

An overview of the economic indicators and regional priorities for Central and Western Queensland

December 2019



**Regional
Development**
Australia
CENTRAL AND WESTERN QUEENSLAND

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RDA Central and Western Queensland

Introduction

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Foreword

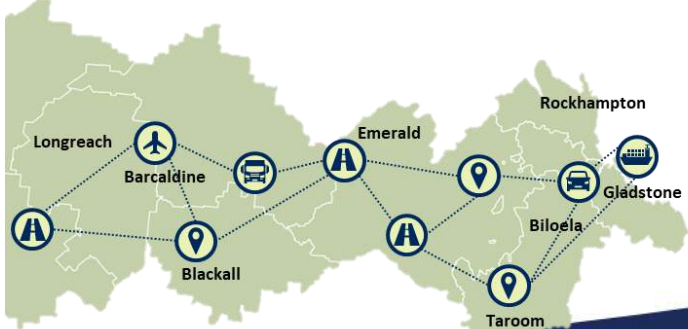


Regional Development Australia Central and Western Queensland (RDACWQ) continues to focus on regional economic development priorities and initiatives that span across the central and western region. As such, RDACWQ has undertaken a study into the significance of the region's economy as well as the regional initiatives required to support its continued growth as a key national contributor.

The purpose of this project was to firstly deliver an **economic baseline** with information on the region's activities and competitive advantages to facilitate engagement with both government and the private sector, domestically and internationally. This will provide an evidence base to engage on key policy and investment initiatives and support community stakeholders to develop project proposals. Secondly, the project sought to develop a detailed understanding of the challenges across the region's supply chains and the critical regional development issues affecting the region. This will further lay the groundwork for the development of a priority **list of regional economic interventions** to support the region's growth objectives. Through collaboration with relevant stakeholders, identification of these economic interventions will help to leverage private and public sector investment in the region.

The RDACWQ members recognise the value of a **shared regional approach**. The local governments and other relevant stakeholders within the region have come together to plan for economic prosperity to ensure the long term success of all parts of the region.

A coordinated approach ensures that new projects are considered within the wider region highlighting the **interdependencies between the investments**. Projects in the region are part of a long term program of investment required to support the regional supply chains and community. This approach highlighted the interdependencies between projects, strengthening the value and contribution of the individual investment.



Project Stakeholders

RDACWQ would like to acknowledge and thank all the project contributors, including Banana, Gladstone, Rockhampton, Central Highlands, Woorabinda, Livingstone, Barcaldine, Blackall-Tambo, Longreach, Barcoo, Diamantina and Winton local governments as well as the Commonwealth Department of Infrastructure, Transport, Cities and Regional Development. This project illustrates both the quantity and interconnectedness of the growth opportunities available in the region. The commitment of all three levels of government to work together will enable these opportunities to be realised.



Grant Cassidy
OAM

Chair

Regional Development Australia
Central and Western Queensland

Central and Western Queensland: Region at a Glance



A regional economy with the capacity to grow

Central and Western Queensland (CWQ) is home to 1 in 6 regional Queenslanders (17% of Queensland's regional population - those not living in South East Queensland (SEQ)), with a residential population of 231,000 (2016)¹¹. The regional economy contributed an estimated \$17.7 billion to the state economy in 2018 (economy id)¹⁹, drawing on a workforce that consists of ~93,000 local residents and ~7,300 workers from outside the area (based on 2016 Census)¹¹.

Queensland's regional agricultural supply chain

The region has an abundance of productive land, with a total area of 452,454 km² (26% of Queensland)²¹. The majority of this land is utilised for sustaining the region's large cattle herd of approximately 4,484,569 (note this estimate includes the broader Fitzroy Basin and Dessert Channel natural resource management regions, which do not directly align to the CWQ region)¹, with the cattle herd providing the primary source of economic activity for many of the region's townships.

The total value of the region's agricultural products was \$1.972 billion in 2015/16⁴⁸. Of this, the region's livestock generated a combined value of \$1.661 billion⁴⁸. The region's crops generated the remaining \$310 million in gross value added (GVA) with cotton, chickpeas, mung beans, mangoes, grapes, and macadamias among the region's top crops produced in terms of value⁴⁸.

Driving exports through resources

One-fifth of the Queensland export task departs from the region's ports at Gladstone and Rockhampton. The large export volume of

96.7 million tonnes is generated by the area's productive mining areas, with coal mining activity accounting for an estimated 49 million tonnes alone³². This sector receives significant private sector investment, with an estimated \$3.53 billion in 2017/18²³. This export activity is expected to remain a central part of the regional

economy, as demand for the region's resources remains.

A diversifying regional economy with Tourism

Tourism is part of a sustainable, long-term pathway towards a diversified and vibrant economy. A broader economic base is important to provide a wider range of employment and economic development opportunities for the local community. The region has diverse natural beauty and tourist attractions which provides a solid foundation.

A key manufacturing region for Queensland

The CWQ has a focus on rail manufacturing and technology, resource processing, advanced technologies for metal production and food product innovation. With a supply of suitable land and government investment, there is significant potential for this sector to grow.

Defence industry enables local business growth

On the east coast, the Shoalwater Bay Training Area is the Australian Defence Force's (ADF) largest permanent training area. The presence of a defence training facility is a boost for the region through the supply chain involvement in the construction and running of the training area.

Maintaining and growing sustainable communities to support business

A key focus for many parts of the region is sustaining, or growing resident populations to help towns thrive and plan for their future. Without sustainable communities, there is not the workforce to support the economic opportunities highlighted in the industry sectors.

