



**Invest
Capricorn Coast
Region**

INVEST CAPRICORN COAST REGION
ECONOMIC DEVELOPMENT PLAN



A MESSAGE FROM THE MAYOR



Bill Ludwig Mayor
Livingstone Shire Council

As one of the faster-growing areas outside the southern corner, the Capricorn Coast region offers unrivalled investment and commercial opportunities, as well as premier lifestyle options. Importantly, our region is well-positioned with the critical infrastructure required to service a diverse and growing economy.

The Invest Capricorn Coast Region Economic Development Plan (EDP) documents our current economic status, our assets, opportunities and future goals. The primary aim of the plan is to provide a roadmap that links these key elements together with

detailed strategic initiatives and supporting activities that, in conjunction with enabling projects, will facilitate future economic growth.

While Council has a critical role to play as both a 'champion' and facilitator of economic growth, the successful delivery of a plan of this scope and magnitude can only be achieved in partnership, and with collective input from every business and industry sector. These sectors must include local business, tourism, service delivery, construction, primary production and resource industries. Extensive engagement with the community and all sectors was undertaken in the development of this plan.

It is equally critical that our EDP has input and support from all tiers of government to ensure that, where necessary, our plan is as closely aligned as possible with current and future regional, state and national economic development strategic initiatives, many of which have been considered and referenced in the EDP.

Council is fully committed to taking a continuing proactive role in working collaboratively and



constructively with the private sector and government to facilitate and, where appropriate, implement the delivery of identified EDP initiatives and associated major projects. The success of this approach is evident with key economic enabling projects being delivered, or in the pipeline including:

- the multi-faceted Yeppoon Foreshore and Town Centre Revitalisation
- The Centre of Excellence for Disaster Management, Innovation and Community Resilience ('The Hub')
- Emu Park Centenary of ANZAC and Foreshore Precincts
- Station Quarter, the Yeppoon Railway Precinct redevelopment
- Causeway Lake Masterplan
- Barmaryee and Emu Park Multi-sports grounds; and
- Panorama Drive strategic link road.

By playing a pro-active role in driving economic growth through well-targeted major project delivery, Council has forged strategic partnerships with the Queensland and Australian governments and leveraged major grants and funding commitments totalling more than \$130 million in the past four years. This funding success, which includes the commitment from the Queensland Government to provide enabling power and water trunk infrastructure for Great Keppel Island, is providing the much-needed catalyst for attracting private investment that will in-turn generate further long-term job creation opportunities.

Council's commitment to the on-going development

of further stages of The Gateway Business and Industry Park, which will cater for innovative commercial developments over the next decade and beyond, as well as the establishment of the Capricorn Coast Homemaker Centre will play a pivotal role in transitioning the Capricorn Coast region into a significant retail, commercial and industrial hub. Strategically positioned only minutes from Yeppoon's town centre, both developments will more-than-adequately service our rapidly growing population, and facilitate the establishment of new and diversified enterprises.

Council is also taking a lead role in supporting disaster management, education and training opportunities, with the construction of a \$6.225 million The Centre of Excellence for Disaster Management, Innovation and Community Resilience ('The Hub'). Jointly funded by Local, Queensland and Australian governments, this development will foster education and training and significantly expand study options in the field of disaster management and community resilience.

Looking forward the Invest Capricorn Coast Region Economic Development Plan will help enable us all to focus on building a stronger more vibrant and resilient base from which to grow both our local and regional economies. Your support and valued input will play a vital part in enabling us collectively to realise our region's full potential.

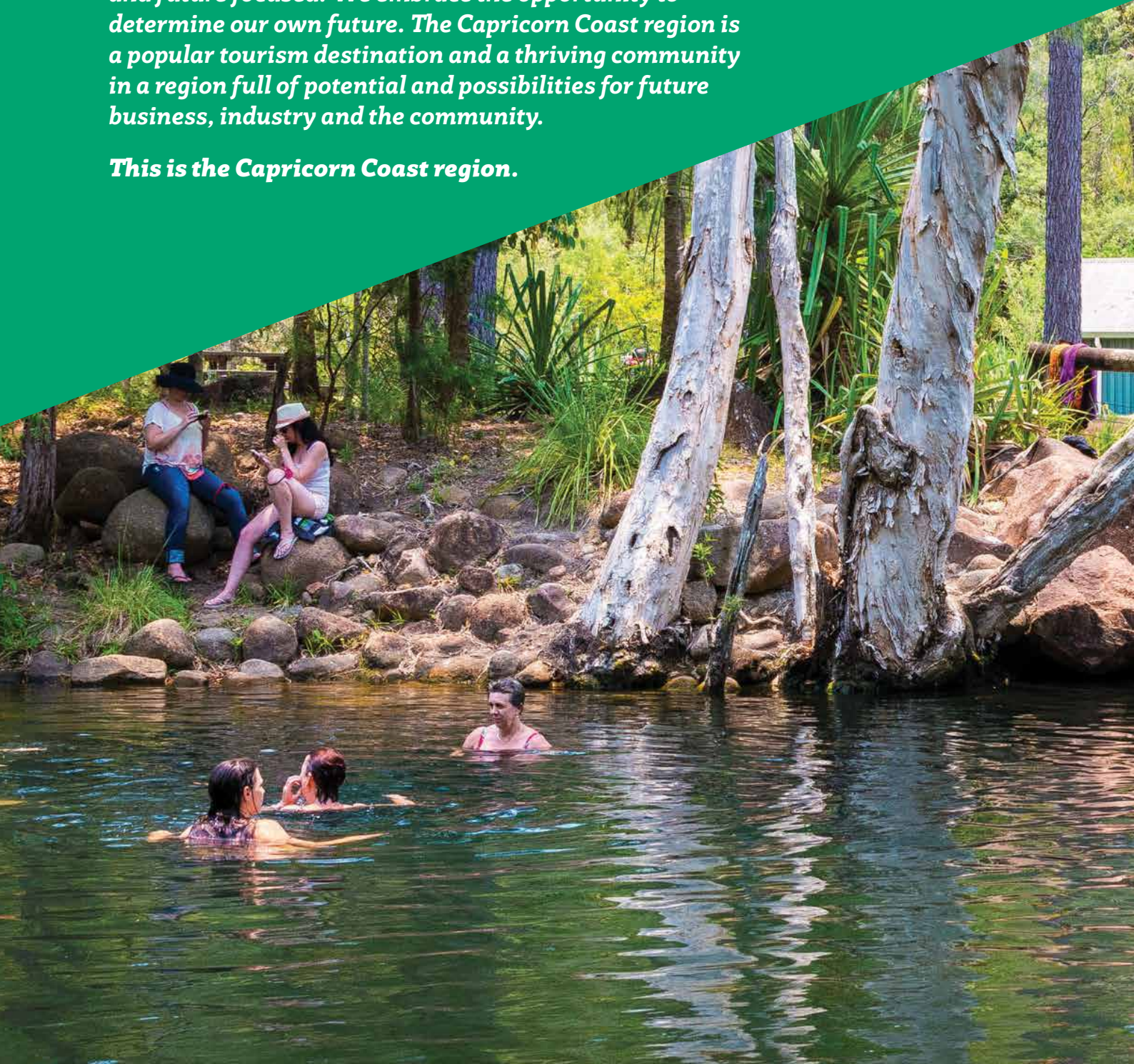
Bill Ludwig
Livingstone Shire Council Mayor

Our Identity:

CAPRICORN COAST REGION

We are a region of lifestyle, diversity, sustainability, innovation and untapped opportunities. We are driven and future focused. We embrace the opportunity to determine our own future. The Capricorn Coast region is a popular tourism destination and a thriving community in a region full of potential and possibilities for future business, industry and the community.

This is the Capricorn Coast region.









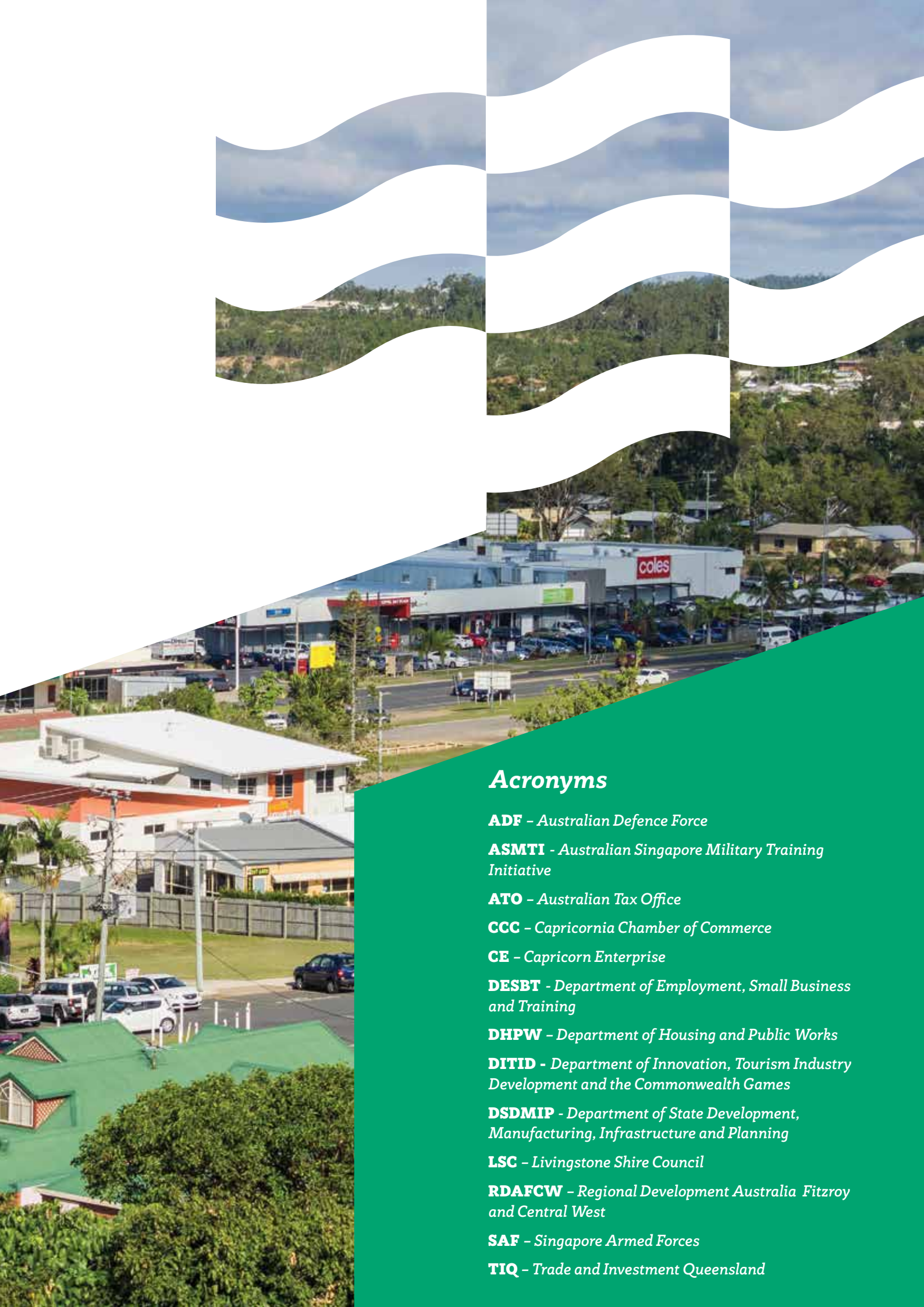
OUR GOAL:

A diverse, strong, innovative and sustainable local economy providing employment and business opportunities for current and future generations.

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Acronyms

ADF - Australian Defence Force

ASMTI - Australian Singapore Military Training Initiative

ATO - Australian Tax Office

CCC - Capricornia Chamber of Commerce

CE - Capricorn Enterprise

DESBT - Department of Employment, Small Business and Training

DHPW - Department of Housing and Public Works

DITID - Department of Innovation, Tourism Industry Development and the Commonwealth Games

DSDMIP - Department of State Development, Manufacturing, Infrastructure and Planning

LSC - Livingstone Shire Council

RDAFCW - Regional Development Australia Fitzroy and Central West

SAF - Singapore Armed Forces

TIQ - Trade and Investment Queensland

CAPRICORN COAST REGION

The Capricorn Coast region encompasses Livingstone Shire in Central Queensland at the southern end of the Great Barrier Reef. The Capricorn Coast is a region of lifestyle, diversity, sustainability, innovation and untapped opportunities. We are driven and future focused. We embrace the opportunity to determine our future. The Capricorn Coast region is a popular tourism destination supported by a thriving community full of potential and possibilities for future investment and business development.

