council reaching out to the Bowen Basin Mining Club, Rockhampton Region members are now being welcomed into this vital industry networking organisation. The relationship between Rockhampton businesses, Council and the Club has now strengthened to the point where the Club chose to travel to Rockhampton to hold their September 2017 Industry Networking Luncheon. Over 200 people attended the luncheon. Tickets completely sold out!

Carbine Resources Mount Morgan Gold and Copper Project has been progressing well. Council's recommendation of approval and conditioning of Carbine Resources DA (relating to the Priority Living Area under the Regional Planning Interests Act) was approved by DILGP on 27 July 2017. Council is working to identify opportunities to link potential international investors with Carbine Resources, and liaising with Carbine Resources and other stakeholders to support progress on the project.

Rockhampton is in the running to host the [2019 Developing Northern Australia Conference](#), following a well-received promotional display and significant impact to attract investment to the region at the 2017 Conference.

Council's *Gear up Rocky* campaign launched with a focus on resources and succeeded in engaging an audience of over 855 individuals within the Rockhampton Region. This highly successful campaign is an initiative to primarily help businesses prepare for supply chain opportunities associated with the resources sector.

**TABLE 1: STATUS AND HIGHLIGHTS OF ACTIONS**

| # | Action required by 2020                                                                                              | Status      | Key Highlights                                                                                                                                                                                                             |
|---|----------------------------------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Appoint an Industry Champion to identify market opportunities and impediments and advocate for the resources sector. | Completed   | Completed through the appointment of the Business Advisory Committee                                                                                                                                                       |
| 2 | Promote the City as a Resource Sector Services Hub.                                                                  | In Progress | Region selected for Adani FIFO hub. Highly successful events (e.g. Supplier Roadshow, <i>Gear up Rocky</i> , Bowen Basin Mining Club. Queensland Resources Council membership secured.                                     |
| 3 | In partnership with the State Government, and with support from ICN, complete a supply chain analysis.               | Pending     | With the Adani announcement, this work will now take on a wider and stronger opportunity view.                                                                                                                             |
| 4 | Support local businesses to integrate into the mining and major projects supply chain.                               | In Progress | <i>Gear up Rocky</i> campaign with business support and opportunities survey, events, Cert IV in Small Business Management, and supplier portal.                                                                           |
| 5 | Advocate for strategic infrastructure investment and regulatory reform.                                              | In Progress | Queensland Treasury held special meeting in Rockhampton to receive local input into state mine legislation reforms. Strategic Infrastructure Plan development has included advocacy actions during stakeholder engagement. |
| 6 | Support the re-establishment of mining activity at Mount Morgan.                                                     | In Progress | Mining re-establishment benefits given exposure (e.g. <i>Gear up Rocky</i> campaign) and practical support (e.g. approval of Carbine Resources haulage route).                                                             |

**FIGURE 1: EXAMPLE OF INDUSTRY CAMPAIGN (BILLBOARD)**



# WATER SECURITY & AGRIBUSINESS

**A secure water future and agribusiness sector - ready to supply the nation and beyond.**

The Action Plan details how the security of our water supply is the lifeblood of our prosperity and a unique point of difference. We are working to improve this advantage further and capture the opportunities it provides.

## OUR ACTIONS ARE MAKING A SPLASH IN AGRICULTURE AND WATER

Council has not only increased the barrage storage volume to support expansion of existing agribusiness and the attraction of new venture investments to the region, it has successfully opened new doors for investment and for access to Australian and international markets.

Council hosted a Small Landholders Day in September 2017 in partnership with Capricornia Catchments Inc., Fitzroy Basin Association and Dowdens Pumping and Water Treatment. The event attracted nearly 700 people including a wide variety of agricultural businesses keen to share and tap into the information stalls and training sessions on how to sustainably boost agricultural production. Council also encouraged agribusinesses to relocate to or invest in the Rockhampton Region by promoting the Region to over 4,700 people at the Queensland Beef Expo and Farming Field Days in Toowoomba. Plus, over 40 local participants were attracted to the specialised Advance Rockhampton Carbon Farming Workshop.

Collaboration with others in research and planning efforts seriously ramped up in the last year. The Commonwealth Government committed \$2million to complete the Rookwood Weir business case, and will also provide 50 per cent of the construction costs (up to \$130million) if the business case meets all the necessary requirements. The business case is being developed by [Building Queensland](#) in partnership with joint proponents SunWater and the Gladstone Area Water Board. The Queensland Government released a [land suitability mapping investor tool for irrigated crops](#) for the proposed Weir in May 2017. Council is providing input and industry engagement support for this work directly and also as a partner in the '[Growing Central Queensland](#)' initiative for agribusiness. Council's work to engage local and broader Agribusiness stakeholders has also revealed additional immediate opportunities for Aquaculture. Our work with DAF has identified over 2000 ha of potential aquaculture development area sites in the Rockhampton Region, and work is being undertaken to refine the final determination of sites against DAF specifications. Council is now seeking an 'Aquaculture Development Area'.

The Australia-Singapore Comprehensive Strategic Partnership (CSP) was signed in 2016. This agreement established the Singapore-Northern Australia Agribusiness Development Partnership, which makes a commitment to "encourage Singaporean and Australian companies to work together towards the shared objectives of securing reliable supply chains for food and agribusiness products through investment-led development of northern Australia". Council has been working with delegates of Singaporean and Australian Government agencies and industry associations to assist local businesses to tap into these opportunities, as outlined in the International Trade section. Council is also preparing to review land use provisions through an update of the Rockhampton Region Planning Scheme in order to support growth, including the protection and development of good agricultural land.