Key statistics:	CWQ	% of QLD
Overview		
Total area ²¹	451,454 km ²	26%
Population ¹¹	231,000	5%
Population density (people/ km ²) ^{11, 21}	0.51	2.71*
Resident workforce ⁴⁹	93,000	4%
Number of jobs ⁴⁰	100,000	5%
Economy		
GRP ¹⁹	\$17.719 billion	6%
Exports ³²	96.772 million tonnes	32%
Key Industries		
Agriculture gross value added (GVA) ⁴⁸	\$1.972 billion	15%
Cattle herd ¹	approx. 4.5 million	37%
Mining gross value added ⁴⁶	\$7,359.8 million (2018)	12%
Saleable coal production ³²	49 million tonnes (2017/18)	20%
Mining sector private expenditure ²³	\$3.52 billion	12%
Connectivity		
Number of airports ³⁶	11	
Number of ports	2	
Km of road ²⁵⁻²⁷	36,674	

* Value provided as stated number (people/km²) rather than % of Queensland.

Central and Western Queensland: Region at a Glance (cont.)



37%

of Qld's cattle herd³



Agriculture is underpinned by beef, sheep, goats, horticulture & forestry

\$1.661b

generated by livestock combined⁴⁸



One-quarter

of the Queensland's land area²²



A region with diverse natural beauty from red deserts of the outback to the Great Barrier Reef with enormous growth potential

\$7.359b

in GVA from mining activities (2018)⁴⁶



One-fifth

of Queensland's export task departs from the region's ports at Gladstone and Rockhampton³²



Thriving communities enable a workforce that drives economic opportunities

Shoalwater Bay Training Area is the ADF's **largest permanent training area**



1,890,000

overnight visits to the region (2018)²⁹



Home to 1 in 6 regional Queenslanders

Gladstone and Rockhampton are key manufacturing centres.



RDA Central and Western Queensland

Key Development areas

- Agriculture
- Tourism
- Mining
- Manufacturing
- Defence
- Thriving Communities

Agriculture in Central & Western Queensland



37% of
Queensland's
cattle herd³



Agriculture is
underpinned by beef,
sheep, goats, horticulture &
forestry

\$1.661b
generated by
livestock
combined¹⁹

70
New jobs from investment
in cluster fencing for
sheep; unlocking rapid
expansion in sheep and
goat production⁴⁷.

West to east supply chain

The CWQ region is underpinned by agriculture, particularly beef cattle, with organic pasture in the west of the region and a thriving horticulture industry in the east.

Northern supply chains

The roads in the region provide a key link for the NT and Gulf country cattle supply chains.

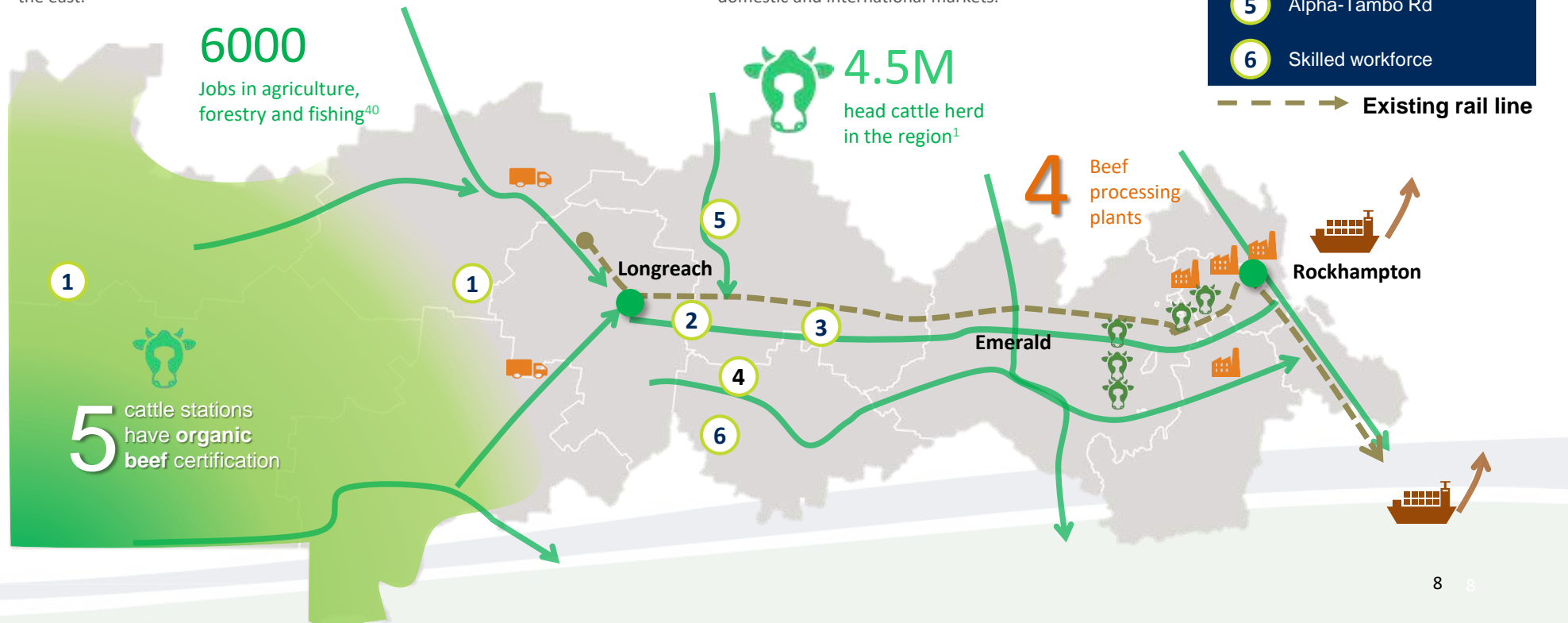
West to east freight

Livestock is produced across all of the region's productive agricultural land – requiring access to export markets. Transport east to Rockhampton and south to Brisbane enable goods to reach domestic and international markets.

Key projects for investment

- 1 Eyre Developmental Rd
- 2 Tambo- Springsure Rd
- 3 Blackall-Capricorn Hwy
- 4 Dawson-Development Rd
- 5 Alpha-Tambo Rd
- 6 Skilled workforce

--- Existing rail line



Agriculture



The region has high quality livestock and tropical agricultural products that meet the demand of domestic and international markets.