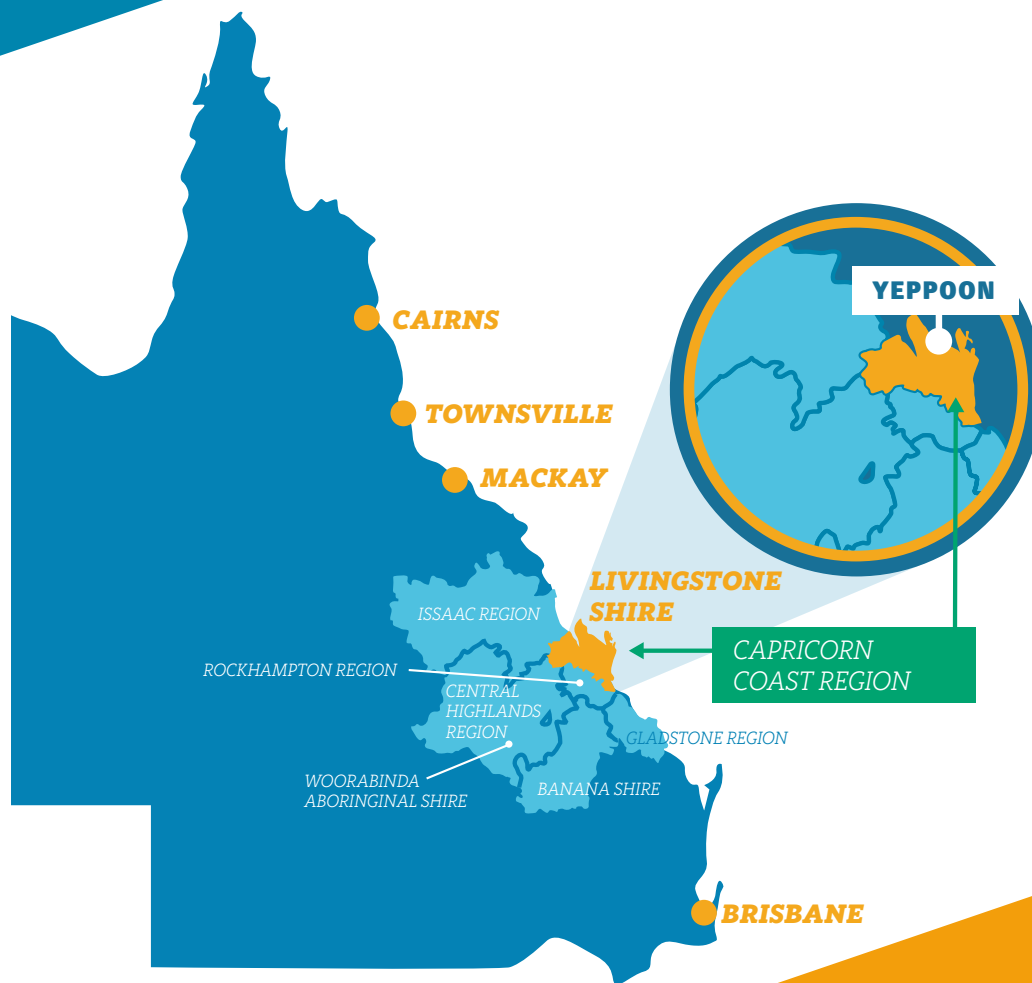
The Capricorn Coast region offers an outstanding range of lifestyle and business opportunities that stem from:

- Vibrant beachfront, urban and village environments
- A modern boat harbour
- Fantastic wide beaches
- Numerous islands including Great Keppel Island (popular for its clear blue water and white sand beaches)
- Rainforest retreats and limestone caves
- National parks and coastal headlands as well as walkways/bikeways
- Multiple golf courses, vacation stays and other tourist attractions

- Picturesque volcanic plug and mountain-backed rural environments
- Hosting state and national sporting and major leisure events such as Yeppoon Triathlon, and CQUniversity Village Festival
- Award-winning range of restaurants showcasing our delicious local produce
- Superior fishing, crabbing, sailing, boating, and water-based recreational opportunities.

In addition to these assets, the Capricorn Coast region has a strong agricultural sector comprising beef cattle, pineapples and a range of tropical fruits, including mangos, lychees, dragon fruit and macadamias. The district is renowned for pure gold pineapples, the popularity of which is growing rapidly on a national level. The Capricorn Coast region is the only place in Australia able to grow pineapples all year round.





The region is also home to one of Australia's most important defence force training facilities at Shoalwater Bay, where the Australian Defence Force (ADF) and other allies, such as the Singapore Armed Forces (SAF) and United States (US) Military conduct regular training exercises every year.

The foundation of the economy is local small business, including retail stores, accommodation providers, restaurants and cafes, engineering and various service businesses. Small businesses make up 99% of all businesses in the region.

Living and working in the region is affordable, with very competitive rent and purchase prices for land, housing, commercial and industrial uses. Notwithstanding how great the community is right now, there is enormous potential for additional growth in agriculture, tourism, education, health and wellbeing services, and technology and innovation industries.

Livingstone Shire Council believes in the incredible potential of the Capricorn Coast region and is investing heavily, in partnership with the Queensland and Australian governments (over \$100 million), in multiple strategic projects that will lay the foundation for future growth.

ROLE OF LOCAL GOVERNMENT IN ECONOMIC DEVELOPMENT

Local governments play a key advocacy role in facilitating local economic development and are structured to service the local community and are attuned to local needs, constraints and opportunities. By facilitating growth and investment opportunities in the local economy, Local governments can also support broader community wellbeing goals. Local Government must champion the local economy and be a driving force for economic growth.

Local governments have numerous levers to create an environment conducive to economic growth, investment and job creation. The diagram below highlights the core areas of Local Government influence:

- **Advocate** for good ideas, policy change and infrastructure investments from the Queensland and Australian governments.

An Invest Capricorn Coast Leadership Alliance will be established to work with Council and Capricorn Enterprise to provide strategic guidance and/or recommendations on regional economic development outcomes and strategies, including the actions detailed in the Invest Capricorn Coast Region Economic Development Plan.

- **Facilitate** positive outcomes through relationships with key local service providers; partnerships with adjoining jurisdictions and organisations; interpretation and dispersal of important baseline data on key statistics, demographics, trends and other pertinent information; convening partners to identify pathways, resources and responsibilities for achieving priorities.
- **Regulate** through a sound regulatory framework, and provide certainty for existing businesses, potential investors and the community.
- **Plan** direct and facilitate future growth by working with the community and development industry.
- **Provide Services:** provide a range of important and valuable services for the local economy, including infrastructure, waste collection, placemaking and multiple other services.
- **Collaborate:** Public-private partnerships are an extremely effective means of delivering mutually beneficial initiatives that require the different capabilities of private and government sectors.

Local Government's work should be complementary to private sector efforts, not competitive or duplicative.





ECONOMIC CONTEXT



Capricorn Coast's regional economy is nothing short of dynamic and diverse.

In terms of Gross Regional Product (GRP), construction is the top performing sector; aided by the delivery of major local projects equating to a staggering \$100-plus million in the last four years. Additionally, continued growth in agricultural and manufacturing sectors is reflected in increased GRP contributions over the past decade.

Tourism remains the region's largest employer (1,150 people); injecting \$151 million into the local economy (in the year ended September 2017). In fact, Capricorn Coast's tourism sector is more lucrative than Queensland's. Case in point: Tourism contributed 10% to Capricorn Coast region Vs 6% to the state's economy (in the financial year 2015-16). While tourism is important to the local economy, other service sectors – including education and healthcare – are also vital and growing employment sectors.

Small businesses (those with 20 or fewer employees) are the backbone of Capricorn Coast's regional economy comprising 99% of the region's 5,500-plus registered businesses (ABS 2016).

With commercial rental rates of nearly half that of Brisbane's, and – on the residential front – a median house price of \$400,000 (in comparison to Brisbane's \$650,000), Capricorn Coast region is an affordable and enviable destination in which to live, work, stay, play – and invest.

The region is resilient, nimble and forward-thinking; with a clear goal to embrace new technologies and support innovation to achieve long-term economic sustainability and growth, and – perhaps most importantly – the constant creation of local jobs.

Continual monitoring of demography and key industries/sectors to identify trends will allow Capricorn Coast region to harness opportunities locally, state wide and beyond. Through these efforts, Capricorn Coast region will remain *diverse, strong, innovative and sustainable*.



LOCAL ECONOMY

2015 - 2016

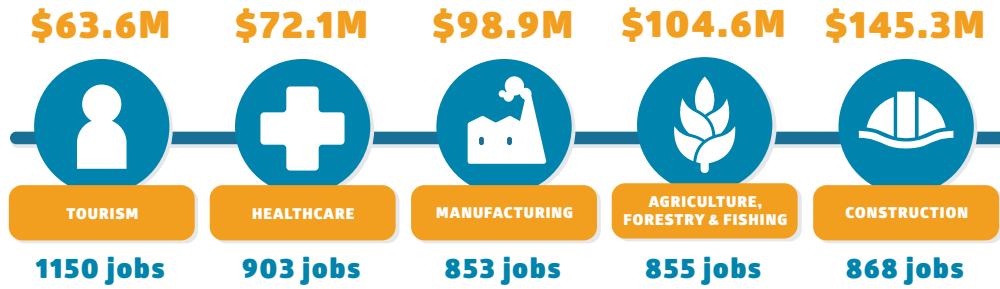


**\$1.3
BILLION**

LIVINGSTONE SHIRE
ECONOMY

Source: ID Profile (2017)

TOP FIVE SECTORS (2015 - 2016)



Source: ID Profile (2017)



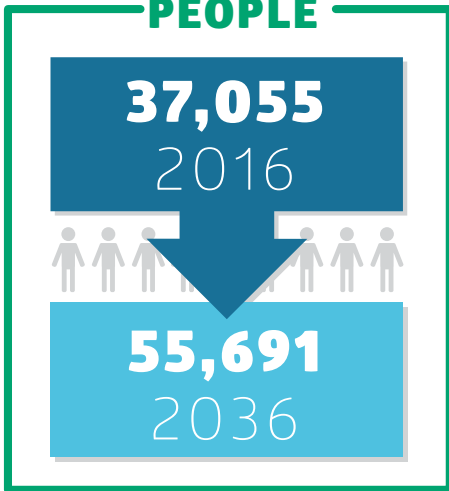
98.7%

OF BUSINESSES ARE
SMALL BUSINESS
(Comprising less than
20 employees)

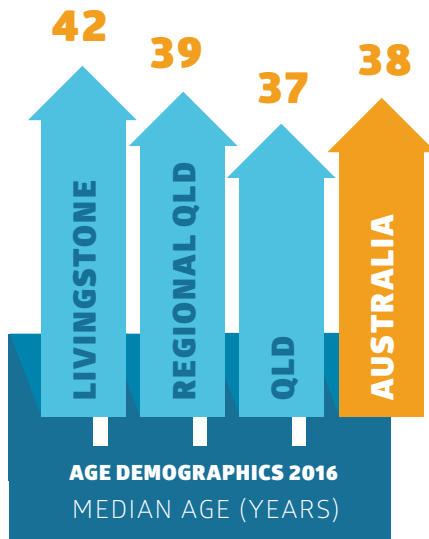
Source: ABS (2017)

PEOPLE

PEOPLE



Source: QGSO (2017);
ABS (2017); Lucid Economics



Source: ABS 2016 Census

POPULATION GROWTH

5-year Avg Annual Growth to 2016



LIVINGSTONE
2.1%



CENTRAL QLD
0.8%



QLD
1.6%

Source: ABS

TOURISM

167,000
overnight visitors
in YE Sept 2017



\$151M

in visitor expenditure
in YE Sept 2017



**OVER
500,000**

VISITOR NIGHTS
IN YE SEPT 2017

TOURISM

1,150 JOBS

SUPPORTED BY
TOURISM 2015-16



OF ECONOMY BASED ON
TOURISM 2015-16

Source: Tourism Research Australia (2017); ID (2017) Lucid Economics

JOBS

LIVINGSTONE SHIRE

47.8%

Live and work in Livingstone

34.5%

Work in Rockhampton

12.6%

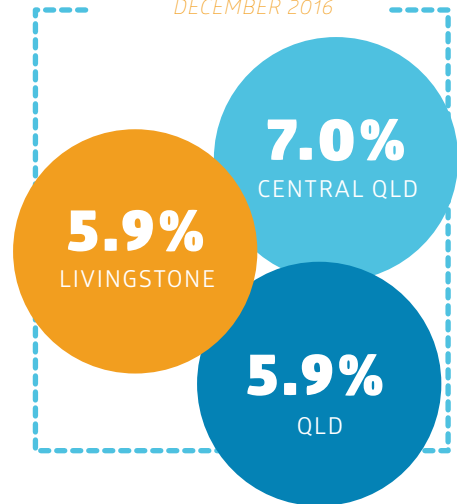
Work elsewhere

Source: ABS 2016 Census



+838 Jobs added in Livingstone between Sept 2016 & Sept 2017

UNEMPLOYMENT RATE DECEMBER 2016



Source: Department of Employment

AFFORDABILITY

MAY 2017



COMMERCIAL OFFICE RENT

BRISBANE
AVG. \$524/SQM

LIVINGSTONE
AVG. \$277/SQM

Source: Savills (2017); Realcommercial.com (2017)