**TABLE 2: STATUS AND HIGHLIGHTS OF ACTIONS**

| # | Action required by 2020                                                                                                                                                                                                        | Status      | Key Highlights                                                                                                                                                                            |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Appoint an Industry Champion to identify local market opportunities and impediments and advocate for water security and agribusiness.                                                                                          | Completed   | Completed through the appointment of the Business Advisory Committee                                                                                                                      |
| 2 | Work with the State and Commonwealth Government to sustainably manage and exploit the Lower Fitzroy System water resources.                                                                                                    | In Progress | 200oha of potential aquaculture development area sites identified in the Rockhampton Region.                                                                                              |
| 3 | Support the Lower Fitzroy River Infrastructure Project and the objectives and efforts of Growing Central Queensland.                                                                                                           | In Progress | Council is engaging with Growing Central Queensland, and has executed advocacy initiatives for inter-regional transport link upgrades to strengthen the viability of future developments. |
| 4 | Pursue options to increase the Barrage storage volume via increasing operating setpoint controls and potential augmentation of the barrage sill and/or gates.                                                                  | In Progress | Increase in operating setpoint controls completed. Barrage Augmentation Feasibility Study underway, with \$400k allocated to support any works needed.                                    |
| 5 | Work with local land holders, CQUniversity, the State and Commonwealth Governments to determine feasibility and if appropriate, develop the business case for irrigated small cropping on the peripheries to Rockhampton City. | In Progress | A feasibility study is under development and is required to inform the business case. The feasibility study is due for presentation to Council by 30 June 2018.                           |

# HEALTH CARE & SOCIAL ASSISTANCE

**Our Service Hub offering is healthy now and becoming even better for the future.**

The Action Plan celebrates the fact that Rockhampton is a key service hub for health care and social assistance for Queensland, directly serving 20% of the state and providing over-flow services to Brisbane and other centres. Our actions will further accelerate our fastest growing sector, beyond its past 7.5% average annual growth rate.

## PRELIMINARY SCANS SHOW OUR ACTIONS ARE THE RIGHT MEDICINE

The sector is growing, with evidence of growth from both new and existing operations. In November 2016, for example, Council approved a new multimillion dollar development in Gracemere that is designed for medical and radiology practices as well as a pharmacy.

New specialist services opened in the Rockhampton Region during this period, including the Specialist Ophthalmologist service opening with the Central Queensland Hospital and Health Service. As the service hub for Central Queensland, demand for such services had been forecast as strong. Still, even the most cynical industry professionals were surprised when the specialist service completed more than 700 eye procedures within the first 12 months of opening at the [Rockhampton Hospital](#)! The Rockhampton Hospital also opened a new and expanded critical care service in 2016, providing the ability to meet the critical care needs of the new Cancer Centre that was established in the Rockhampton Region in 2015. These important new investments reinforce the role of the Hospital in not only servicing its catchment, but in also taking some of the overflow in demand from other key centres in Queensland (e.g. Royal Brisbane and Women's Hospital). This further underlines the strong growth potential for employment in the sector and its supply chain, which time and again demonstrates solid viability and significant benefits to patients right across Queensland.

The [Central Queensland Hospital and Health Service](#) published its "Destination 2030" strategy, with plans for the Rockhampton Hospital to continue its significant growth in order to help bridge the 1200km gap in tertiary health services that stretches from the Sunshine Coast to Townsville. Council is working to broker an amendment to the initial draft of the strategy to add a commitment by Queensland Health to help grow the health education and research sector within the Rockhampton Region.

On the 26<sup>th</sup> of May 2017, the Commonwealth and Queensland Governments announced an agreement to bring forward the National Disability Insurance Scheme (NDIS) start date in the Rockhampton Region. This provides a significant opportunity for an expansion in services for the community and the sector. State clients will begin to enter the NDIS from November 2017 and other eligible people will begin to enter the scheme from January 2018. Hundreds of local businesses are building capability to participate and Council is engaging as leader of the development of the Region's NDIS Strategy, including listening to the business community at events such as the Capricornia Chamber of Commerce 'NDIS for Business in CQ' workshop in July 2017. Council now has the opportunity to leverage this growth in order to also grow the aged care sector.

Medical, health and community services developments can now benefit from special incentives under the revised Development Incentives Policy that Council adopted on the 8<sup>th</sup> of August 2017, to attract new jobs here faster!



**TABLE 3: STATUS AND HIGHLIGHTS OF ACTIONS**

| # | Action required by 2020                                                                                                  | Status      | Key Highlights                                                                                                                                      |
|---|--------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Promotion of Rockhampton as a leading Regional Health and Social Services Centre.                                        | In Progress | Queensland Health Destination 2030 Strategy reinforces Rockhampton as the Service Hub for CQ.                                                       |
| 2 | Planning and Development incentives supporting investment attraction.                                                    | Completed   | Delivered via Development Incentives Policy adopted 8th August 2017.                                                                                |
| 3 | Adoption of an NDIS Strategy.                                                                                            | In Progress | Significant stakeholder engagement to inform strategy and help prepare for arrival of NDIS.                                                         |
| 4 | Working with CQUniversity & other education and training providers to develop the skills required to service the sector. | In Progress | Negotiating agreement with Queensland Health to aim to help increase the number and diversity of education and training providers from 2017 – 2030. |
| 5 | Improved air access through new and expanded east-west routes and seat capacity.                                         | In Progress | Rockhampton Airport has initiated advocacy with airlines and wider industry stakeholders.                                                           |

# EDUCATION & TRAINING

**We are learning to grow our internationally acclaimed education and training sector.**

The Action Plan highlights the Rockhampton Region's reputation for world-class education and training. Our actions are exploiting this to promote our services and location to both national and international markets.

## OUR ACTIONS PROMOTE OUR SERVICES AND LOCATION TO BOTH NATIONAL AND INTERNATIONAL MARKETS

The Rockhampton Region is highly regarded for the depth and diversity of our teaching, research, and Vocational Education and Training (VET) activities. We are promoting our world-class education facilities including 18 private schools, 22 state primary, 4 state high schools and the operations of multiple Universities including CQUniversity (Queensland's only dual sector university).

Council has been providing trade facilitation services to develop new training sector partnerships with Korea in collaboration with the Human Resources Development Service of Korea. Groups from Korea will start training in Rockhampton this year, including groups funded by the Korean Government. This includes training in the horse racing and meat processing sectors. A MOU was signed between Rockhampton Regional Council, The Rockhampton Jockey Club, Smart Education and Training Australia and Korea's Horseman High School that saw ten Korean students participate in a three month vocational program studying English as well as theory and practical training at the Rockhampton Jockey Club. It was the first time the program has run outside of metropolitan areas and the High School choose Rockhampton. A delegation from the Rockhampton Region's Friendship City of Zhenjiang will arrive from China in November to discuss education cooperation, following a previous delegation in December 2016.