While the region experiences challenges, primarily drought which currently affects over 96% of the region's area²⁸, the total agriculture GVA still contributes a significant \$1.972 billion to the regional economy⁴⁸.

The region's grazing country supports a large 4.5 million head of cattle, producing high value organic cattle and a growing sheep herd¹.

The region has access to markets, established supply chains and processes, and experienced labour. Livestock related products contribute a combined \$1.661 billion in GVA to the regional economy⁴⁸.

The climate and soil type of the eastern region (Central QLD) provide advantages in the production of crops. Furthermore, its natural assets provide advantages for recreational and commercial fisheries. Overall, cropping related activities contribute a further \$310 million to the region's agricultural activities¹⁹.

A region famous for quality beef

Australian beef is regarded in the global industry as being high quality, healthy and disease free. The region accounts for 17% of Australia's total cattle herd² and 37% of Queensland's cattle herd (as defined by the Fitzroy Basin and Dessert Channel natural resource management regions)³. This sector is supported by the beef cattle service industry which is comprised of technology, infrastructure and support services.

Production, sale and processing in the Central and East

The CWQ region is one of the country's largest cattle production areas. The production of cattle is supported by saleyards and processing plants in the region.

Organic beef production in the west

Five cattle stations in the region have obtained organic beef certification, with Diamantina having one of the first organically accredited saleyards in Australia. The natural endowments of the region provide a competitive edge in the beef industry.

A key exporter of cattle genetics

A key export other than processed meat is cattle genetics.

A growing sheep herd in the Central West

Sheep farming has been undertaken in the region since the 1840s. With recent investment in cluster fencing in some parts of the central region, sheep numbers are on the rise.

The cluster fencing investment has had a very positive effect. The fencing protects herds from predators which has promoted strong growth in the sector. This has provided important economic diversity in the agricultural sector and job opportunities in local communities.

Currently, sheep and wool are processed outside the region, transported by road freight. With growing demand and continued investment in cluster fencing, there will be an opportunity to bring processing back to the region, creating additional jobs and economic activity.

Key regional priorities

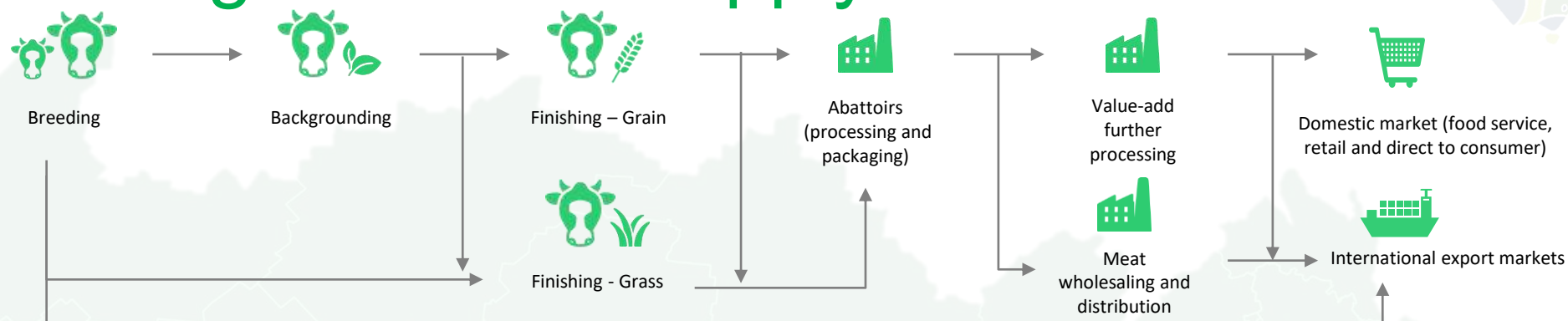
- Continued investment in the cluster fencing initiative.
- Feasibility study for a wool handling centre.
- Grow a skilled workforce, particularly shearers.

Horticulture is established and there are opportunities across the region

Fitzroy River, as well as other major water bodies in Central Queensland, provide water security, underpinning the horticultural production in the central and eastern parts of the region.

With additional water supply and emerging protected cropping, there is potential to increase existing activities including local coarse grain production for use in regional feedlots, and other common horticultural crops including market vegetables, citrus fruits, tropical orchard fruits, grapes, and plantation fruits.

The Region's Beef Supply Chain



Breeding

Breeding is located throughout the region. The isolated nature of the western region has supported certified organic operations. In the Diamantina Shire, the market premium on organic cattle presents a higher value future opportunity for the region. Dedicated infrastructure and skills may support growth of organic beef.

Key enabler in supply chain:

- Sufficient rainfall and access to ground water sources.
- Road access.
- Availability of skilled staff suitable for pastoral operations.

Backgrounding

Backgrounding is a transitional stage for animals allowing growing out to meet live export, feedlot or processing specifications, thus creating additional value for producers. Backgrounding is an important function to ensure consistency and reliability of supply into live export, feedlot and processing facilities.

Key enabler in supply chain:

- Sufficient rainfall and access to ground water sources.
- Road access.
- Availability of skilled staff suitable for pastoral operations.

Finishing

Feedlots are clustered in the eastern zone of the region given the proximity to grain supply, road access, water and abattoirs. Feedlots are a critical element of ensuring consistency of supply of high-quality cattle, alleviating the impact of drought on the industry. Feedlots are intensive activities, with higher rates of employment than cattle stations and also support grains industry growth.

Key enabler in supply chain:

- Cost of cattle and grain.
- Road connections from east to west for Road Trains and B-doubles.
- Availability of labour.
- Water access.
- Environmental considerations.
- Research in smart and intensive farming.

Abattoirs

There are three processing facilities in Rockhampton and a facility in Biloela. Two proposed independent facilities in Emerald and Gladstone are in the planning stages of development. The abattoirs are highly reliant on the supply of migrant labour resources. The challenge of sourcing reliable labour is driving increased automation within plants.