INDUSTRIAL LAND PRICES

BRISBANE
AVG. \$270/SQM

LIVINGSTONE
AVG. \$150/SQM

MEDIAN HOUSE PRICES

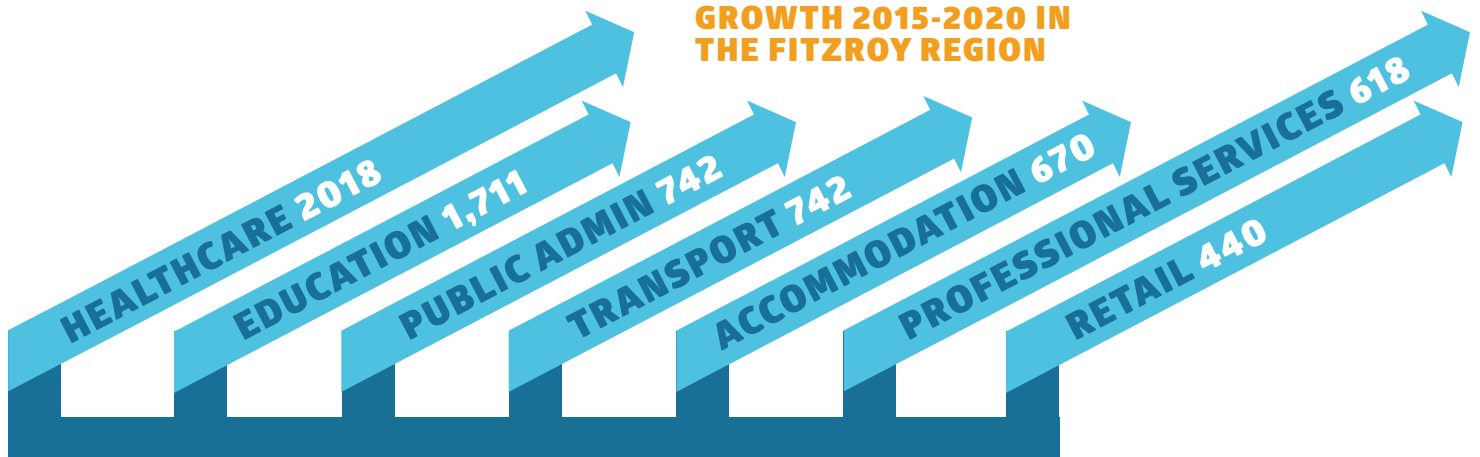
YE JUNE 2017



QLD Dept of Natural Resources, Mines and Energy

FUTURE JOBS

EXPECTED FUTURE EMPLOYMENT GROWTH 2015-2020 IN THE FITZROY REGION



Source: Department of Employment

STRENGTHS AND OPPORTUNITIES

Strengths

The Capricorn Coast region is home to a growing business community, offering extensive investment opportunities with key strengths that can easily be built on to grow the local economy.

Key Strengths

Lifestyle and Amenity

High quality lifestyle afforded by a year round moderate climate, multiple natural attractions and all the amenities needed to support a comfortable contemporary lifestyle.

The region is the ideal place to work and live, without the hassle of capital city living.

Natural Assets

Islands, Beaches, and Rainforest Retreats

The region boasts a wealth of recreational tourism assets that provide a foundation for future growth in tourism. From beaches, islands and the Southern Great Barrier Reef to rainforest retreats and limestone caves, the region offers outstanding exploring, camping, fishing, boating, and water-based recreational opportunities.





Population Growth and Investment

Population growth in the Capricorn Coast region has exceeded Queensland's growth rate for some time, a reflection of what the region has to offer. Regardless, the Capricorn Coast region has retained its identity as a coastal community with a village feel. Existing and pending infrastructure investments can support a considerably greater population with no impact on the current lifestyle and amenities. The Capricorn Coast also serves a much larger catchment, including the nearby city of Rockhampton where many Coast residents work.



Affordable Land, Premises and Housing

The Capricorn Coast region is a very affordable place to conduct business, acquire property and set up home. The median vacant land sale price is \$175,000 compared to \$231,000 across Queensland. The median house price is \$400,000 compared to \$650,000 in Brisbane and commercial rental rates are nearly half the price of Brisbane.



Accessibility - Central Location

The Capricorn Coast region is located in the heart of Central Queensland, conveniently accessible to the mining, resource and agricultural assets of the broader region. A strong road and rail network to the north, south and west ensures streamlined product distribution. The region is also close to Gladstone, one of Australia's largest ports, and the airport in Rockhampton is just a quick half-an-hour drive, offering direct one-hour flights to Brisbane and other areas.



Climate, Water and Soils

The Capricorn Coast region enjoys a strong agricultural sector, contributing \$88 million to the regional economy in 2015-16. If approved, the future Rookwood Weir project will unlock major opportunities for expansion by providing 4,000 ML of water to the Livingstone Shire, which could be used to irrigate over 1,000 additional hectares of crops in the region.



Proactive leadership

The Capricorn Coast region's community, business and industry groups are proactive, progressive and forward thinking. Council is working side by side with the business community, with strong financial backing from the Queensland and Australian governments, to support additional growth. Over \$100 million is currently being invested in a variety of enabling infrastructure projects within the region, including \$53 million for the Yeppoon Foreshore and Town Centre Revitalisation Project. Business leadership and support is strong with Council, the Queensland and Australian governments and organisations such as the Capricornia Chamber of Commerce, Capricorn Enterprise and Start-Up Capricorn hosting multiple networking and development events to support business and industry.

Opportunities

The following sectors have considerable potential for growth:

Tourism Sport and Leisure

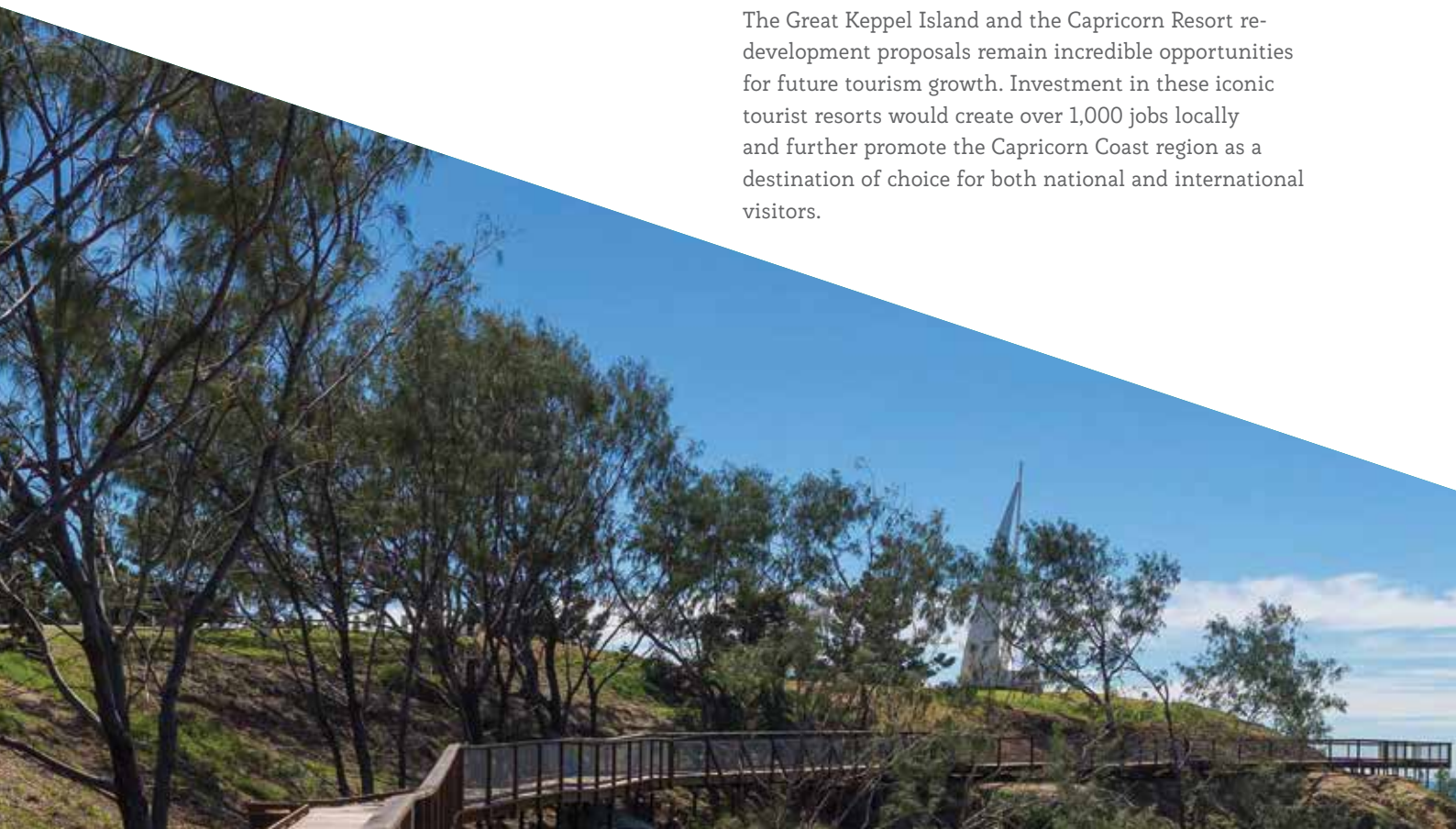
Tourism is already an important part of the economy providing 8.2% of all jobs and directly contributing nearly 10% to the local economy. Some assets are underleveraged. Great Keppel Island in particular could support substantially more visitors with its proximity to the Capricorn Coast. Regular transport from Rosslyn Bay Harbour to Great Keppel Island and its surrounding islands provide visitors direct access to the Southern Great Barrier Reef for swimming, snorkelling and fishing as well as unique eco-island adventures.

Opportunities for expansion include land based eco and nature-based tourism, sports/eco-based tourism (working with local schools and sporting organisations), agri-based tourism (particularly cattle stations), rock climbing, beach and water sports and fishing. There is a rich array of attractions in and surrounding Yeppoon. Capitalising on these opportunities will foster longer stays and increased value-add from visitors. Actions required to achieve these goals include:

- Targeted industry product development training opportunities for tourism operators to build their capacity to attract and increase visitation to the Capricorn Coast region

- Adding new tourism product and experiences including luxury accommodation conference/event venues and other niche products such as health and wellness experiences, agriculture/food tourism and Indigenous experiences
- Increasing access to the Southern Great Barrier Reef, fishing, islands and other natural attractions
- Expanding agritourism and eco-tourism experiences across the region
- Improving the accessibility and legibility of attractions to the drive market, including grey nomads and backpackers
- Improving the general appeal and attractiveness of the region's communities and precincts through placemaking
- Increasing the tourism profile of the Capricorn Coast region's unique existing attractions such as Koorana Crocodile Farm, Capricorn Caves, Cooberrie Park, Great Keppel Island retreats, Byfield based B&B's and retreats and Byfield National Park via industry development and marketing programs
- Development of locally distinctive events and better promoting existing events focused on business, sports, recreation, music, culture and celebrations.

The Great Keppel Island and the Capricorn Resort re-development proposals remain incredible opportunities for future tourism growth. Investment in these iconic tourist resorts would create over 1,000 jobs locally and further promote the Capricorn Coast region as a destination of choice for both national and international visitors.



Agriculture, Aquaculture and Value-Added Processing

Agriculture has been a traditional strength of the area, especially pineapples and cattle. Agriculture contributed \$88 million to the regional economy in 2015-16. The Capricorn Coast region's pineapple producers are looking at options to expand on existing operations including food processing plants. There are value-add opportunities in several other high-value crops such as tropical fruits that local small-scale farms have successfully field tested. The challenge now is to take advantage of the area's exceptional natural assets (climate, high quality soil and abundant rain) to maximise production.

Current trends in wellness and healthy eating support the production of high-quality organic produce to achieve premium prices. This produce can be further leveraged by local producers and restaurants, via the development of farm-to-plate dining experiences, and fostering food and agri-tourism opportunities.

Cattle processing is the most valuable agricultural activity in the region, making up approximately 70% of all agricultural production by value. Investment opportunities centre on expanding beef-fattening capacity through feedlot production in the region's north.

Aquaculture is another industry with enormous potential. Aquaculture opportunities could leverage many of the existing supply chains in the region and produce higher crop yields using our natural coastal topography.

Health and Wellbeing

Demand is increasing for healthcare services, aged care and retirement living in response to an ageing demographic profile. For aged care, or retirement villages in particular, the high level of amenity and lifestyle associated with the Capricorn Coast region presents a major attractor for these establishments, in particular resort-style retirement living. The advent of the 55+ village over the last decade has seen a number of active retirees downsize their traditional home and choose to live in an area that provides high-quality lifestyle, amenities and activities.