CQUniversity and Council (via Advance Rockhampton) established a "Rockhampton Study Cluster" consortium in 2017. This consortium was successful in bidding for funding from Trade and Investment Queensland in October 2017 to conduct a feasibility study on positioning of the Study Rockhampton Education Cluster. This study will determine an operational model for the cluster and recommend opportunities to develop provider capacity and increase engagement with the international education industry. Professional development workshops will be conducted with local stakeholders and official launches of the cluster will be held in Rockhampton and Brisbane. This work will be reinforced at the Rockhampton Promotional Seminar scheduled for November 2017 at the CQUniversity Brisbane Campus for migration agents, students and businesses.

In September 2017, Council proposed amendments to the Central Queensland Hospital and Health Service draft "Destination 2030" strategy to add a commitment by Queensland Health to help grow the health education and training sector within the Rockhampton Region. This is vital to build on our strengths in this education market.

Also, education and training developments can now benefit from special incentives under the revised Development Incentives Policy that Council adopted on the 8th of August 2017.

**TABLE 4: STATUS AND HIGHLIGHTS OF ACTIONS**

| #                         | Action required by 2020                                                                                                                | Status      | Key Highlights                                                                                                                                                                                                          |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Boarding Schools</i>   |                                                                                                                                        |             |                                                                                                                                                                                                                         |
| 1                         | Forming a Rockhampton Region Education Cluster.                                                                                        | In Progress | Council has established regular engagement and collaboration meetings with all education sector stakeholders, including boarding schools.                                                                               |
| 2                         | Completing a Rockhampton Region Boarding School Economic and Market Analysis.                                                          | Pending     | This is a future action, which can leverage the 'Study Rockhampton' campaign.                                                                                                                                           |
| 3                         | Facilitating joint initiatives and activities to promote Rockhampton, and the Schools within the city, as a world-class education hub. | In Progress | Council has initiated a 'Study Rockhampton' campaign.                                                                                                                                                                   |
| 4                         | Promote the involvement of private boarding students into local cultural and social activities.                                        | In Progress | Through direct email updates and via the Advance Rockhampton newsletter.                                                                                                                                                |
| <i>Tertiary Education</i> |                                                                                                                                        |             |                                                                                                                                                                                                                         |
| 5                         | Incorporate education into the CBD Framework.                                                                                          | Completed   | CBD Redevelopment Framework includes reference to and provisions for Education and Training.                                                                                                                            |
| 6                         | Develop further planning and development incentives to attract new tertiary education investment within the CBD.                       | Completed   | Delivered via Development Incentives Policy adopted 8th August 2017.                                                                                                                                                    |
| 7                         | Engage with CQUniversity and other tertiary education institutions on the development of a University Campus/Precinct within the CBD.  | In Progress | Negotiations are under way. Council has committed to providing access to the EduRoam Wi-Fi network of education institutions through the free Wi-Fi available in the CBD and other key locations throughout the region. |
| 8                         | Attract additional international students through the Study Rockhampton initiative.                                                    | In Progress | Council has initiated a 'Study Rockhampton' campaign.                                                                                                                                                                   |

# DEFENCE

**We are on target to expand our already large role in the defence sector.**

The Action Plan makes the deep and stable long-term role of the Region's defence industry clear. Our actions aim to increase local spending and attract additional military presence elements for population and jobs growth.

## OUR ACTIONS ARE GIVING LOCAL BUSINESS A TACTICAL ADVANTAGE

The Rockhampton Region is working to increase the local economic benefits of the significant spending associated with the Rockhampton Base and with training activities at Shoalwater Bay. With visitors from the Australian, Singaporean, New Zealand and Australian defence forces growing, Defence growth will provide valued injections for the region's economy above an already long and strong history of success.

Australian and International Defence procurement leaders, Defence Primes, Ministers, specialised tendering training providers and other key players have flooded the Rockhampton Region in the last year. From planning of the new military aviation precinct upgrade at the Rockhampton Airport to business deals, the Rockhampton Region is delivering immediate results to deliver defence sector growth now and for the future.

With billions committed for investment here now and in future years, our actions are working to ensure businesses that choose to locate in the Rockhampton Region are positioned to benefit from every opportunity.

Council's extensive campaign to advocate for growth in Defence spending and personnel within the region is drawing national and international attention. Council has issued multiple formal submissions to parliamentary inquiries into options for the decentralisation of government departments, highlighting the mutual benefits of relocating government agencies to the Region. Meetings have also been held with relevant Ministers and MPs to request commitments.

The Senate Committee for Foreign Affairs, Defence and Trade chose to hold a public hearing in Rockhampton for the "[Impact of Defence training activities and facilities on rural and regional communities](#)" national inquiry in July 2017. Nation-wide, only four other cities were chosen to host hearings for the Committee to listen in-depth to local stakeholders. Mayor Margaret Strelow gave strong evidence at the hearing to outline the region's interests, including the strong scope for increased potential for local business to supply the sector – a position that was echoed by key local businesses who also gave evidence as either existing or prospective defence sector contractors. Rockhampton Regional Council also provided a [formal written submission](#) to the Inquiry. The Inquiry will provide its final report in November, including recommendations for the Department of Defence.

Soon after the Inquiry, in September 2017, Defence sector giant Rheinmetall [visited](#) the Rockhampton Region to provide a briefing to local business wanting to join the company's supply chain. Earlier, in May 2017, the Industry Capability Network had delivered a Defence Business [training seminar](#) that helped ensure local businesses were well prepared for such an opportunity! Also, Council extended "Gear up Rocky" to Defence in October 2017.

In July 2017, the Department of Defence released the results of a KPMG [assessment report](#) of the socio-economic impacts of the Australia-Singapore Military Training Initiative. Noting that the Rockhampton Region is the Service Hub for the Fitzroy statistical area, it reports that the expansion initiative is projected to provide an annual income boost to the Fitzroy area of up to \$15.9 million per year and support up to 291 new jobs during the development phase. The estimated ongoing economic benefits were found to be up to \$7.3 million in income boost a year and up to 68 new jobs once the facilities are operational.