Key enabler in supply chain:

- Road connections from east to west for Road Trains and B-doubles.
- Availability of skilled and unskilled labour.
- Reliable energy supply.

Value add industries

Value-adding or further processing prepares ready to eat or processed meats. These products are of more convenience or value to consumers. Concentration of these facilities is largely in the South East of Queensland. Meat wholesaling and distribution businesses (separate to abattoirs) are also largely absent from the region.

Key enabler in supply chain:

- Energy supply for cold storage facilities.
- Capital investment in processing facilities.

Market

Roads transport the beef freight products:

- South for domestic consumption.
- For export via the Port of Gladstone to Asian and USA markets.
- For exports via roads to the Port of Brisbane.

Port Alma is a small but growing live export terminal. Its key advantage is a 600km trip saving for cattle producers compared to Townsville.

Key enabler in supply chain:

- Road connections from east to west for Road Trains and B-doubles.
- Markets access and trade protocols in international markets.



Agriculture | Regional Priorities

Key enablers to grow the agriculture industry include:

Water

Water makes it possible to raise livestock and grow fruits and vegetables which are a main part of the Australian diet and a key export.

Agricultural water is used for irrigation, pesticide and fertilizer applications. The region is committed to enhanced sustainability, efficiency and productivity in the management and use of water resources.

Like the rest of Australia, the region faces major challenges in ensuring sustainable water supply in the face of increased climate variability and rising demand for water.

The key regional priorities below are focused on improving supply and security of water in the region. These investments will provide flexibility to respond to water demand triggers and other factors, such as new consumers, drought conditions, security of supply and availability of funding.

Key regional priorities

- Rockwood Weir
- Eden Bann Weir
- Nathan Dam
- Fairbairn Dam
- Flinders Dam
- Diamantina Dam
- Thompson Dam
- Barcoo Dam

Roads

The road network is the backbone of the region, connecting key supply chains from the east to west and north to south. Importantly, the road network links the livestock rail services and ports (Gladstone and Brisbane) for the export of live cattle and beef, and agricultural products.

Although the road network is expansive, some efficiencies are lost in restricted weight and truck type areas. The decoupling of road trains on the Capricorn Highway network hampers the productivity and efficiency of beef processing operations, ultimately increasing the costs of transport and production.

Parts of the region suffer a similar problem, with cattle from the western grazing country often facing two transport mode changes (between road and rail) to reach the bulk of Queensland's processing capacity in the east and south-east extents of the state.

The key regional priorities below are focused on improving the efficiency of the supply chains and the productivity of the agriculture sector.

Key regional priorities

- Tambo-Jericho Road.
- Blackall- Capricorn Highway
- Alpha - Tambo Road
- Dawson - Development Road
- Eyre Developmental Road

Energy

Providing energy to dispersed populations is expensive. The cost of energy is a barrier, limiting the growth of agribusiness within the region. For example, energy is a key input to enable the irrigation of farmland.

The Queensland Government ensures that customers across regional Queensland pay a similar amount for their electricity to those in South East Queensland. Across the state, the subsidy is more than half a billion dollars a year.

The CWQ local governments have identified potential to leverage new technologies, such as solar, wind, battery storage and micro-grids to provide an alternative power source. Importantly, the current subsidy funding could be re-deployed to fund economic infrastructure to support the sustainability of the regions.

Key regional priorities

- Renewable energy
- Lower cost of water

Rail

Queensland is the only state with a rail network that supports the transport of cattle. Livestock rail services are subsidised and provide regular scheduled services at a fixed-rate throughout the year. The network contributes to safer roads through a reduction in heavy haulage traffic, providing an alternative to trucking. Use of the rail network has been impacted by its deregulation, although the Queensland livestock rail service presents significant opportunities for the Queensland beef industry to efficiently transport cattle.

Freight linkages provided by the Inland Rail project may present a future opportunity for the efficient transportation of livestock in the region. Although the route is only planned from Melbourne to Brisbane, linkages from Toowoomba to Gladstone in the future may be a feasible option, linking southern freight supply chains through to the Port of Gladstone.

Key regional priorities

- Inland Rail –Toowoomba to Gladstone link



Agriculture | Regional Priorities

Key enablers to grow the agriculture industry include:

Digital

Digital infrastructure includes both mobile and fixed line internet connectivity. Digital connectivity is the predecessor for any economic development; it is required for business, skills development, market access and innovation.

High speed internet digital infrastructure connects people and businesses to the information and business opportunities. To remain competitive and productive, the agriculture sectors will need to innovate and implement technologies as quickly and as effectively as other leading food producing nations.

AgriTech

On-farm connectivity has been a barrier to digitisation in agriculture — but it is increasingly becoming less of a barrier in some parts of the region. Once connectivity is secured, the next step is the adoption of new technologies.

Technology and data gives farmers the information to better inform decisions and change the way they operate their businesses. There is a significant array of AgriTech solutions in the market for farmers to choose from, such as farm management platforms, smart irrigation, pest management, and weather and climate monitoring.

Skills

Skills enable employees to undertake more complex and dynamic tasks, and obtain the skills required to service the foundational industries in the region as they adopt new technologies.

Investment in skills benefits the CWQ economy through improved productivity, engagement in higher value work and increased innovation. New technologies transform the way of doing business, create new markets and demand, resulting in changing consumer preferences and increased productivity.

To ensure the region is supported by a strong workforce, the appropriate skilling of future employees requires linkages between education institutions and industry.

Key regional priorities

- Tafe Barcoo
- Emerald and Longreach Agriculture Colleges



Tourism in Central & Western Queensland

11 

Airport with passenger services³⁶

1,890,000

overnight visits to the region (2018)²⁹

\$431

Average visitor expenditure per person attending rural festivals (2009)³⁹

Tourism is part of a sustainable, long term pathway towards a diversified economy for the region.