Growth in the wellness sector over the last few decades provides opportunities in a wide range of activities and industries, such as organic foods, herbal remedies, fitness, yoga, massage and alternative therapies. Given the clean, green environmental conditions across the entire Capricorn Coast region and an already established wellness culture, the region offers a perfect platform to expand upon - and benefit from - the wellness market.

Digital Technology and Innovation

Council will endeavour to support business and industry in their uptake of digital technologies. Existing businesses can be expected to leverage new technologies to engage more often and meaningfully with their customers, broaden their markets, operate more efficiently and/or pursue new ventures.

Research shows digital investment provides a threefold return over traditional investment. Access to high-speed broadband provides a game-changing opportunity to leverage the Capricorn Coast region's outstanding amenity and lifestyle features to attract new residents, businesses and investors not bound by geography.

Australia's rapidly growing digital economy has overtaken many traditional industries such as agriculture, retail and transport to be worth around 5% of GDP, or \$79bn. By 2020 it is forecasted that growth will have continued reaching \$139bn or approximately 7% of GDP.

According to the Chamber of Commerce and Industry Queensland Digital Readiness Study (2016), Small to Medium Enterprise (SMEs) that have advanced levels of digital engagement are:

- 1.5 times more likely to be growing revenue, and earned 1.4 times more revenue per employee in the previous year
- More than eight times more likely to be creating jobs, and created an average of 12 additional jobs in the previous year
- Seven times more likely to be exporting
- More than 14 times more likely to be innovating by offering new products or services
- SME revenue growth was almost 20% higher for each step up the digital engagement ladder - that's a big digital dividend for business.

SMEs that do not embrace the new digital economy will be competing against new market entrants that use technology in a way that better meets their customers' needs. The rise of Uber, Netflix and Facebook have all been started by using smart technology to feed consumer demand for these services. Capricorn Coast region businesses need to be digitally enabled to ensure they can keep up with emerging digital trends.

All of the benefits associated with a digital economy require suitable digital connectivity and, where appropriate, Council will support and invest in digital infrastructure. Investment in digital infrastructure and technology also helps lower business' operational costs, increase the ease of doing business and assist them (and future investors) to increase revenue streams by using digital marketing tools such as iBeacons, sensors and Wi-Fi.

The Centre of Excellence for Disaster Management, Innovation and Community Resilience - 'The Hub' in Yeppoon Town Centre, is designed to support an innovation hub where start-up businesses can co-locate. This will create opportunities to partner and access new digital programs, thus improving the productivity and competitiveness of key industries and increasing local jobs through the incubation of new businesses.

Council is developing a "smart region strategy" to encourage innovative people and businesses to relocate to the Capricorn Coast region; but most importantly to advance our economy, attract investment, build our prosperity and improve our communities lifestyle.





Service Industry

Consultation with a variety of stakeholders revealed that – due to lack of choice or unavailability of products and services – many residents choose to shop online or outside the region, by travelling to Rockhampton or further afield. Development of the Capricorn Coast Homemaker Centre and The Gateway Business and Industry Park will enhance opportunities for keeping business local and enable more new businesses to invest in the region. This will provide residents greater “choice” in a wide variety of products and services, thereby filling gaps in the market.

The Capricorn Coast Homemaker Centre is designed to support “big box” retail outlets selling items such as hardware, whitegoods, furniture and plumbing/ electrical supplies. The Gateway Business and Industry Park accommodates for a variety of mixed uses including manufacturing and engineering, garden centres and machinery repair shops, as well as any variety of trades and local services.

Professional and government support services are future growth prospects, particularly as additional digital technology and capacity is added by investment in service and industry opportunities.

Defence and Mining

The Capricorn Coast region incorporates the 454,000 hectare Shoalwater Bay Training Area which occupies approximately 25% of the region.

The major expansion of facilities and increased military training exercises planned for the Shoalwater Bay Training Area offers a host of opportunities for local suppliers to provide services and products to the Australian Defence Force, Singapore Armed Forces and the United States Military. Business and industry need to stay abreast of tendered work packages and proposal requirements and build servicing capacity by partnering wherever possible to take advantage of supply opportunities. The Gateway Business and Industry Park is the ideal location for a military logistic hub to provide localised storage and distribution capability to the Shoalwater Bay Training Area.

Existing and new service industries can also capitalise on the growth of the mining sector and major projects such as the Carmichael Mine and Rail project in the Galilee Basin, as well as opportunities arising from the 27 coal mines currently operating on our doorstep in the nearby Bowen Basin. The Gateway Business and Industry Park is a prime location to co-locate manufacturing, engineering and mining support service industries.



Education and Research

The choice of schools and education providers in the Capricorn Coast region is exceptional. The region hosts more than 25 child care centres, kindergartens, primary and secondary schools (both public and private). Yeppoon is home to two nationally renowned boarding schools – St Ursula’s College and St Brendan’s College – which cater for male and female boarders from across Australia and overseas at fees substantially less than those charged in capital cities.

Local students can pursue higher education through CQUniversity (CQUni) located 20 minutes’ drive away in Rockhampton. CQUni is Australia’s largest regional university and offers more than 300 university and TAFE qualifications through a range of flexible study options and practical learning experiences.

The Centre of Excellence for Disaster Management, Innovation and Community Resilience (‘The Hub’) has been designed to provide specialist Disaster Recovery and Resilience training for students and emergency services personnel.

Maintaining and attracting skilled workers remains a challenge. The Capricorn Coast region is in direct competition with the allure of capital cities, many people – particularly youth and professionals – opt to live and work in capital cities rather than regional areas. The region, however, hosts most of the amenities and services that capital cities provide at a lower cost. Recognising this, efforts are being made to align training with local skills requirements to mitigate the outflow of talent through job containment and optimising local workforce diversity.

The international education and training sector (Queensland’s second largest service export) is growing rapidly. Over a third of Queensland’s international students study in regional areas. Attracting international students to take advantage of the Capricorn Coast region’s close proximity to CQUni could lead to the establishment of an international student hub.

Beyond educational offerings, there are opportunities for local research initiatives that could be associated with various universities. These initiatives could work cooperatively with local business and industry to generate considerable innovation as well as support the growth of any identified high-value industry opportunities. For example, establishing a research centre on Great Keppel Island would provide multiple reef, marine biology, climate and related research opportunities. This could leverage existing access and infrastructure on the island, as well highlight its position as a premier tourist destination on the Southern Great Barrier Reef. The Centre of Excellence for Disaster Management, Innovation and Community Resilience (‘The Hub’) will function as a Disaster Management Training Centre hosting specialist accredited disaster coordination and resilience training courses.





International Investment Attraction

The global economy is undergoing a shift and is being impacted by many factors such as the rise of Asia, population aging, pressure on natural resources, climate change, borrowing constraints on governments and the opportunities of the digital age. To ensure the Capricorn Coast region can play a part in the global economy it is essential that we promote our abundant natural assets, food and agribusiness, tourism, and education and training strengths to showcase our comparative advantage and promote foreign investment in our region.

Council has established relationships with the major trading partners of China and Singapore through trade and investment missions to both countries to broaden the economic and cultural opportunities for our community, promote investment opportunities and grow the economy of the Capricorn Coast region.

Council has entered a Friendship City Agreement with the City of Yangzhong and a Town Friendship Agreement with Xinba, China, to establish a foundation relationship and pave the way for future cultural, social and economic exchanges and investment attraction and industry development opportunities.

Opportunities exist for international investment in but not limited to:

- Key tourist attraction redevelopments (Great Keppel Island and the Capricorn Resort)
- Green energy innovation (technology sharing with City of Yangzhong)
- Increased agricultural productivity
- Value-added food exports
- Establishment of an international student hub
- Mining equipment, technology and services (METS) companies to establish in The Gateway Business and Industry Park
- Aquaculture export opportunities
- Singapore Armed Forces and United States Military Education Tour Packages planned activities
- CQUni international students visitor experiences (“Weekend at the Coast”).

Stakeholder Engagement

During preliminary consultation in the development of this plan, local business and key stakeholders contributed to the identification of many of the competitive advantages and future growth opportunities as outlined in this document. At the same time, they highlighted a variety of matters to consider for the future economic growth of the Capricorn Coast region.

Feedback from consultation key stakeholders highlighted the following opportunities:



Key Issues to Consider

Consultation with stakeholders highlighted a variety of key considerations including:

- Need for local job generation (many residents travel to Rockhampton every day for work)
- Promotion of the regions investment identity and limited awareness of the potential of the area at state and national level
- Expansion of healthcare/aged care/retirement living services
- Difficulty in finding local skilled workers
- Tyranny of distance away from major markets and many suppliers/service providers

The Economic Development Plan will seek to address these issues through local business and industry development, investment attraction and other targeted activities.

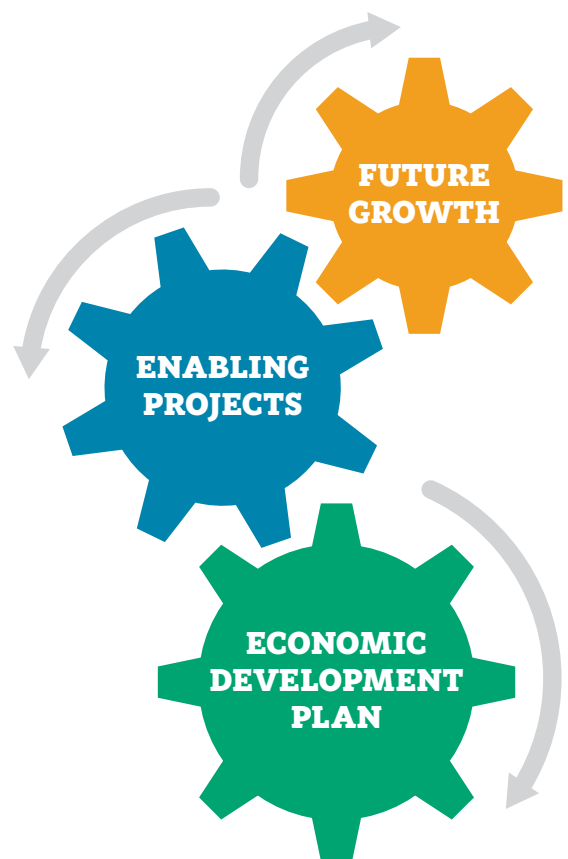


ECONOMIC DEVELOPMENT PLAN OVERVIEW

The Economic Development Plan is structured to work in tandem with the enabling projects that Livingstone Shire Council currently has underway in partnership with other tiers of government.

The Economic Development Plan provides a foundation for three strategic initiatives and supporting activities that will work with the enabling projects to facilitate future economic growth and the achievement of these strategies. The Plan is a “living” document, in that it will evolve as needed to meet future challenges and opportunities.

The diagram on the right provides an overview of the Economic Development Plan, which has been informed through preliminary consultation with business, industry and government agencies including a detailed review of the economy and the region’s competitive advantages and future growth opportunities.





GOAL:

A diverse, strong, innovative and sustainable local economy providing employment and business opportunities for current and future generations.