**TABLE 5: STATUS AND HIGHLIGHTS OF ACTIONS**

| # | Action required by 2020                                                                                                                                                               | Status      | Key Highlights                                                                                                                                                                                             |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Reinforce and build Rockhampton's role and capacity as a logistics and forward deployment base for SWBTA <sup>1</sup> .                                                               | In Progress | Highlights include related Senate Public Hearing being held in Rockhampton.                                                                                                                                |
| 2 | Work with the ADF, State and Commonwealth Government agencies and business to maximise the supply chain benefits from the impending upgrade to SWBTA's infrastructure and facilities. | In Progress | Council provided input into the ADF Socio-Economic Impact Assessment of the Australia-Singapore Military Training Initiative, including options to maximise supply chain benefits.                         |
| 3 | Identify on-going supply chain gaps and opportunities and work with defence prime contractors and local business to meet these needs.                                                 | In Progress | Council has been collecting information to inform this program of work, and launched a Defence sector "Gear up Rocky" campaign in October 2017.                                                            |
| 4 | Develop a military aviation precinct at the Rockhampton Airport.                                                                                                                      | In Progress | Military Aviation Precinct embedded into Airport Masterplan, which is under development.                                                                                                                   |
| 5 | Transition and link high level METS businesses in the region to provide services to the defence industry.                                                                             | In Progress | Highlights include Defence Primes (Downer and Rheinmetall) visiting to meet local businesses. Council has also built a significant database of METS servicing businesses to promote the region's capacity. |
| 6 | Investigate a regional partnership with the Queensland Government to develop the business case for the establishment of Military Schools within the Rockhampton region.               | Pending     | Preparatory work undertaken, with partnership to be established after Queensland Election.                                                                                                                 |
| 7 | Appoint an industry champion and work with the ADF and SAF to assist in the above actions.                                                                                            | Completed   | Completed through the appointment of the Business Advisory Committee                                                                                                                                       |

<sup>1</sup> SWBTA: Shoal Water Bay Training Area

# SMART REGIONAL CENTRE

**We are taking the smart way as we move forward with world class transformations.**

The Action Plan links our economic development to cutting edge technology and innovation, via the Smart Way Forward strategy. Our actions modernise our economy to support existing, and create new, businesses and jobs.

## OUR ACTIONS GIVE SMART BUSINESSES INTERNATIONAL ACCLAIM

Rockhampton Regional Council burst onto the Australian and international scene as a leader in transformational Smart Cities economic development in the last 12 months.

The Smart Hub not only opened, but then also secured selection as a Hot DesQ host [in July 2017](#). Hot DesQ is a Queensland Government program that offers startups up to \$100,000 to move to Queensland from other states and from other nations. Thanks to the Smart Hub, businesses looking to move to Rockhampton are now eligible!

The Rockhampton Region was chosen to become part of the electric car "super highway" thanks to four fast charging Electronic Vehicle (EV) charging stations now installed in Alma Street. The charging stations will help encourage EV travel from the Gold Coast right up to Cairns. The project is a three-way partnership between the State Government's 'Economic Development Queensland' unit, Ergon and Council. Importantly, a local electrical contractor was successful in winning the work (Mark Bull Electrical).

Mayor Strelow formed the Community Telco Working Group in July 2016. The objective was to investigate the viability of establishing a community Telco / ISP. Action out of the Working Group announced in December 2016 was that a group of ICT professionals will look at a local ISP. As a result of the activity of this group and NBN rollout, more competitive fee structures were made available to the community. As at July 2017, a private local consortium is working on launching a local ISP.

Since launching these actions, the Region has attracted multiple TV and film production teams with several Council locations used for sets including the Rockhampton Heritage Village and Rockhampton Airport. This is an excellent opportunity to diversify the economy and Council is building even better prospects by integrating a professional green screen production capability as a low-cost offering for Smart Hub members in the new fit-out.

Rockhampton was the only non-capital city selected by the Department of Prime Minister and Cabinet to host a roundtable event to provide advice into Australia's \$50million [Smart Cities and Suburbs Program](#).

**TABLE 6: STATUS AND HIGHLIGHTS OF ACTIONS**

| # | Action required by 2020                                                                                                             | Status      | Comments                                                                                                                                           |
|---|-------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Establishing a Smart Hub on the riverfront in Quay Street.                                                                          | Completed   | The Smart Hub established on Quay St May 2016, registered with HotDesQ, and is being upgraded.                                                     |
| 2 | Providing low cost space for education providers to enable Smart Hub clients to be digitally ready.                                 | Completed   | The existing and upgraded Smart Hub has space allocated to support education providers. Council has also attracted funding to subsidise education. |
| 3 | Working with business and peak bodies to provide a stream of real-world problems to Smart Hub clients.                              | Completed   | Initial preparations under way to set up stream, with program to launch once upgraded hub opens.                                                   |
| 4 | Establishing mechanisms to trial Smart Hub Innovations.                                                                             | Completed   | Trial mechanisms include GovHack, Startup Weekends, CQU 3DS, and Hot DesQ.                                                                         |
| 5 | Leveraging Council's scale to bring affordable, reliable internet connectivity to our region.                                       | Completed   | Internet connectivity being provided via the Smart Hub and via free wi-fi in key public spaces.                                                    |
| 6 | Establishing, in partnership with community stakeholders, a competition for students to gain an interest in the skills of tomorrow. | In Progress | This will be part of the CQU/Smart Hub Learn, Earn & Grow program targeting 16 to 25 year olds.                                                    |
| 7 | Establishing a Rockhampton Smart Regional Centre brand to disseminate information and promote innovation.                           | Completed   | Rockhampton Smart Regional Centre Brand has been established.                                                                                      |
| 8 | Installing smart billboards promoting local attractions and what's on in the region.                                                | In Progress | Smart billboard designs adopted and embedded into streetscape and signage design manuals.                                                          |
| 9 | Creating a mobile application to promote the Visit Rockhampton Region brand internationally.                                        | Pending     | Options identified, with project to launch after input from Business Advisory Committee.                                                           |

# CBD DEVELOPMENT

**Our Region is sending the message loud and clear that we are 'Open for Business'.**

The Action Plan commits us to transformational change for growth. Our actions are making the Rockhampton CBD the economic and cultural heart of the Region: a dynamic place that is thriving, connected and memorable.