1,067,740

Passengers passing through the region's airports (2017/ 2018)³⁷

Outback to the Central West

The farthest corner of Queensland delivers the authentic outback experience: red sand dunes, waterholes, and channel country. Central West is proudly the birthplace of Qantas, Waltzing Matilda and Australia's Labor Party, and has the world's largest collection of dinosaur fossils.

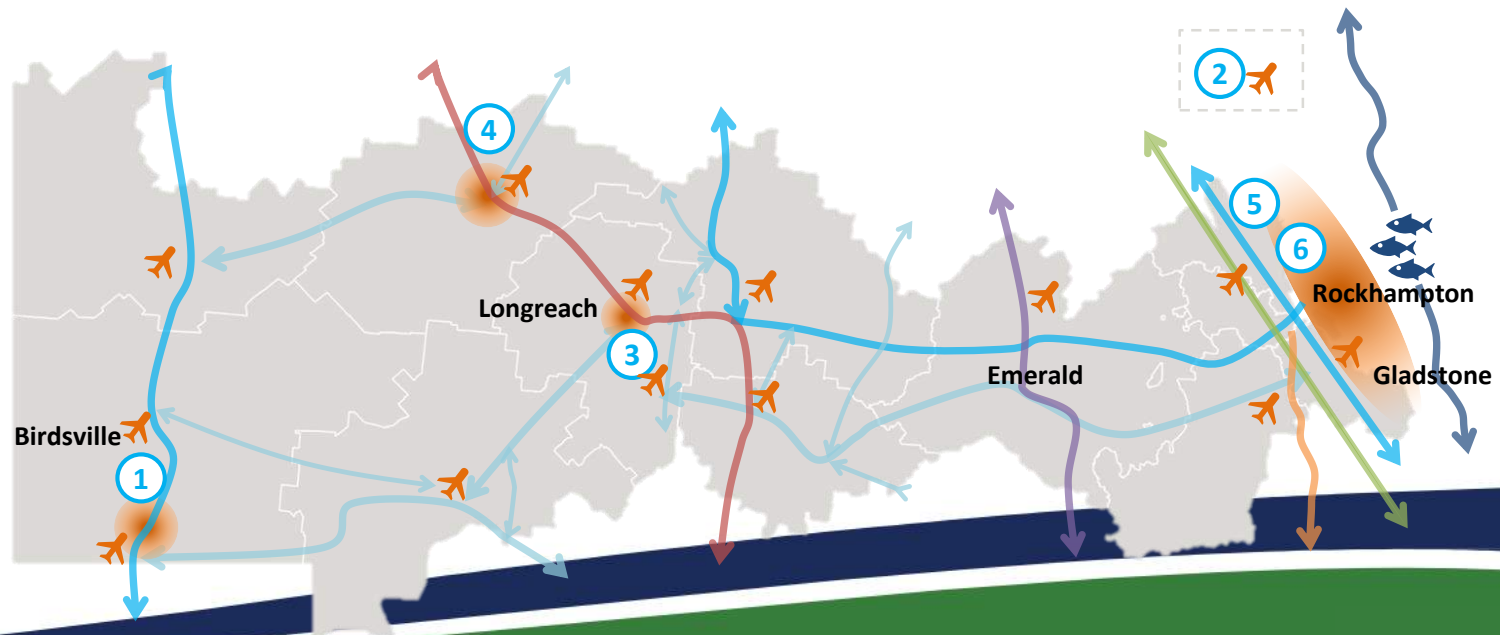
-  Matilda Highway Tourist Route
-  Great Inland Way Tourist Route
-  Pacific Coast Way Tourist Route
-  Australia's Country Way

Coastal

The eastern part of the region includes the Great Barrier Reef, one of the top dive and snorkelling sites in the world. Other activities on the reef include deep water coral lagoons, personalised reef fishing tours, or watching turtle hatchlings enter the water. The Sandstone Wilderness, located inland off the coast, offers a myriad of opportunities for bush adventures and the largest sapphire gem fields in the southern hemisphere.

Key projects for investment

- 1 Eyre Developmental Road
- 2 Air connectivity
- 3 Black's Palace
- 4 Aust. Age of Dinosaurs Museum Expansion
- 5 Livingstone Convention Centre
- 6 Revitalising Great Keppel Island
- 7 Integrated tourism offering



Tourism



A region with diverse natural beauty from the red deserts of the outback to the Great Barrier Reef with enormous potential to grow.

CWQ is a region with a laid-back culture, rich history and ancient landscapes.

The tourism market is being shaped by a rising demand for quality products, events and experiences. The industry includes: transport; accommodation; attractions; events; food services; retail; arts and recreation; travel agencies and tour operators; and education and training. Cafés, restaurants and takeaway food services, retail trade and accommodation are the largest direct tourism employers.

While tourism is only a relatively small industry for the region, it is part of a sustainable, long-term pathway towards a diversified and vibrant economy. In 2017/18, there were 1,067,740 passengers who passed through the region's airports³⁷ and 1,890,000 overnight visitors (2018)²⁹.

A broader economic base is important to provide a wider range of employment and economic development opportunities for the local community.

Profiling the region to all tourists, self-drive, adventure, high value fly-in, business and those visiting family and friends is important in raising the profile of the region. By visiting the region, there is greater awareness of the lifestyle advantages, busting misconceptions about regional life and contributing to

attracting more people to visit and potentially relocate to the region.

Self-drive tourists

Self-drive tourists to the region have been growing. These tourists are seeking an authentic outback experiences visiting key destinations throughout the region by road. These tourists underpin the tourism economy and will be key to the industry moving forward. Importantly, sealed road access is key for these tourists as many caravans and motor homes rely on sealed roads.

High value tourists

High value travellers (HVTs) engage in domestic leisure travel, spend more than the average traveller on leisure trips, and are interested in having the types of experiences the region has to offer.