ECONOMIC DEVELOPMENT PLAN

1. Local Business and Industry Development

- Proactive business expansion and retention program
- Ensuring alignment across skills, jobs, and local residents
- Placemaking designed to drive visitation and customers
- Advocate for greater infrastructure investment from Queensland and Australian governments

2. Investment Attraction

- Marketing the region as a desirable tourism destination
- Promoting investment opportunities across the region
- Proactive targeting and engagement with prospective investors

3. Technology and Innovation

- Improving digital engagement and take-up amongst local businesses
- Deploy digital infrastructure to increase business
- Foster an environment that encourages entrepreneurial innovation

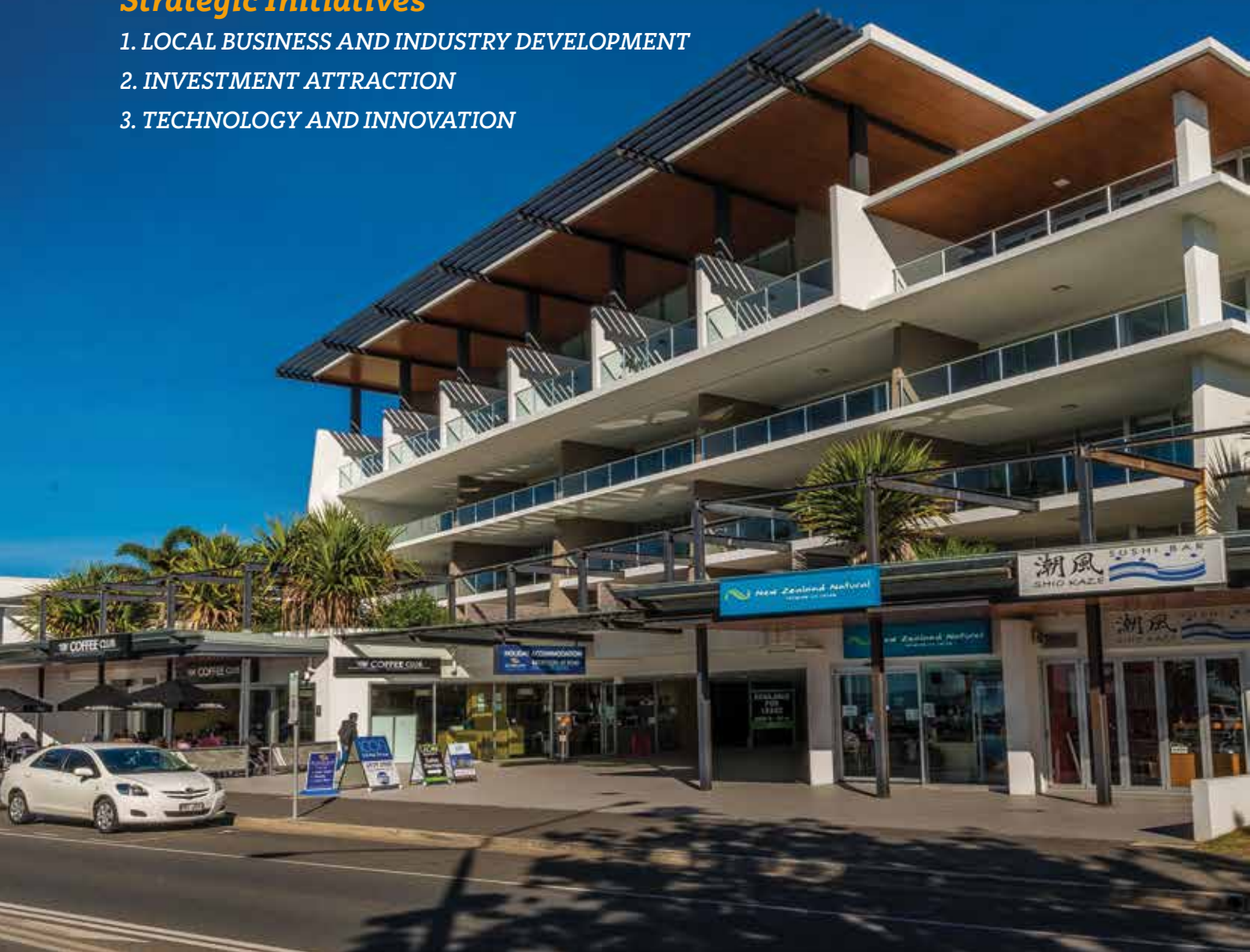
OUTCOMES

- Local Employment
- Local Business Opportunities
- Economic Growth
- Community Vibrancy
- Economic Vitality

ECONOMIC DEVELOPMENT PLAN STRATEGIC INITIATIVES

Strategic Initiatives

1. LOCAL BUSINESS AND INDUSTRY DEVELOPMENT
2. INVESTMENT ATTRACTION
3. TECHNOLOGY AND INNOVATION



1. Local Business and Industry Development

Overview

Ensuring the growth and sustainability of local business and industry is fundamental to assuring the success of the local economy. Proactive engagement with local employers provides essential insights into local trends, issues and opportunities. Ensuring businesses have up-to-date information regarding grants, assistance programs and other current trends can help their expansion and security, and enable them to take full advantage of future growth opportunities. Ensuring public places in key locations are attractive and inviting will encourage residents to buy local, and visitors to linger longer and potentially provide more support to local businesses.

Why?

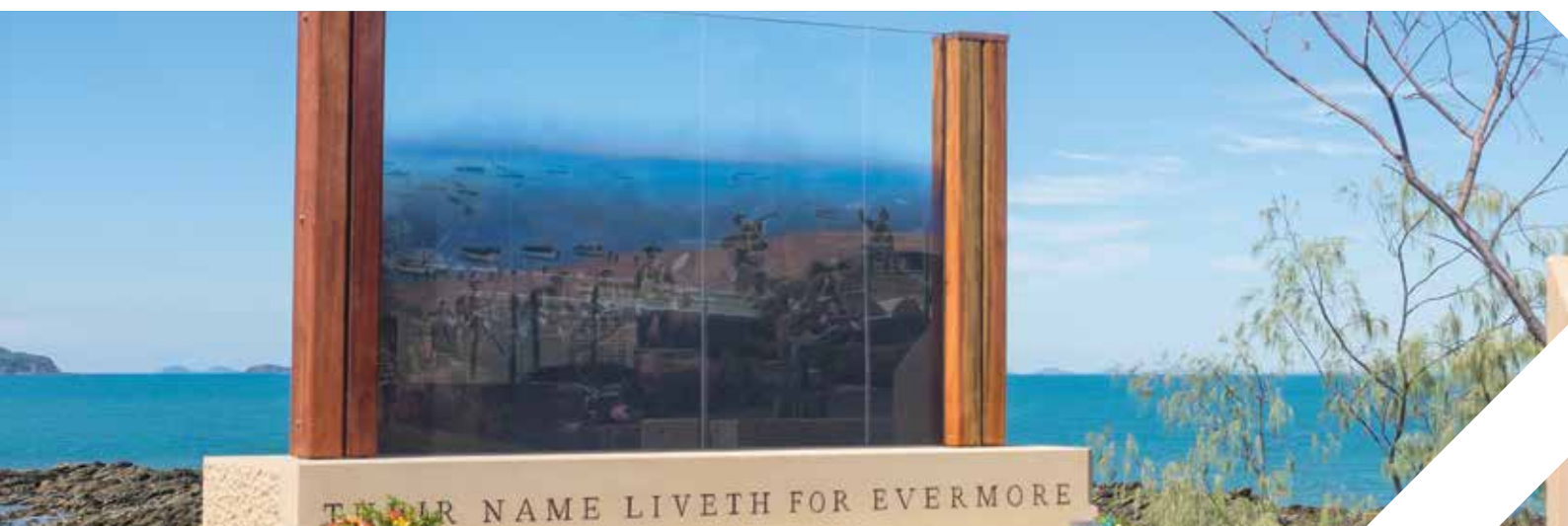
In most modern economies, 60%-80% of investment and job growth comes from existing business and industry. Like most economies across Australia, our local economy is dominated by small-to-medium enterprises. The importance of building capacity in local small-to-medium enterprises featured prominently during the consultation and development of this Economic Development Plan. The collective benefit of assisting local business and industry to develop and grow will have a profound and positive impact on both the local and regional economy.

Link to Council's Corporate Plan

- **Strategy EC1:** Identify and capitalise on economic opportunities for the benefit of the community.
- **Strategy EC2:** Facilitate, encourage and enable the establishment of businesses and industries and the retention, growth and diversification of existing businesses and industries in suitable locations.
- **Strategy EC4:** Establish initiatives including partnerships with both government and the private sector to create enterprises and undertake projects that generate jobs, wealth creation opportunities and sustainable economic growth.

1. Local Business and Industry Development

ACTION	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
1.1 Proactive business expansion and retention program				
1.1.1 Directly engage individually with local business owners	LSC Economy and Places	Local businesses	Business satisfaction survey	Annual
1.1.2 Assist local businesses to connect to various Queensland and Australian government programs	LSC Economy and Places in partnership with CE	Local businesses, Queensland and Australian Government, Austrade, DSDMIP, DHPW, ATO, CE, CCC, RDAFCW	The number of businesses that accessed programs This is in addition to, or in partnership with, the support that CE, CCC, DSDMIP, DHPW, Austrade, ATO and RDAFCW provide to local businesses	Annual
1.1.3 Provide seminars and workshops for local businesses on industry relevant topics	LSC Economy and Places in partnership with CE	Local businesses, business and industry groups, Austrade, DSDMIP, DHPW, ATO, CE, CCC, RDAFCW	Conduct quarterly seminars / workshops This is in addition to, or in partnership with the seminars/ workshops that CE, CCC, DSDMIP, DHPW, Austrade, ATO and RDAFCW facilitate for local businesses	Annual
1.1.4 Using EconomyID, provide regular economic updates to the local business community	LSC Economy and Places	LSC Economy and Places	Provide quarterly updates	Annual
1.1.5 Provide a Business Development Program for local businesses	Capricorn Enterprise in partnership with LSC Economy and Places	Local businesses	Number of businesses that accessed program	Annual
1.2 Ensuring alignment across skills, jobs and local residents				
1.2.1 Identify existing skills gap through analysis and discussions with businesses	LSC Economy and Places	Local businesses and business and industry groups	Individual meetings with businesses – research and report on actions required to address skills gap	Ongoing
1.2.2 Engage with education providers regarding filling skills gaps	LSC Economy and Places	Education and training providers	Quarterly meetings with education and training providers	Ongoing
1.2.3 Facilitate access to local jobs for local residents through Yeppoon and Capricorn Coast Region Joblink	LSC Economy and Places	Yeppoon and Capricorn Coast Region Joblink	Increasing membership and local jobs advertised for local people	Annual



ACTION	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
1.3 Placemaking designed to drive visitation and customers				
1.3.1 Implement Yeppoon Placemaking Strategy in collaboration with community members	LSC Economy and Places in partnership with LSC Community Engagement	Community and local business, Keppel Coast Arts, CQUni, LSC Livability and Wellbeing, LSC Infrastructure.	Number/value of initiatives implemented from Priority Initiatives List Council financial investment Community financial and in-kind investment	Annual
1.3.2 Integrate placemaking into all appropriate Council initiatives within the public realm	LSC Economy and Places in partnership with LSC Community Engagement	Community and local business, Keppel Coast Arts, CQUni, LSC Livability and Wellbeing, LSC Infrastructure.	100% compliance with Council policies prescribing placemaking considerations Number/value of placemaking initiatives undertaken	Annual
1.3.3 Undertake placemaking initiatives wherever a substantial impact on community and visitor perspectives can be achieved	LSC Economy and Places in partnership with LSC Community Engagement	Community and local business, Keppel Coast Arts, CQUni, LSC Livability and Wellbeing, LSC Infrastructure.	Number/value of placemaking initiatives undertaken Community response indicated through feedback to Council and social media	Annual
1.4 Advocate for greater infrastructure investment from the Queensland and Australian governments				
1.4.1 Develop advocacy document and key selling messages for Government	LSC Office of Mayor & CEO, LSC Economy and Places	LSC Livability and Wellbeing, LSC Infrastructure, LSC Finance and Business Excellence, Queensland and Australian Government	Development of annual advocacy document	Annual
1.4.2 Conduct annual trips to Brisbane and Canberra to meet with key political figures and senior staff	LSC Office of Mayor & CEO	Queensland and Australian Government	Minimum two trips per year	Annual
1.4.3 Submit grant applications to applicable programs for community, business and infrastructure projects	LSC Economy and Places	LSC Livability and Wellbeing, LSC Infrastructure, LSC Finance and Business excellence, Local businesses; Queensland and Australian Government	Submit four growth and economic development funding grant applications on behalf of LSC as approved by Council Assist a minimum of five local businesses apply for eligible grants to grow their business	Ongoing



2. Investment Attraction

Overview

Thoughtful and targeted investment marketing and promotional activities will generate private sector awareness of the Capricorn Coast region's potential as an attractive investment option. Ensuring a distinct coastal investment identity, the promotion of "open for business", combined with marketing the liveability of the Capricorn Coast will raise the investment profile of the region. Aggressively pursuing and engaging prospective investors within identified targeted sectors will ensure efforts are focused in areas that offer the greatest chance of success and optimal benefit to the community and economy.

Livingstone Shire Council acknowledges that new business investment is essential for the growth of existing businesses, and local employment opportunities and economic diversification. To this end, Council will do everything within its power to leverage its existing capital assets such as The Gateway Business and Industry Park and the Capricorn Coast Homemaker Centre.