## OUR ACTIONS ARE CENTRAL TO BUSINESS AND JOBS GROWTH

Rockhampton Regional Council set the course for the CBD over the next 20 years with Councillors unanimously adopting the Rockhampton [CBD Redevelopment Framework](#) and [Streetscape Design Manual](#) on the [25<sup>th</sup> of July 2017](#). It provides a foundation for future planning and for developing business cases to attract state and commonwealth government funding support for key projects, safe in the knowledge that it has the community's support as a result of extensive engagement. The Framework lays out the economic strategies, catalyst projects and physical improvements that will combine to deliver success in the CBD.

Council adopted a revised Development Incentives Policy on the 8<sup>th</sup> of August 2017, which is set to further drive economic growth, encourage private sector investment and create local jobs. The revised Policy has expanded eligibility, broadening the highly successful previous Policy that attracted over 30 incentive applications. It now also applies to Farm Stay, Accommodation and Medical, Health and Community Services as well as Educational and Training Establishments, Aged and Retirement Facilities and Destination Tourism Facilities. This opportunity is for development applications lodged on or before the 31<sup>st</sup> of December 2019.

Council has partnered with the State and Commonwealth government to ensure government is also playing its part in the transformation of the CBD. The \$36 million Riverbank Revitalisation project and world class [smart street technologies](#) projects have already received international acclaim. This ultra-modern high-tech redevelopment is laying strong foundations for developers, local businesses and the growing number of people living in the CBD.

The 'icing on the cake' of the CBD redevelopment agenda was set in motion in July 2017, with Council signing off on preliminary designs for the new Art Gallery and Cultural Precinct development. This transformational project for the Region and wider Central Queensland community is continuing to develop, with Council's 2017/18 Budget making significant provisions to fund the next stage of design and business case development.

The Riverbank and Cultural Precinct both will include arts and cultural features that will make the CBD a destination of national significance. There are also prospects for international acclaim; with a Zhenjiang delegation will arrive from China in October to discuss a related art exchange program for example.

Council has taken the lessons learned from the success of the Rockhampton CBD transformation and extended its efforts to the town of Mount Morgan. The \$1.9 million Mount Morgan CBD Redevelopment Project is creating a vibrant environment for the community, as well as serving to entice tourists passing through to enjoy the heritage features in the street median and visit local businesses. Council has also secured State Government funding for foot path upgrades to key retail frontage areas in Gracemere and Mount Morgan.

To help further boost the population in the CBD, [rates concession](#) incentives of up to \$2,000 per year are now available for 'category 1' CBD commercial properties upon application - if the required evidence of mixed residential usage can be provided.



**TABLE 7: STATUS AND HIGHLIGHTS OF ACTIONS**

| #  | Action required by 2020                                                                                                                                                                                    | Status      | Comments                                                                                                                                                                     |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Investment Attraction Team: focussed on investment and business attraction.                                                                                                                                | Completed   | Advance Rockhampton Business Unit created including CBD investment and business attraction.                                                                                  |
| 2  | Development Incentives Program: Incentivise desired CBD developments through the provision of incentives.                                                                                                  | Completed   | Delivered via Development Incentives Policy adopted 8th August 2017.                                                                                                         |
| 3  | Retail development analysis: Retail market analysis to identify opportunities for retail attraction.                                                                                                       | Pending     | Pending appointment of Destination Coordinator.                                                                                                                              |
| 4  | Renew Rockhampton Program: finding short term creative uses for vacant CBD buildings.                                                                                                                      | Completed   | The program has been established, with art installations in place and the program ongoing.                                                                                   |
| 5  | Strategic Project development: Develop and implement a strategy for CBD catalytic public investment.                                                                                                       | In Progress | Development of key projects is currently underway, so they become 'investment ready' for the strategy.                                                                       |
| 6  | Review and re-align the CBD road hierarchy, including entry points.                                                                                                                                        | Pending     | This will be initiated soon, as a review of the Road Hierarchy that sits under the Planning Scheme.                                                                          |
| 7  | Investigate demand and develop new public transport and public parking infrastructure.                                                                                                                     | In Progress | Preliminary feasibility work for a parking and public transport interchange location undertaken.                                                                             |
| 8  | Eat Street Promotion: Develop Quay Street as Rockhampton's Eat Street destination.                                                                                                                         | Pending     | To be initiated after completion of required Riverbank Revitalisation infrastructure elements.                                                                               |
| 9  | Street Frontage Activation: encourage street frontage activation through co-investment and promotion of footpath dining.                                                                                   | Completed   | CBD Façade Improvement Scheme expanded. Also free <a href="#">footpath dining</a> applications and ' <a href="#">pop up public spaces</a> ' pilot established.               |
| 10 | CBD Events: permit and promote a program of evening events to activate the nights.                                                                                                                         | Completed   | Lively <a href="#">Quay Street Programme</a> established.                                                                                                                    |
| 11 | Laneway Activation: in partnership with traders, develop and implement a Laneway Activation Pilot.                                                                                                         | In Progress | Laneway event trials have been successful, to help grow partnerships and inform planning of the pilot.                                                                       |
| 12 | Streetscaping redevelopment of priority roads and corridors to provide greener, cooler and more sustainable places.                                                                                        | In Progress | Riverbank Revitalisation elements under delivery and project development for other works underway.                                                                           |
| 13 | Residential Diversity: partner with private developers, Economic Development Queensland, CQUniversity and not-for-profit housing providers to establish a mix of residential housing types within the CBD. | In Progress | Economic Development Queensland partnership established for "Rockhampton CBD Renewal" development project on William St. Council is open to additional project partnerships. |
| 14 | Implement and develop the Smart Hub on Quay Street.                                                                                                                                                        | Completed   | Smart Hub has been established and is operational with larger new premises under development.                                                                                |
| 15 | Work with CQUniversity and other higher education providers to establish tertiary education operations within the CBD.                                                                                     | In Progress | Council is in talks with interested parties.                                                                                                                                 |
| 16 | Provide free Wi-Fi to outdoor locations within the CBD.                                                                                                                                                    | In Progress | Free Wi-Fi available in large areas within the CBD and implementation scheduled to expand it.                                                                                |
| 17 | Install iBeacons within the CBD Core to allow Council, retailers and businesses to develop and use promotion and information applications.                                                                 | Pending     | Initial preparations undertaken, with project to be initiated after the Advance Rockhampton website and promotional campaign review.                                         |
| 18 | Create places in the CBD that transform it into an arts and cultural destination of national significance.                                                                                                 | In Progress | Multiple options and opportunities identified as planning and project development work continues.                                                                            |

# TOURISM AND EVENTS

**Growth is visiting our region, including key tourism and events markets.**

Our action plan drives us to improve our destination. Our key target markets including military, visiting friends and relatives, business, major events, the travelling public, leisure and 'health, education and retail' visitors.