These HVT typically stay for shorter periods and rely on air connectivity to visit the region. There is opportunity to grow this market through short stay packages and improved air connectivity.

Building on a strong tourism foundation

There are a number of existing high quality tourism assets in the region. A number of these are greatly under-developed and under-utilised and have the potential to attract a large number of visitors to the area.

Outback

- Stockman's Hall of Fame
- Qantas Museum
- Australian Age of Dinosaurs Museum
- Australia's Dinosaur Trail
- Stonehouse Museum
- Big Red Sand Dune
- Sandstone Wonders
- National Parks
- Key tourist routes - Overlanders Way, Central Queensland Outback Drive and Warrego Way.

Eastern & Coastal

- Southern Great Barrier Reef Marine Park and islands
- Carnarvon George
- Sapphire Gemfields
- Capricorn Caves
- Aboriginal art, deep gorges and scenic waterfalls
- Whale watching
- Deepwater National Park
- Curtis Island National Park and Conservation Park
- Byfield National Park, Conservation Park and State Forest

Events

- Big Red Bash
- Birdsville Races
- Way Out West Festival
- Vision Splendid Outback Film Festival
- Rocky River Fest
- Yeppoon Pine Fest
- Gladstone Harbour Festival
- Winterfest Biloela
- Easter Sunflower Festival Emerald
- Outback Food, Wine and Music Festival
- Barcaldine Tree of Knowledge Festival
- Better in Blackall Festival
- Windorah Rodeo and Campdraft
- Yeppoon Village Festival

Growing Indigenous cultural & special interest experiences

Indigenous and special interest tourism is a key opportunity for the region. The region has significant Indigenous history which can be shared with tourists. The region also has special interest tourism offerings relating to dinosaurs, astrology, marine parks, mining trails and outback landscapes.



Tourism | Regional Priorities

There is significant opportunity to grow tourism by improving the amenity, connectivity, and tourism assets which will build on the unique natural and cultural assets within the region.

Key enablers to grow the tourism industry include:

Road

The tourism industry is underpinned by the road network. Road connectivity and reliable transport access is key in supporting and growing tourism.

Unsealed roads impacted by weather events are a major deterrent for visitors. Often, the perception of risk is enough to deter visitors from traveling on these roads.

Key regional priorities

- Eyre Developmental Road
- Outback Way
- Blackall-Capricorn Highway
- Alpha-Tambo Road
- Dawson Development Road
- Tambo- Jericho Road

Air

Access to the region via air services supports high value tourists. High value tourists are more likely to fly in and out for shorter, higher expenditure trips. However, the current access is constrained and does not meet this market's expectations.

Regulated air routes guarantee services, however, there is no competition and a lack of competitive fares. The region would benefit from more regular services to key centres, such as Emerald, Longreach and Rockhampton. There is an opportunity to trial new services to test market demand.

Stakeholder consultations highlighted the importance of the proposed east-west air routes which will allow greater affordable connections to hubs in the east such as Rockhampton.

Key regional priorities

- Senate enquiry into regional airfares – to consider de-regulation, additional services and new routes
- East –west air links to Rockhampton

Rail

The region is serviced by three tourist rail services - Spirit of the Outback, Inlander, and the Tilt Train.

Rail holidays combine travel on Queensland Rail's fleet of trains with accommodation, sightseeing and transfers, which capture the very best of the region.

The comfort and ease of access these train services and holiday packages provide continue to support tourism into the hotter months. Improved rail connection provides an opportunity to grow off-season tourism.

Key regional priorities

- Central Western Train Experience

Tourist attractions

Quality regional attractions are important to bring people to the region by offering something exciting and new to visit. These attractions support a number of other businesses such as accommodation, cafes and care hire.

Key regional priorities

Central West

- Black's Palace
- Australian Age of Dinosaurs Museum Expansion
- School excursions expansion program
- Multi-purpose facility – to support the emerging film industry

East

- Livingstone convention centre in conjunction with the sailing club
- Revitalising Great Keppel Island
- Revitalising Curtis Island National Park

Across the region

- Integrated tourism offering and market approach
- Town centre landscaping across the region
- Accommodation investments in Central Queensland
- Investments in adequate road stop options for caravan tourists



Mining in Central & Western Queensland

\$7.359b

in GVA from mining activities
(2018) ⁴⁶

One-fifth

of Queensland's export
task departs from the
region's ports at
Gladstone and
Rockhampton³²

8,850

Jobs in mining⁴⁰

A resource rich region

The region is part of the lower area of the Bowen Basin which contains the largest coal reserves in Australia. This area is a major Australian producer and exporter of the world's best metallurgical coal.

The region spans the southern part of the Galilee Basin which contains deposits of coal seam gas which are currently transported to Curtis Island.

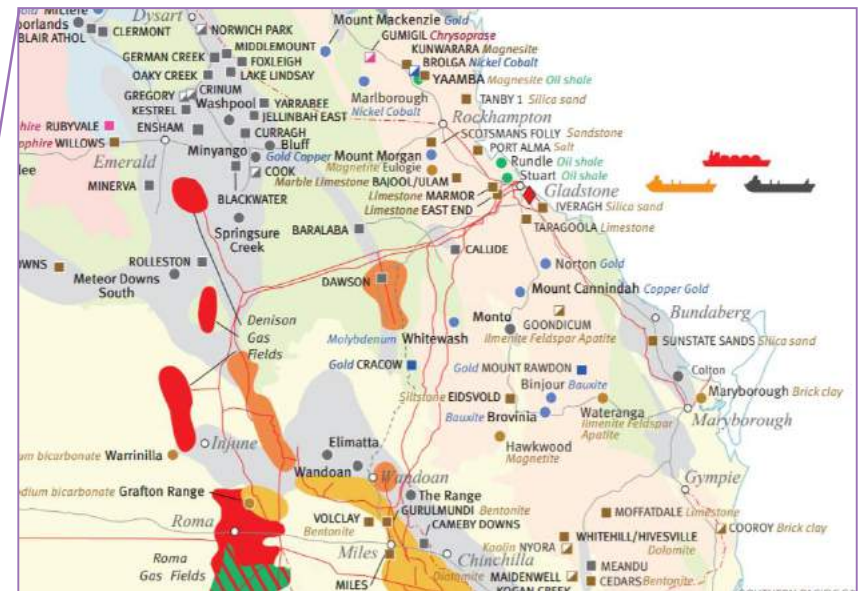
Through to the Port of Gladstone

Two key rail systems are used to transport coal from the mines to the bulk export ports in the region – via the Blackwater and Moura rail lines.