We will continue to work with Capricorn Enterprise and other partners to increase tourism assets and unlock new opportunities attached to ecotourism, sports tourism, agri-tourism, rock climbing, beach and water sports and

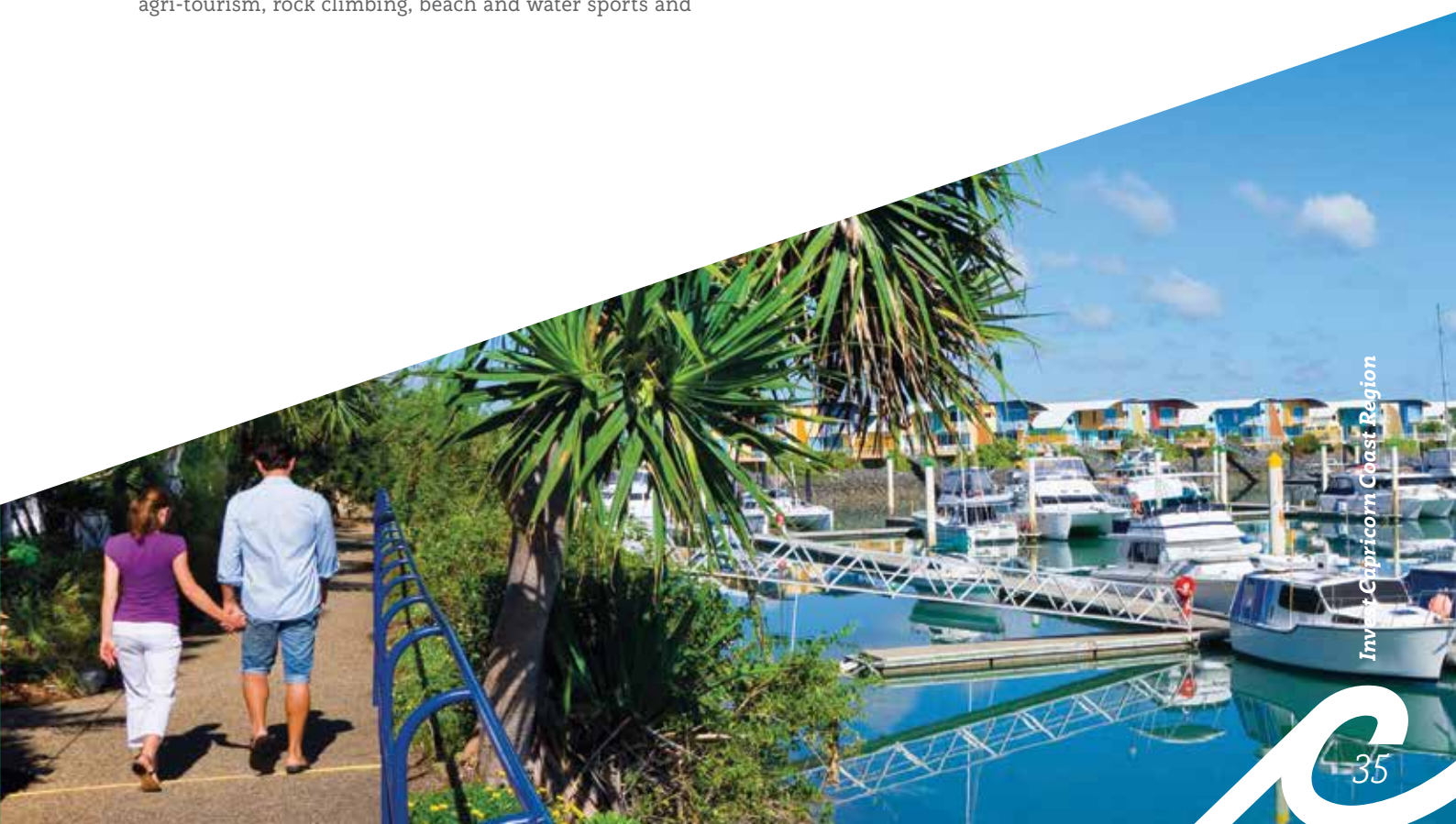
fishing. By capitalising on these opportunities we intend to grow the region's reputation as a unique bush to beach holiday destination, fostering longer stays and increasing value-add to local business from visitors.

Why?

Local job and business growth are the principle economic drivers supporting the region's future prosperity. New private and public sector investment and enhanced tourism product and services will deliver new jobs and ensure local business and industry growth. We will use better branding, marketing and business development activities to promote the key elements and essence of the Capricorn Coast region as a leading tourist, business and investment location.

Link to Council's Corporate Plan

- **Strategy EC2:** Facilitate, encourage and enable the establishment of businesses and industries and the retention, growth and diversification of existing businesses and industries in suitable locations.
- **Strategy EC3:** Promote Livingstone Shire as a desirable destination for investment, business, industry, tourism and living.



2. Investment Attraction

ACTION	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
2.1 Marketing the region as a desirable tourism destination				
2.1.1 Capricorn Enterprise continues to build on the Capricorn Coast region's unique identity (brand)	Capricorn Enterprise	LSC, Local tourism attraction and destination operators, local businesses, business and industry groups	Develop unique identity (brand) as per the initiatives outlined in the Capricorn Destination Tourism Plan and the LCS/CE Annual Agreement	Annual
2.1.2 Capricorn Enterprise continues to develop the suite of marketing materials to promote the Capricorn Coast as the premier destination on the Southern Great Barrier Reef	Capricorn Enterprise	LSC, Local tourism attraction and destination operators, local businesses, business and industry groups	Range of marketing materials per the initiatives outlined in the Capricorn Destination Tourism Plan and the LCS/CE Annual Agreement	Annual
2.1.3 Capricorn Enterprise continues to develop and implement a focused tourism and lifestyle marketing campaign to promote the Capricorn Coast as the premier destination on the Southern Great Barrier Reef	Capricorn Enterprise	LSC, Local tourism attraction and destination operators, local businesses, business and industry groups	Develop a Capricorn Coast region tourism and lifestyle marketing campaign as per the initiatives outlined in the Capricorn Destination Tourism Plan and the LCS/Capricorn Enterprise Annual Agreement	Annual
2.2 Promoting investment opportunities across the region				
2.2.1 Develop a suite of marketing materials for the Capricorn Coast region to promote it as a viable, diverse investment prospect	LSC Economy and Places	TIQ, DSDMIP, RDA, Austrade, CE	Range of marketing materials including website content, Capricorn Coast region investment prospectus, investment video brochure, The Gateway Business and Industry Park investment prospectus	Annual
2.2.2 Conduct targeted marketing campaign/ program to raise awareness and recruit investment to the region	LSC Economy and Places	DSDMIP, RDA, TIQ, Austrade, CE	The number of enquiries from new investment prospects inside and outside the region	Annual

ACTION	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
2.3 Proactive targeting and engagement with prospective investors				
2.3.1 Research to target-specific industries and potential investors	LSC Economy and Places	DSDMIP, RDA, TIQ, CE, CQUni, Austrade, private enterprise	Tailored research into identified opportunities Develop a list of potential industries that match the regions needs	Annual
2.3.2 Proactively engage with potential investors regarding opportunities to invest in the region	LSC Economy and Places	DSDMIP, RDA, TIQ, CE	Number of potential investors contacted and success stories from these contacts	Annual
2.3.3 Research national and offshore market opportunities for goods that can be produced locally	LSC Economy and Places	DSDMIP, TIQ, CE, Austrade	Tailored research into identified opportunities The number of local businesses connected with new markets	Ongoing
2.3.4 Leverage from Sister-City partnerships, and international partnerships to attract investment and new jobs; ADF and SAF Shoalwater Bay Training Area military exercises expansion.	LSC Economy and Places	DSDMIP, TIQ, CE, Austrade, ADF, SAF	Form a Sister City relationship with the City of Yangzhong and Xinba Town Friendship Agreement, China, to promote investment opportunities in the region Synthesize and build on partnerships with Singapore to capitalise on infrastructure and local supply investment opportunities under the ASMTI agreement with the SAF and ADF expanded military training exercises at the Shoalwater Bay Training Area	Annual





3. Technology and Innovation

Overview

Remaining abreast of new technologies will help local businesses and industry access new markets, become more efficient and develop new products and services. High speed digital connectivity allows professionals and businesses to locate and operate wherever they want. In this respect the Capricorn Coast region is a very attractive lifestyle choice for non-geographically limited businesses. For these reasons Council will support the ongoing evolution of a digitally enabled environment and entrepreneurial culture to optimise the Capricorn Coast region's appeal to digital economy innovators.

Why?

Spurring creativity and fostering an environment of entrepreneurship will lead to new business ventures, new jobs and increasing levels of innovation and knowledge creation within the local economy.

Link to the Council's Corporate Plan

- **Strategy EC1:** Identify and capitalise on economic opportunities for the benefits of the community.
- **Strategy EC2:** Facilitate, encourage and enable the establishment of businesses and industries and the retention, growth and diversification of existing businesses and industries in suitable locations.
- **Strategy EC4:** Establish initiatives including partnerships with both government and the private sector to create enterprises and undertake projects that generate jobs, wealth creation opportunities and sustainable economic growth.

3. Technology and Innovation

ACTION	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
3.1 Improving digital engagement and take-up amongst local businesses				
3.1.1 Provide specific workshops and learning opportunities for local businesses regarding new digital technology (digital marketing, social media training)	LSC Economy and Places	LSC Community Engagement, LSC ICT Services, DSDMIP, DHPW, CCC, Startup Capricorn, CE	Provide four workshops	Annual
3.1.2 Identify local digital and innovation champions to share benefits of digital literacy and adoption with the community and local business	LSC Economy and Places	Local businesses	Identify two digital community champions, appoint a Councillor digital champion	Ongoing
3.1.3 Develop a Smart Region Strategy to ensure that the region's business and community embraces the global digital trend to advance our economy, attract investment and build our prosperity	LSC Economy and Places	LSC Community Engagement, LSC ICT Services, DSDMIP, DHPW, CCC, Startup Capricorn, CE		Year 1
3.2 Deploy digital infrastructure to increase business				
3.2.1 Deploy digital infrastructure across major tourism, small business and industrial precincts to provide cost-effective digital marketing opportunities for business to encourage visitors and increase retail spend	LSC Economy and Places in partnership with DHPW, DITID, LSC Community Engagement and Capricorn Enterprise	Industry provider	Digital infrastructure deployed	Year 1 Year 2 Year 3
3.3 Foster an environment that encourages entrepreneurial innovation				
3.3.1 Host guest speakers to inspire and encourage local residents and businesses to start new ventures	LSC Economy and Places	DSDMIP, DHPW, CCC, Startup Capricorn, CE	Host two functions with guest speakers	Annual
3.3.2 Provide support, advice and contacts to local residents and businesses that want to start a new venture	LSC Economy and Places	Local community, start-ups, Startup Capricorn	Provide support to four local start-ups	Annual
3.3.3 Support a business incubator-style enterprise that can create an environment of new business ideas and ventures	LSC Economy and Places	Startup Capricorn ICT Network, CQUni, start-ups	Develop feasibility study and concept	Ongoing

MONITORING AND TRACKING ACTION PLAN PROGRESS

As with any plan, tracking and monitoring progress is essential for ensuring that efforts remain focused on initiatives that deliver the greatest return to the economy and community. We will do this in several ways:

- Track the progress Plan implementation and outcomes achieved
- Monitor general economic progress
- Continually engage with the business community
- Adjust priorities according to new information and opportunities.

No organisation can fully control what takes place in the economy and should not be solely held accountable for it; however, by undertaking these actions we can ensure that the Economic Development Plan is always optimally attuned to supporting positive economic forces.

No organisation or business can fully control what takes place in the economy as the capacity to manage

it is impacted by multiple factors. While many of these are beyond the control of one organisation, being strategic, planning and taking action in accordance with identified needs and opportunities both mitigates risk and maximises return. The actions stipulated in this plan have been determined on that basis. Their successful delivery is dependent on Council, the community, government, local businesses and industry organisations working closely together in partnership.

There are a variety of economic indicators that change on an annual and/or quarterly basis that we can reference to provide insights on the state of the economy, including:

- Gross Regional Product (GRP)
- Employment, by industry
- Unemployment rate
- Building approvals
- Median house prices
- Population growth
- Tourism visitation and expenditure.

These indicators should be tracked and published annually as an economic scorecard, coinciding with a review of the individual initiatives and tasks contained in the strategic initiatives program of work.