## OUR ACTIONS ATTRACT PEOPLE WHO SPEND MORE THAN TIME HERE

Since committing to our Action Plan, Council's extensive marketing campaigns and investments have delivered record breaking results in promoting and growing our local businesses, attractions and events.

For example, the [2017 River Festival](#) cemented its place as Regional Queensland's premier Winter Festival drawing more than 47,000 people and delivering a local economic impact of nearly \$4 million in three days. This includes a total of 6721 visitor nights in Rockhampton, mostly generated by intrastate visitors. These overnight visitors collectively spent over \$1 million. Council aims to increase attendance by 10% each year into the future.

The delivery of the [Rockhampton Recreational Fishing Development Strategy](#) is going strong, already boosting tourism in partnership with private sector collaborators. Council secured \$3 million from the Queensland Government to establish a new four-lane boat ramp with parking and floating walkway on the north side of the Fitzroy River in the heart of the city. The Queensland Government is also funding works for the Ski Gardens boat ramp and investigating further facilities at Port Alma with Council and the Gladstone Ports Corporation.

Momentum on the implementation of the [Mount Archer Activation Master Plan](#) is building too. Upgrades to the First Turkey Mountain Bike Reserve, Pilbeam Drive and Fraser Park are driving results. Multiple events, including the [2017 National Gravity Enduro](#) series and [2017 Challenge the Mountain](#), brought thousands of visitors and millions in economic benefits to the Region. The number of events scheduled is growing weekly!

Council is celebrating and promoting our region's strong tourism and events offering, while also exploring more opportunities for the future. This includes the development of a multipurpose sport and entertainment precinct, incentives for events linked to the Commonwealth Games, and upgrades to the Visitor Information Centre.

My Rockhampton magazine and associated platforms are active, with 38,000 My Rockhampton magazines distributed for residents and local businesses to use for engagement with visitors. The Advance Rockhampton Newsletter launched in 2017, with the 1<sup>st</sup> Edition being sent to 239 individuals.

The 2017 [Wholly Cow Month](#) campaign was highly successful with 6 signature events, 19 boutique events and 16 special menus at participating restaurants delivering a campaign reach of over 54,000 beef consumers.

Council is sponsoring an extensive program of sporting and other events to attract visitors to the region, including events that open new doors of potential (e.g. the [National Basketball League](#)).

It really is 'all hands on deck' and it's working! Our work together with experienced volunteers and local businesses has attracted tens of millions of dollars for tourism and events infrastructure. Attendance records are breaking across our events calendar. International and domestic visitors, tourism business leaders and investors are visiting to join the excitement.

Together, we are seeing the biggest transformational change in our events and tourism landscape in decades ...and we have just started! With our action commitments for 2020 driving us further, this is the place to be!

**TABLE 8: STATUS AND HIGHLIGHTS OF ACTIONS**

| # | Action required by 2020                                                                                     | Status      | Comments                                                                                                                          |
|---|-------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------|
| 1 | Deliver tourism and events under the auspice of "Destination Rockhampton".                                  | In Progress | Destination Rockhampton brand options being evaluated by Destination Coordinator.                                                 |
| 2 | Appoint a Tourism Officer with responsibility for tourism planning, development, marketing and promotion.   | In Progress | Highly qualified and experienced specialist officer to be sought as "Destination Coordinator".                                    |
| 3 | Develop a Rockhampton Tourism and Events Strategy.                                                          | Pending     | To be developed by Destination Coordinator using high quality event and market analysis.                                          |
| 4 | Work with the airlines to increase seat capacity and routes.                                                | In Progress | Rockhampton Airport has initiated advocacy with airlines and wider industry stakeholders.                                         |
| 5 | Progressively implement the Mount Archer Activation Master Plan.                                            | In Progress | Millions in funding secured to help deliver the required infrastructure, with works underway.                                     |
| 6 | Progressively implement the Rockhampton Recreational Fishing Development Strategy.                          | In Progress | Millions in funding secured to help deliver the required infrastructure, with works underway.                                     |
| 7 | Investigate opportunities to improve infrastructure and amenities for motorhomes and recreational vehicles. | In Progress | Trials and consultation with the industry currently underway.                                                                     |
| 8 | Provide improved roadside signage and visitor information on the entrance to Rockhampton and Mount Morgan.  | In Progress | Council has budgeted \$760,000 for Regional Signage over three years from 2017/18-2019/20. This signage is one of the priorities. |

# TRANSPORT & LOGISTICS

**Our world class infrastructure and businesses offer great connections for growth.**

The Action Plan profiles the Region as the nexus for Central Queensland within today's globalised supply chains. Our actions are reducing inefficiency in key transport routes, improving national and international linkages and developing contemporary logistics facilities... all vital to ensure the Region realises its economic potential.

## OUR ACTIONS ARE DELIVERING THE GOODS

Council is acting locally while working to promote the sector's needs and potential nationally and internationally.

Locally, Council attracted millions in state and federal funding towards its own key infrastructure projects to support the sector including strategic improvements to routes for Type 1 Road Trains and other freight vehicles.

In a landmark decision, Council resolved to conduct a six-month trial of international flights in 2018. While the Airport already has the capacity for charter flights, this would be a more targeted opportunity for international freight (including exporting produce) and passengers. Local planning commenced immediately, along with [International flights to China](#) being raised during a trade mission to China in September 2017.