The Blackwater line is shared with grain, livestock and passengers. The need for a supply chain coordinator depends on the complexity of the supply chain and level of rail service demand. To ensure all industries continue to thrive, supply chain coordination may be required in the future.

Mining activity

Mining activity is generally concentrated on the eastern side of the region between Emerald and the coast. The map below identifies particular mining sites in this part of the region. The coloured ships off the coast of Gladstone indicate exports of minerals, coal and LNG from the port. Major sites include: gas fields (red), Bowen Basin fields (orange), coal (grey) and metal mines and resources (blue).



Queensland Government, Queensland's mineral, coal and petroleum operations and resource, 2017s

Mining



Queensland's second largest coal producing region

The region's mining activity is predominantly located in eastern areas, with more than 13 coal mines currently in operation. These mines produced an estimated 49 million tonnes of saleable coal in 2017/18 (20% of Queensland's total saleable coal)⁵⁰. This large production of coal underpins the region's estimated \$7,359.8 million in GVA from mining activities⁴⁶. The region's mining activities are significant contributors to the state's economic accounts, with products including:

- Coal of \$5,260 million in GVA;
- Metalliferous minerals of \$1,218.6 million in GVA;
- CSG/LNG of \$637.6 million in GVA; and
- Other mining activities of \$250.2 million in GVA.⁴⁶

A large workforce drawing skills from outside the region

Mining in the region employs 8,698 workers, with 5,410 (62%) employed in coal mining and 2,549 (29%) employed in metalliferous minerals⁵. Of the mining workforce, ~73% of these workers live and work within the region⁵. The remaining workforce are drawn from areas adjacent to the region as well as fly-in fly-out (FIFO) workers travelling from

SEQ (10% of the workforce) and other areas⁵. FIFO hubs in regional centres, such as Rockhampton and Emerald, have the potential to reduce the number of workers travelling from SEQ and keep jobs in the region.

One-fifth of the state's total export task

The Port of Gladstone is the primary export hub for the region's mineral products, exporting an estimated 96.7 million tonnes in 2017/18.³² This is the equivalent of 34% of the state's total export task in terms of tonnes. The region's second Port, Port Alma (Rockhampton), also exported a further 63,000 tonnes of mineral products in 2017/18.³³

Productive infrastructure will be key to stronger performance

The success of the region's mining activities will depend on macro economic conditions, such as global demand for thermal and coking coal (and subsequently the price of these commodities). To remain competitive, the local region needs to ensure that it improves productivity by reducing inefficiencies in the supply chain. Improvements at key intermodal hubs, and underlying infrastructure (such as roads and rail), will contribute to reducing freight costs and travel times, allowing products to get to their export destinations more efficiently.

A long term, economic contributor to the region

Mining will continue to be a central part of the Queensland economy and will make a significant contribution to Central and Western Queensland. Working with the industries, local stakeholders and supporting productive infrastructure will contribute to the retention and expansion of the industry's local workforce. Furthermore, increasing the capacity of the supply chain of local mines through to export hubs at Rockhampton and Gladstone will support the region's contribution to GRP and export volumes.

Local workforce

Mining provides an opportunity to bring new people to the region. Living locally not only benefits the region, but can provide a better lifestyle for the workforce (FIFO) compared to living outside the region.

Regional Priorities

- Inland Rail – Toowoomba to Gladstone
- Tertiary school of mining and manufacturing in Central Queensland

DNRME, 2018. Coal industry review tables 2013-18

The Queensland Resources Council November, 2018. Economic Contribution Of The To The Queensland Economy 2017/18

Note these figures include the Boulia Shire.

Metalliferous -non ferrous metal ore mining of iron ore, copper, tin, nickel, gold, silver and zinc

Manufacturing in Central & Western Queensland



7,200

Jobs in manufacturing⁴⁰

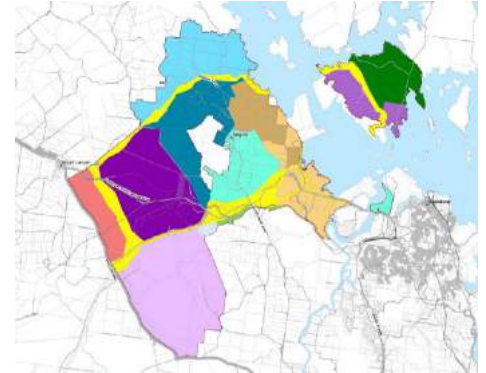


The Rockhampton Hub

has a focus on rail manufacturing and technology, advanced technologies for metal production and food product innovation.

Gladstone State Development Area

has 27,200 ha set aside to enable major industrial development⁴⁷.



Power Generation

4.055MW generation capacity at Gladstone, Callide and Stanwell power stations, supported by growing renewable generations.⁴⁷

A strong resources manufacturing sector

Alumina

7.35 Mtpa at QAL and RTAY.⁴⁷

Aluminium

570 ktpa at Boyne Smelters, one of only three remaining smelters in Australia⁴⁷.

LNG

Three LNG plants and upstream CSM fields delivering 25 Mtpa⁴⁷.



Manufacturing



The manufacturing sector in CWQ is significant. It is open for trading with the international economy through port and airport export gateways, and continuously changing. Manufacturing remains a large employer, particularly in major centres, and can generate higher than average wages and salaries. Key growth sub-sectors within manufacturing include machinery and equipment, chemicals, food, and petroleum and coal which have grown while other subsectors have declined in the past three decades.