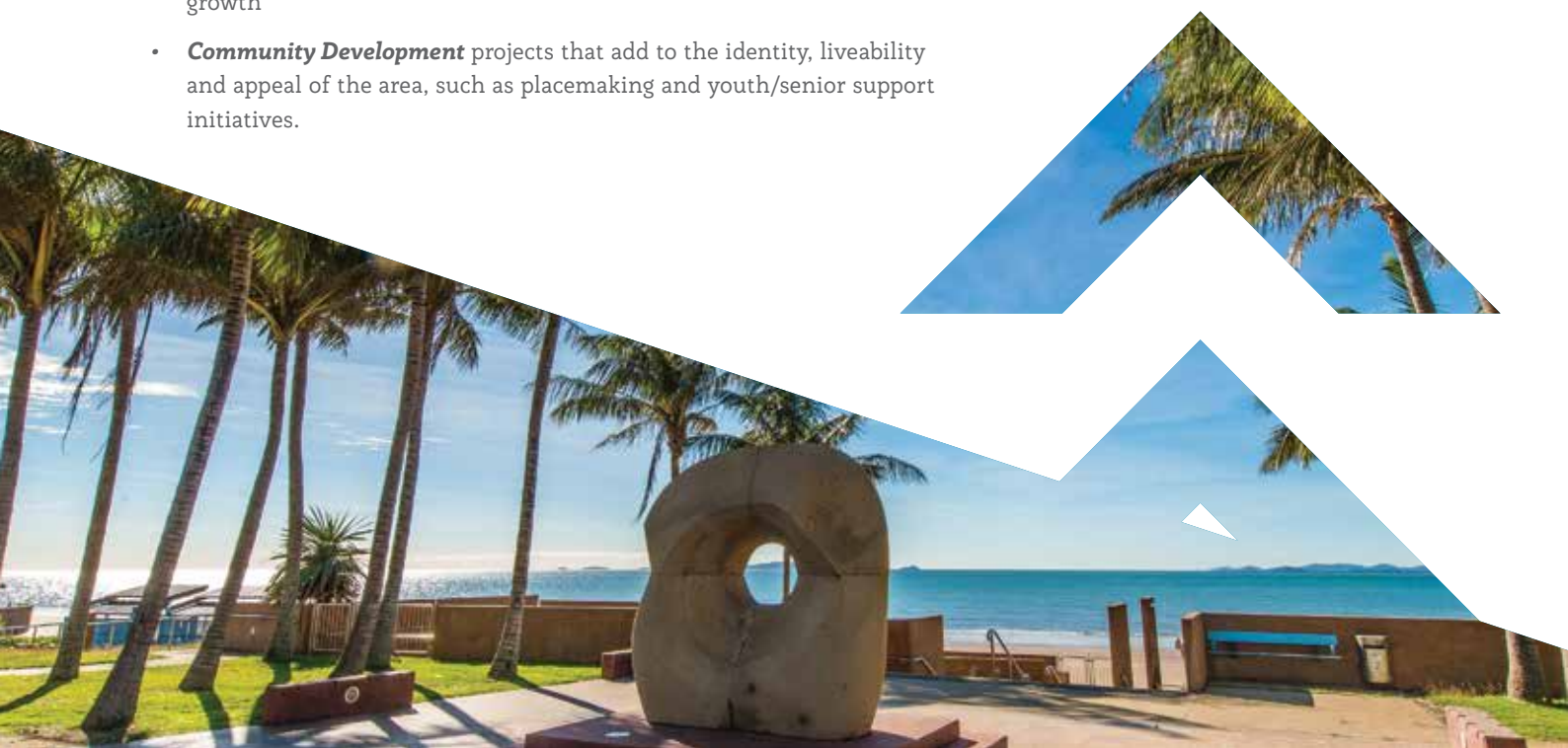


ENABLING PROJECTS

Multiple infrastructure projects have the capability to boost local economic capacity and performance by catalysing new investment.

There are four project categories:

- **Game Changer** projects that deliver substantial and immediate economic impacts
- **Aspirational** projects are not achievable in the short term (due to resourcing or market limitations) but could be future game changers
- **Enabling Infrastructure Projects** are those those that can reasonably be expected to deliver as core services, which are essential to economic growth
- **Community Development** projects that add to the identity, liveability and appeal of the area, such as placemaking and youth/senior support initiatives.





Game Changer Projects



Yeppoon Foreshore and Town Centre Revitalisation

The Yeppoon Foreshore and Town Centre Revitalisation project represents a \$53 million investment into the region, jointly funded with the Australian Government contributing \$10 million, the Queensland Government \$29 million and Council \$14 million. The overall objective is to revitalise existing public spaces and increase tourism, recreation and commercial land uses within the Yeppoon Foreshore and Town Centre precinct. This project includes the completed Keppel Kraken Water Play, the Yeppoon Town Centre carpark and car wash business (with associated tenancies), pathway connections and public art.

The Yeppoon Foreshore and Town Centre Revitalisation project also includes a lagoon pool, which includes a shallow-depth children's play area as well as an informal lap swimming area, plus shaded areas in and around the lagoon. The two-storey pavilion overlooking the lagoon will offer new dining and entertainment opportunities. Upgrades to Appleton Park skate bowl and playground

equipment and placemaking along Anzac Parade and the main foreshore section are included.

Finalisation of the project will see the Yeppoon foreshore transformed, creating a hive of resident and visitor activity and spend, enhancing future private sector investment across the region.

With its beachside location and proximity to the revitalised Yeppoon Foreshore and Town Centre the current site of the Council chambers is a prime future site for high-end tourism development to fully complement the transformation.

<http://www.livingstone.qld.gov.au/855/Yeppoon-Foreshore-and-Town-Centre-Revita>



The Gateway Business and Industry Park

The Gateway Business and Industry Park is a Council owned master planned business park on 56 hectares located five minutes from Yeppoon Town Centre. The park has preliminary approval offering simple self-assessment for light-to-medium (low impact) business and industry uses, including:

- Manufacturing/processing activities
- Showroom display/sales activities
- Garden centre/landscape supplies
- Indoor entertainment
- Indoor sports facility
- Local utility
- Machinery repair workshop
- Metal product manufacturing or welding
- Produce store
- Retail warehouse
- Sale or hire premises
- Storage/sales activities
- Storage premises
- Take-away food store
- Telecommunications facility
- Transport activities
- Veterinary clinic
- Vehicle depot
- Car wash
- Funeral parlour.

Stage 1 of the project is complete (2016) and Stage 2 was developed in 2017 and lots ranging from 2,000m² to 12,000m² are available for purchase. Once fully developed with active businesses, The Gateway Business and Industry Park has the potential to generate hundreds of local jobs.

<https://www.livingstone.qld.gov.au/832/Gateway>

Capricorn Coast Homemaker Centre



The Capricorn Coast Homemaker Centre is a dedicated “Homemaker Centre” fronting the Yeppoon-to-Rockhampton Road. The site is in a central location on nine hectares of land close to town and is earmarked for large format retail, bulky goods and associated businesses. Stage 1 went to market in 2016 and commenced development in 2017. Stage 2 will be developed in future years subject to demand. The total development has the potential to add around 300 local jobs to the Capricorn Coast region and, with the right tenancy mix will retain local spend within the community. Council received \$3 million funding from the Queensland Government through the Works for Queensland (W4Q) program which is an initiative to assist with local job creation.

The Centre of Excellence for Disaster Management, Innovation and Community Resilience (‘The Hub’)



The Centre of Excellence for Disaster Management, Innovation and Community Resilience, known as ‘The Hub’ is a \$6.225 million project jointly funded by the Australian and Queensland governments and Livingstone Shire Council. It is a cyclone-proof three-storey building in Yeppoon Town Centre, designed to function as a strategic hub for managing and coordinating disaster situations and recovery efforts and building community resilience.

Additionally, and potentially more importantly, the centre can also function as a state-of-the-art centre of excellence for an education and research facility to encourage entrepreneurship, and provide flexible co-working space via a high-technology learning space. The centre has the potential to become a hub of innovation and economic development for the Capricorn Coast region, providing a catalyst for future employment.

<http://www.livingstone.qld.gov.au/1228/LDCC-and-Community-Education-Resilience>

Shoalwater Bay Training Area Expansion



The 454,000 hectare Shoalwater Bay Training Area was established in 1965 and occupies approximately 25% of the region. Shoalwater Bay is recognised as one of the best military training areas in the world and is set to expand under the Australia Singapore Military Training Initiative. The number of Singapore Armed Forces troops will at least double and time on the ground is expected to triple in the next 20 years. The Australian Defence Force estimates that through the Comprehensive Strategic Partnership, the Singapore Government will invest approximately \$1 billion in Rockhampton and Capricorn Coast regions over the next 10 years. In addition, the Australian Defence Force intends to deliver infrastructure improvements to the Shoalwater Bay Training Area to accommodate the expanded activities in the order of \$120 to \$140 million dollars over the next few years.

Defence force exercises at the Shoalwater Bay Training Area inject an estimated \$10 million into the regional economy every year. The majority of this benefit presently accrues to the broader Central Queensland area, but it is anticipated that the expansion will ensure a greater value flow to the Capricorn Coast region as a result of investment in local infrastructure, such as the sealing of Stanage Bay Road.

Infrastructure funding will also unlock growth potential in the beef cattle, seafood, horticulture and tourism sectors. Local suppliers will find their capacity to provide services and supply products enhanced as well.

Beyond direct industry growth opportunities, defence exercises in the region can bolster tourism if leave opportunities for service personnel are expanded.

Causeway Lake Revitalisation



Once a premier coastal attraction for a wide range of recreation activities, the Causeway Lake has been severely impacted by siltation, which has limited its recreational and environmental functionality. Demand for a safe environment to conduct traditional activities such as skiing, boating, kayaking, sailing and fishing is growing, yet current lake conditions can only minimally sustain these activities. The lake desperately needs dredging as the first step towards restoration. At the same time, improvements to the shoreline are needed to support the expected renaissance of on-the-water activities. Existing ramps, amenities, lighting, parking, landscaping, picnic furniture and other infrastructure also need upgrading and there is the opportunity for creating a new oceanside access to support access to Keppel Bay, the islands and beyond.

Council is currently working with the State Government to identify the constraints and opportunities surrounding the Causeway Lake, with a view to mapping out a much brighter future for this valued coastal asset. This presents an exciting growth opportunity for Capricorn Coast region.

Lower Fitzroy River Infrastructure Project – Rookwood Weir



The proposed \$260 million Rookwood Weir will create an additional 4,000 ML of water to support high-value agricultural and industrial activities in the Capricorn Coast region. An additional 1,000 hectares of high-value irrigable crops in the region are possible, with an estimated production value of \$1 billion. This will create 2,000 brand new jobs across Central Queensland.

<https://www.statedevelopment.qld.gov.au/assessments-and-approvals/lower-fitzroy-river-infrastructure-project.html>

Station Quarter, Yeppoon Heritage Railway Precinct



The Yeppoon railway line was officially closed in 2004 creating a vacant 2.4 hectare site in Yeppoon's Town Centre, approximately 1 km from the beach. The site is currently being master planned by Economic Development Queensland with a view to redeveloping it.

Conceptual plans include a mix of residential, retail and commercial, bringing new opportunity to the western end of the Yeppoon Town Centre. In combination with the Centre of Excellence for Disaster Management, Innovation and Community Resilience - 'The Hub' and the Yeppoon Foreshore and Town Centre Revitalisation project, the inclusion of the Station Quarter Precinct will transform the Yeppoon Town Centre.

<https://www.dilgp.qld.gov.au/economic-development/yeppoon-heritage-railway-precinct.html>





Aspirational Projects



Great Keppel Island

Great Keppel Island

Great Keppel Island currently provides a variety of high-quality, largely nature-based visitor experiences including fringing coral reefs and 17 pristine white sandy beaches. No other island in the Great Barrier Reef provides the same amenity. The quality of these natural assets and the island's close proximity to the coast provides enormous scope for development of new tourist targeted infrastructure and experiences. The island is served by ferry services and a landing strip accommodating a variety of aircraft. Approvals are in place for a premier eco-luxury resort comprising 700 villas, 300 apartments, an 18-hole championship golf course, beachfront hotel comprising 250 5-star suites, day spa, restaurants, swimming pools and retail shops, a 250 berth marina with yacht club and ferry terminal and a commercial airstrip with potential for direct flights to Sydney, Brisbane and Cairns. The Queensland Government has committed \$25 million towards the construction of water supply and electricity infrastructure to connect Great Keppel Island to mainland services. Council is working with the Queensland Government and Great Keppel Island tourism operators to deliver this major project to further facilitate and enhance the realisation of Great Keppel Island's full development potential as an iconic tourism destination.

Capricorn Resort

Capricorn Resort is located approximately 10 km north of Yeppoon and encompasses 22,000 acres, including 20 km of beachfront, a 280-room resort and associated amenities such as a restaurant, golf courses and pools. The resort owners are currently preparing an environmental impact statement for a \$600 million redevelopment of the site, to include a 300-room five-star resort, Wagyu cattle farm, residential community and village centre, airstrip and refurbishment of the existing 280-room resort.

The closures of the Keppel Island Resort and Capricorn Resorts have had a major impact on the local economy. The redevelopment of one, or preferably both of these resorts will do much to bolster the local economy.

Direct Air Link

Closure of the Rockhampton Airport during major flood events severely impacts the local economy, often shutting down air-based business activity for weeks at a time. More importantly, however, this projects a message of uncertainty for investors. Development of direct air links catering for regular passenger transport would address this "all too frequent" occurrence, and substantially bolster the local tourism sector, particularly the re-development of Capricorn Resort and Great Keppel Island. Direct air links

Capricorn Resort



would increase the reach of the destination in a similar fashion to Hamilton Island and Lord Howe Island making it easy for interstate visitors to access the destination. Direct air links increases accessibility for local businesses for freight services, along with an all-weather airport access option for military training services. Finally, there is a considerable amount of existing airport infrastructure on the Capricorn Coast region that could be investigated further for future expansion to enable regular passenger transport services.

Alternative Energy Generation And Storage

Renewable energy technologies are rapidly transforming the energy industry and Capricorn Coast region. With an average of 300 days of sunshine a year, the region is extremely well positioned to take advantage of this revolution at a broad-scale level, to reduce local energy costs and environmental impacts, and create new local jobs.