Other good news was the [\\$5 million awarded](#) by the Commonwealth Government through the Building Better Regions Fund for the 'Rockhampton Airport Pavement Upgrade Project' in August 2017. The upgrade will reduce the impact of flooding closures and reduce the clean-up costs, protecting jobs and economic growth during and after flooding disasters. The project paves the way for future expansions in its supply chain role that is of national significance for transport and logistics, tourism, health and emergency services, defence, and agriculture.

Council is complementing this local action by seeking national and international investments in the sector through advocacy backed by strong business cases, for example:

1. Council is [advocating](#) for the Rockhampton Region community in efforts to attract investments for upgrades to east-west freight and passenger transport connections, including the [Inland Queensland Roads Action Plan](#). These efforts are reinforcing the Region as the key transport and logistics hub serving the heart of Queensland's agricultural and mining industries all the way to the western border with the Northern Territory.
2. Council has also nominated the Central Queensland road, air, rail, and port network as Australia's supply chain case study for 'export beef' in order to bring national focus and investment into the sector, in its [submission](#) to the Commonwealth Government's [Inquiry into National Freight and Supply Chain Priorities](#). In this submission, and in one to the [Inquiry into Regional Development and Decentralisation](#), Council also lobbied for the Commonwealth Government to re-distribute portions of Australia's air, port, road and rail freight task to the Rockhampton Region in order to ease freight congestion in capital cities.

**TABLE 9: STATUS AND HIGHLIGHTS OF ACTIONS**

| # | Action required by 2020                                                                                                          | Status      | Comments                                                                                                                                       |
|---|----------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Appoint an Industry Champion to identify industry impediments, needs and opportunities and advocate for the investment needed.   | Completed   | Completed through the appointment of the Business Advisory Committee.                                                                          |
| 2 | Lobby the State and Commonwealth Governments to bring forward the full construction of the Western Road and Rail Corridor.       | In Progress | Efforts ongoing. Council featured the project in the 'New Projects set to Shape Rockhampton' media piece in May 2017.                          |
| 3 | Plan for and promote the development of the Gracemere Industrial Area as a fully integrated regional logistics and industry hub. | In Progress | Multi-channel campaign launched including YouTube, promotion at trade events and features in broader regional multi-lingual printed brochures. |
| 4 | Deliver the Rockhampton Airport Master Plan.                                                                                     | In Progress | Extensive military and private sector engagement.                                                                                              |
| 5 | Work with the Airlines to develop new routes and seat capacity.                                                                  | In Progress | Rockhampton Airport has initiated advocacy with airlines and wider industry stakeholders.                                                      |
| 6 | Examine the opportunity for dedicated air freight facilities and national and international freight connections.                 | In Progress | Domestic and international commercial talks. Council resolved to conduct a six-month trial of international flights in 2018.                   |
| 7 | Set aside airport strategic land for future defence air and ground logistic purposes.                                            | In Progress | Extensive military sector engagement as part of Rockhampton Airport Master Plan and promotions.                                                |

# INTERNATIONAL RELATIONS & TRADE

**Our international businesses are growing, because Rockhampton is where trade talks.**

Our Action Plan lays out the already significant role of the Rockhampton Region as a regional capital vital to the nation's international relations and trade success. Our actions are helping local businesses export their goods and services so they can grow together with our partners in the high growth regions of Asia and beyond.

## OUR ACTIONS ARE TRANSLATING BUSINESS POTENTIAL INTO EXPORTS

Rockhampton Regional Council has been working to expand our Region's long history of international trade.

The Australia-Singapore Comprehensive Strategic Partnership (CSP) was signed in 2016. Council has been working with delegates of Singaporean and Australian Government agencies and industry associations to assist local businesses to tap into these opportunities. For example, Council successfully led a delegation of regional businesses and education leaders into Asia on a six-day trade and relationship building mission to Singapore and China in November 2016. As a result, the region has since received over 28 incoming trade delegations from China, Singapore, South Korea, Japan, Taiwan, Malaysia and Latin America. Members of the delegations have included key political leaders along with investors and business leaders from a wide range of industries including logistics, defence, agriculture, property development, education, manufacturing and tourism.

Rockhampton Regional Council signed a Friendship City Agreement with Zhenjiang in the People's Republic of China in 2016. Zhenjiang is a city that is committed to trade and business opportunities that support agribusiness, aviation, tourism and education. This has opened significant opportunities for the Rockhampton Region, creating linkages to key industry sectors in Zhenjiang that have been expanding 10-20% annually in the last ten years. A delegation from the Rockhampton Region's Friendship City of Zhenjiang will arrive from China in November to discuss education cooperation, following a previous delegation in December 2016 where key business representatives from both cities were introduced to each other.

Another action plan outcome highlight was when the founder of one of China's top 500 private companies visited Rockhampton in September 2017 to sign a [Memorandum of Understanding](#) (MOU) with Council. The MOU was signed by Mayor Margaret Strelow and Board Chairman of Yuexing Group, Mr Zuohong Ding. Based in Shanghai, the Yuexing Group is the leading furniture manufacturer in China and developer of major integrated hotel and shopping complexes. This MOU establishes a platform for business activities in the areas of investment for the Rockhampton Regional Airport expansion, property, agricultural and tourism infrastructure development with the Yuexing Group. It will also identify suitable local partners for trade and investment on potential future projects. Lifting the Region's profile comes after 30 years of success in hosting the [Beef Australia](#) international trade events. Beef Australia delivered over \$750 million export leads and 1,500 international participants in 2015 (total participants of 92,000 visitors) and will inject even more growth in 2018.

Our events and trade mission activities do not only build our future, they are generating spending today by providing a valuable boost of additional international visitor nights to support our valuable accommodation and hospitality businesses.

**TABLE 10: STATUS AND HIGHLIGHTS OF ACTIONS**

| # | Action required by 2020                                                                                                               | Status      | Comments                                                                                                                               |
|---|---------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Appointing an Industry Champion to lead Rockhampton's development as an international trade and investment destination.               | Completed   | Completed through the appointment of the Business Advisory Committee.                                                                  |
| 2 | Providing a key point of contact for international investment and trade opportunities.                                                | Completed   | Senior Executive Trade and Investment appointed as Point of Contact in September 2016.                                                 |
| 3 | Leading a Mayoral Business Delegation to Singapore and China.                                                                         | Completed   | Mayor led six-day trade and relationship building mission to Singapore and China in November 2016.                                     |
| 4 | Entering into a Friendship City Agreement with Zhenjiang China.                                                                       | Completed   | Agreement signed in November 2016.                                                                                                     |
| 5 | Promoting and hosting international government and trade delegations.                                                                 | In Progress | Over 28 trade and government delegations have visited the Region from 7 nations.                                                       |
| 6 | Examining opportunities to promote trade and investment with South Korea.                                                             | In Progress | Council has been investigating opportunities by engaging with visiting Korean trade delegations.                                       |
| 7 | Developing an international economic and investment prospectus in Mandarin, Korean and Japanese for use by partners and stakeholders. | In Progress | Mandarin promotional materials produced and being refined to develop investment prospectus. Korean and Japanese materials are pending. |

# IMPLEMENTATION

## Upgrading the Advance Rockhampton engine to accelerate action and drive diversification.

The Action Plan demands actions through to 2020 and our commitment to growth goes beyond. Our implementation actions are delivering what is required to partner with others and to hold ourselves accountable.

## OUR ACTIONS ARE ADVANCING ROCKHAMPTON EVEN FURTHER

Advance Rockhampton has been established as Rockhampton Regional Council's Economic Development business unit. Council is absolutely committed to leading the push to develop the Rockhampton Region through the initiatives that the Advance Rockhampton team is focussing on to drive economic growth, create local jobs and attract private sector investment. Our region has an Action Plan that provides direction and the Advance Rockhampton team offers skills and expertise in all the right areas that the Rockhampton Region needs to grow. This is now the time for Council to set a clear example and get things moving.

In order to partner for growth, Council has formed an Advance Rockhampton Business Advisory Committee of key business people within the Rockhampton Region. This is a fresh approach whereby the Advance Rockhampton team will work directly and collectively with representatives from various industries within the Region.

Finally, resource companies and large contractors often need to make sure that they have a certain percentage of 'local content'. For this reason, Advance Rockhampton is providing a registration mechanism to help local businesses prove that they are truly local. Advance Rockhampton Membership is free of charge to all Rockhampton Region businesses to take advantage of the services Council offers.



**TABLE 11: STATUS AND HIGHLIGHTS OF ACTIONS**

| # | Action required by 2020                                                                                      | Status    | Comments                                                                                                                                                                                                 |
|---|--------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Establish the Advance Rockhampton Business Unit.                                                             | Completed | The team has been established with world class capability to drive growth across the sectors. Having attracted over \$36 million in grants for local growth projects, the team is paying for itself too! |
| 2 | Establish the monthly KPI reporting obligations of the Advance Rockhampton Business Unit.                    | Completed | The team and all members are working to achieve results against formal KPIs, reporting monthly.                                                                                                          |
| 3 | Adopt the Terms of Reference for the Advance Rockhampton Advisory Committee.                                 | Completed | The Terms of Reference provide a strong platform for Council to collaborate with sector leaders.                                                                                                         |
| 4 | Establish the membership of the Advance Rockhampton Business Advisory Committee.                             | Completed | Committee membership finalised and announced.                                                                                                                                                            |
| 5 | Formalise the Quarterly Forum and Meeting commitment of the Advance Rockhampton Business Advisory Committee. | Completed | Quarterly Forum and meeting dates proposed to Committee members, with first event launched.                                                                                                              |
| 6 | Formalise the Annual Report commitment of the Advance Rockhampton Business Advisory Committee.               | Pending   | Committee annual report presentation agenda item to be embedded when May 2018 Council meeting schedule is published.                                                                                     |
| 7 | Review the Advance Rockhampton Economic Action Plan.                                                         | Pending   | The advice of the Advance Rockhampton Business Advisory Committee will guide updates to the Plan.                                                                                                        |

### 2050 - Our Key Targets

Council's Key targets in the Economic Development Strategy are:

- Target for Gross Product per capita to be equivalent to the national average by 2050.
- 2050 target to achieve 120 locally registered businesses per 1,000 residents within the region (up from 59 in 2015).
- Target to triple event participation by 2050.
- Target acceleration in population growth to 2.0% per annum, Rockhampton's population could reach 130,000 by 2036 and 175,000 by 2050.

### Rockhampton Airport – Our Key Asset

The Rockhampton Airport is a key asset for the region's economy, including its tourism and events. Despite the last year being a challenging economic climate for regional airlines, Rockhampton has not had any decrease in flight sectors and has been able to maintain our routes. In fact, JetGo is increasing its seat capacity and now operates flights six out of seven days a week with additional services to and from the Gold Coast and Townsville. JetGo also launched special services to connect Rockhampton to Albury in 2017, giving southern tourists new opportunities to escape the cold and enjoy the Rockhampton Region during winter. Qantas provided a 7.48% increase in seat capacity in January 2017 in comparison to January 2016. We are working hard to help our tourism and events sector take off, as we prepare to trial international flights in 2018. Our dedicated tourism promotional campaigns for Singaporean and American military personnel are helping spread the word too.

### Procurement – Another way we make a difference

As adopted in our 'Local Preference' Policy, Rockhampton Regional Council is prepared to pay up to 12% more to buy from a local business, in order to boost our local economy. Since the 1<sup>st</sup> of November 2016, Council spent approximately \$65 million with local suppliers (...and counting as new projects are initiated!). This is a share of approximately 76% of Council's total expenditure on goods and services during this period.

Over the past 12 months, Council has provided Procurement and Logistics specialist team members to give local businesses a better understanding of government procurement processes and tips for better submissions at key events including:

1. RRC's annual Doing Business with Council Supplier Forum – 25 October 2016
2. Small Business Week – 18 May 2017
3. Aboriginal and Torres Strait Islander Businesses Workshop – 07 June 2017
4. WHSQ Regional Supply Chain Forum – 30 August 2017

Advance Rockhampton has been attracting significant grant funding and private investments, and the dedicated efforts of Council's Procurement and Logistics Team is helping to ensure the benefits of this spending is being re-invested over and over again with local suppliers to help grow the local economy.



# KEY CONTACTS

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## Not sure who to ask?

Council provides a wide variety of services including development incentives, development advice and promotional materials. Our Customer Service team can point you in the direction via:

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