Coastal Touring Route For Visitors

A challenge for the Capricorn Coast region is that it does not lie along the major North-South highway (Bruce Highway) and as such, visitors must seek out the destination and drive between 40 km to 50 km to access it. If there was a major coastal touring route in parallel with the Bruce Highway, considerably more traffic would be generated, which would create a significant increase in visitors to the region.

Convention Centre

Currently the Capricorn Coast region has no facilities to host major conventions and trade shows. The development of a Convention Centre (1,000 to 2,000 person capacity) would significantly increase the region's ability to attract business and leisure events to grow the tourism industry. The abundant local attractions provided by the Capricorn Coast constitute an enticing draw for event organisers seeking regional settings for major meetings, conventions, training workshops, trade shows and like events. Development with coincident supportive uses such as a cinema, virtual reality experiences or a maker space would further enhance the diversity and appeal of the venue.

Development of New Tourism Product

The region has a rich Indigenous and European history that can be much better leveraged to enhance our general tourism and business appeal through appropriate storytelling, interpretation and experiential engagement. Opportunities exist to develop unique new tourism

products that provide memorable engagements with local Aboriginal culture, or a farm-stay experience at a crocodile farm or a working cattle station. These are opportunities both Australian and overseas visitors are looking for, however, often struggle to find.

Enabling Infrastructure Projects

Baseline projects fall within standard expectations for the provision and maintenance of essential community infrastructure. These projects support normal economic and community growth but they may also be prioritised to deliver greater economic impact by timing their delivery to support emerging market opportunities. For example, building a road now that might have been planned for 10 years should be possible if unforeseen development opportunities land in the community's lap. Achieving this efficiency is not difficult, however, requires political, fiscal and organisational discipline to ensure alignment between project priorities and economic opportunities.

Community Development Projects

- Local art gallery expansions
- Yeppoon – Roslyn Bay Coastal Connections Walk and Bike-way, including ped-bridge connections across Fig Tree and Ross Creeks.
- Development of new botanical gardens
- Expansion of Capricorn Coast Hospital
- Expansion of Emu Park High and Primary schools and Yeppoon High School
- Increase number of boat ramps and marina infrastructure
- Extend Yeppoon Foreshore north (including creation of a new jetty/pier)
- Redevelopment of Yeppoon showgrounds
- Extension of existing Pineapple Rail Trail
- Placemaking initiatives at multiple locations
- Development of lookouts along Yeppoon Road in the vicinity of Mt. Jim Crow
- Extension of CQUni campus to Yeppoon
- Promotion of rock climbing and other unconventional sport opportunities
- Panorama Drive – northern strategic link road
- Sporting events attraction at Barmaryee Sports Complex

WORKING IN PARTNERSHIP

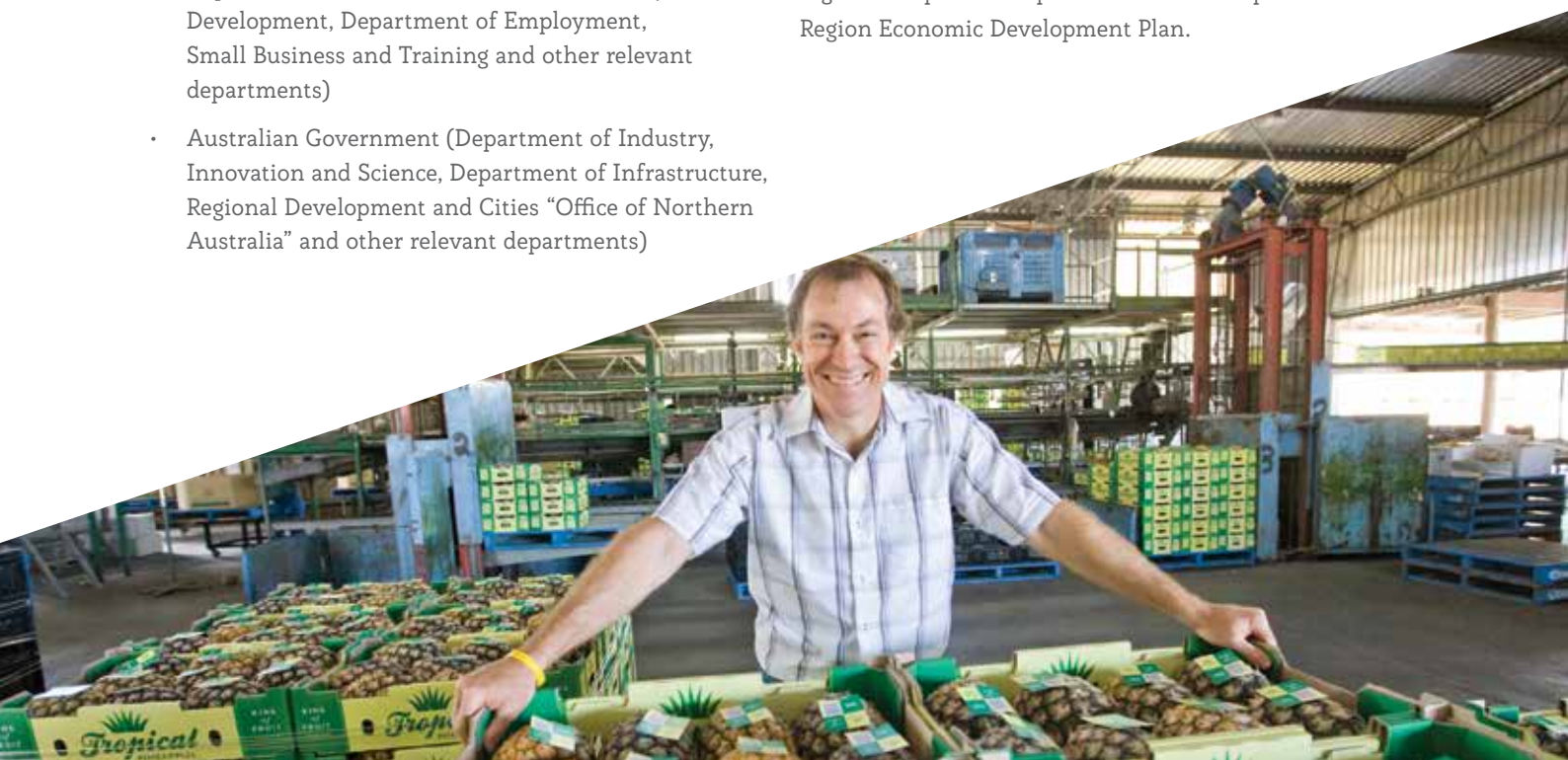
Economic development is a concerted effort by numerous businesses, organisations and government working in partnership together. No community can succeed in isolation, so the Livingstone Shire Council will work with a variety of partner organisations, including:

- Local businesses and investors
- Local business and industry organisations
- Capricorn Enterprise
- Capricornia Chamber of Commerce
- Start-Up Capricorn
- Other local governments
- Queensland Government (Department of State Development, Manufacturing, Infrastructure and Planning, Department of Housing and Public Works, Department of Innovation, Tourism Industry Development, Department of Employment, Small Business and Training and other relevant departments)
- Australian Government (Department of Industry, Innovation and Science, Department of Infrastructure, Regional Development and Cities “Office of Northern Australia” and other relevant departments)

- Indigenous stakeholders
- Educational and research facilities
- Community organisations and not-for-profits
- Essential service providers such as NBN, Ergon and Telstra.

Through partnership, all stakeholders can contribute to creating a sustainable economic future and successfully delivering the Economic Development Plan. The Economic Development Plan has considered all of the partner strategies that are following this section to ensure a strong alignment with all interlinked strategies and plans. This alignment is achieved through the strategic initiatives outlined in this Plan as well as the detailed opportunities that identify focus areas for future growth.

The following partner strategies and plans will work together in partnership with the Invest Capricorn Coast Region Economic Development Plan.



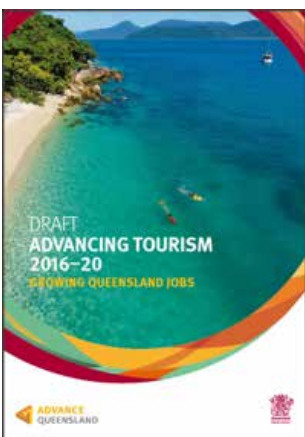


Lead agency: Capricorn Enterprise

The Capricorn Destination Tourism Plan is the Capricorn region’s tourism strategy and highlights the resources required to reach the growth priorities of 2020. The destination growth priorities are:

- Support major investments by the private sector
- Secure funding for major public works for tourism - orientated projects
- Target growth in business and sporting events
- Continued financial and product-development support of the Southern Great Barrier Reef destination brand
- Annual experience development mentoring program
- Long-term increase in the events marketing budget
- Promote and develop the potential of the region’s heritage, culture and arts
- Leverage the economic diversity of the region.

Aspirations for the growth of the Capricorn Coast region as a tourist destination are featured throughout the strategy and closely align with the desire to grow tourism product as detailed in this Economic Development Plan.



Lead agency: Advance Queensland

Advancing Tourism 2016-20 is the Queensland Government’s plan to grow tourism and jobs. It seeks to capitalise on the opportunity afforded by unprecedented growth in tourism jobs by targeting four priority areas:

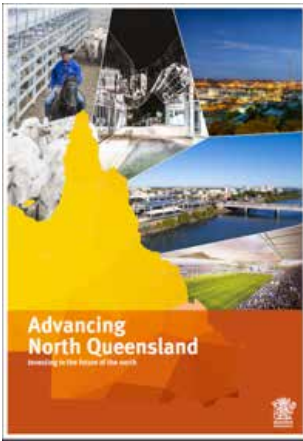
- Grow quality products, events and experiences
- Invest in infrastructure and access
- Build a skilled workforce and business capabilities
- Seize the opportunity in Asia.



Lead agency: Office of Northern Australia

The White Paper on Developing Northern Australia sets out key policies and initiatives to unlock the North’s vast potential in particular by the development of the Northern Australia Infrastructure Policy (NAIF). The NAIF offers concessional loans up to \$5 billion in aggregate for economic infrastructure private-sector investment that benefits Northern Australia. The Capricorn Coast region is included in the footprint of the Northern Australia area. The Australian Government’s future agenda for growth in the north also includes:

- Better use of land and water resources
- A welcoming investment environment
- Improved governance and reduced regulatory burden
- Investment in infrastructure to lower costs for businesses and households
- A skilled workforce that meets the growing needs of the north
- Enhanced air, land and sea transport links to, from and within the north.



Lead agency: Queensland Government

The Queensland Government is working to advance and diversify North Queensland's economy. The Capricorn Coast region is included in the footprint of the North Queensland area. The Advancing North Queensland strategy includes five priority areas to drive growth and jobs:

- Roads infrastructure
- Water security
- Research and innovation
- Tourism, trade and investment
- North Queensland Stadium.



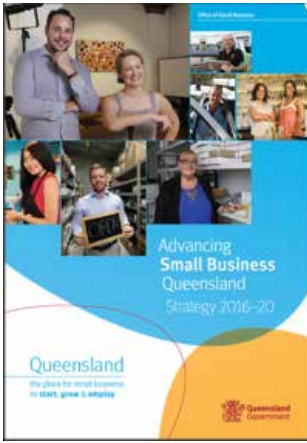
Lead agency: Trade and Investment Queensland

The Queensland Trade and Investment Strategy 2017- 2022 is a plan for cooperation between governments, businesses, educational institutions and local councils to create jobs by tapping into the immense opportunities being created by expanding international markets.

The Strategy seeks to achieve two aspirational targets:

- Increase Queensland's share of national overseas exports to 22% and maintain this through to 2022
- Increase the number of investment outcomes facilitated by the Queensland Government by 20% by 2022
- With a focus on international investment attraction, the Economic Development Plan aligns closely to this strategy.





Lead agency: Office of Small Business Queensland

The Advancing Small Business Queensland Strategy 2016-20 focuses on stronger advocacy for small business, simplified and coordinated service delivery and connecting small businesses to opportunity. It puts in place programs that help small businesses grow, innovate and take advantage of digital opportunities.

The Economic Development Plan, with its strategic focus on local business and industry development, closely aligns with the Strategy's desire to empower small businesses and will facilitate opportunities for growth by making sure local businesses are aware of, and are taking advantage of, government funding and support programs.



Lead agency: Department of Education

The consultation draft of “Advancing skills for the future” a strategy for vocational education and training in Queensland sets out the Queensland Government’s vision for Vocational Education and Training (VET) to ensure that in a changing world, all Queenslanders are able to access - high- quality training that improves their life prospects and supports industry development and economic growth. The consultation draft of “Advancing skills for the future” focuses on three priority areas for action:

- Industry and innovation
- A quality system
- Access and participation.

The Economic Development Plan recognises that maintaining and attracting a skilled workforce in regional areas remains a challenge, so it is essential that strategies such as this, are in place to provide students with skills for the future, while supporting existing workers to reskill, so they can participate in a changing workforce.





**Invest
Capricorn Coast
Region**

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