Supported by agricultural and mining products

Manufacturing is the largest sectorial user of agricultural and mining products. As such, these two key CWQ industries provide the inputs that have supported the growth of the manufacturing sector in the region.

A sector facing external pressure

The manufacturing sector in Queensland has been facing a range of external pressures, including changes in input costs, access to capital and appropriately skilled labour, market growth, consumer preferences, the strength of the Australian dollar, technological change, taxes, and regulations—and change the composition of the manufacturing sector over time.

Successful manufacturing businesses in the region have retained their competitiveness and are exploiting global opportunities. Broad characteristics of successful manufacturing firms include:

- identify and leverage sources of advantage;
- provide rapid turnaround and bespoke orders;
- target niche markets and global value chains;
- focus on quality to move up the product value chain;
- innovate to drive quality and efficiency; and
- combine manufactured goods with services to establish a local advantage.

Gladstone State Development Area (SDA)

The Gladstone SDA, located north-west of Gladstone, is an area of land dedicated for industrial development and materials transportation infrastructure.

The Gladstone SDA has been successful in growing economic activity in the region and is currently home to:

- Rio Tinto (formerly Comalco) alumina refinery;
- Orica chemical manufacturing complex;
- Transpacific Industries waste management and recycling facility;
- Australia Pacific LNG;
- Santos Gladstone LNG;
- Queensland Curtis LNG; and
- Southern Oil's northern oil refinery.

There is opportunity for the SDA to grow as it can accommodate:

- large-scale, large-footprint industrial development;
- industrial development requiring access to strategic port logistics and maritime facilities;
- port-related activities;
- industries to support major industrial development;
- materials transportation infrastructure and utility and service infrastructure; and
- gas transportation infrastructure and other compatible infrastructure.

The Rockhampton Hub

The Rockhampton Hub is a Queensland Government initiative focused on supporting regional industry partners to accelerate the growth of several existing specialised manufacturing industries. The hub is made up of an influential collective of local businesses, governments, economic development agencies and educational institutions that will set a path for the strong growth of regional manufacturing.

The Rockhampton Hub has a focus on rail manufacturing and technology, advanced technologies for metal production and food product innovation.

The Hub, in partnership with local industry and The Centre for Railway Engineering in Central Queensland University (CQ University), aims to drive innovation in the rail freight sector.

It aims to assist Rockhampton's small to medium enterprises in metal production to transform their business models, improve supply chain capability, and move into advanced manufacturing.

The Hub aims to deliver improved efficiencies in food producers' business models, demonstrate the latest state-of-the-art technology, and assist with workforce development and training. The Hub will partner with industry and local businesses to raise industry capability and increase efficiency and productivity gains.



Manufacturing | Regional Priorities

Key enablers to grow the manufacturing industry include:

Industrial Land

Ensuring that there is an availability of suitably zoned, flat, large industrial lots is critically important to some areas of the sector, with availability of this land constrained in some parts of the state. Similarly, appropriately located sites close to key demand activities are critical for smaller footprint, technology-driven businesses.

Regional Priorities

- Continued development of new industries in the Gladstone SDA
- Continued development of the Manufacturing Hub in Rockhampton

Roads

The road network is the backbone of the region, connecting key supply chains from the east to west and north to south. Effective freight connectivity to markets will be critical.

The key regional priorities focus on improving the efficiency of the supply chains and the productivity of the manufacturing sector.

Key regional priorities

- Tambo-Jericho Road.
- Blackall- Capricorn Highway
- Alpha - Tambo Road
- Dawson - Development Road
- Eyre Developmental Road

Digital

Digital infrastructure includes both mobile and fixed line internet connectivity. Digital connectivity is the predecessor for any economic development; it is required for business, skills development, market access and innovation.

High speed internet digital infrastructure connects people and businesses to the information and business opportunities. To remain competitive and productive, the manufacturing sectors will need to innovate and implement technologies as quickly and as effectively as other leading manufacturing producing nations.

Rail

Freight linkages provided by the Inland Rail project may present a future opportunity for the efficient transportation of goods in the region. Although the route is only planned from Melbourne to Brisbane, linkages from Toowoomba to Gladstone in the future may be a feasible option, linking southern freight supply chains through to the Port of Gladstone.

Regional Priorities

- Inland Rail – Toowoomba to Gladstone

Skills

Skills enable employees to undertake more complex and dynamic tasks, and obtain the skills required to service industries in the region as they adopt new technologies.

To ensure the region is supported by a strong workforce, the appropriate skilling of future employees requires linkages between education institutions and industry.

Establishment of training programs and partnerships with key education and training providers, and industry is important to ensure workforce capability keeps pace with advancing technologies and change.

Regional Priorities

- School of Mining and Manufacturing in Rockhampton and Gladstone

Regional Priorities

Other key priorities include:

- Use of hydrogen as a low carbon fuel, particularly for energy production, hydrogen vehicles, seasonal energy storage and long distance transport of energy
- Liquid fuels, including Bio-diesel, oil refinery and shale oil
- Support the continued development of Coal Seam Methane supply, and encourage the continued expansion of the current three LNG plants to maximum potential (50 Mtpa)
- Planning for new and replacement of low cost base load power stations to support these manufacturing Industries

Defence in Central & Western Queensland



Queensland has two significant training facilities in regional Queensland – one of these, the Shoalwater Bay Training Area, is located in Rockhampton.

The Shoalwater Bay Training Area is the ADF's largest permanent training area.

The presence of a defence training facility is a boost for the region through the supply chain involvement in the construction and running of the training area.

Small to medium local defence industry businesses have the opportunity to benefit from the ADF facilities being located in the region.

Defence industries are businesses that are involved in supplying military capability and/or are influenced by defence business policies or purchasing decisions. These types of business include research and development, engineering and manufacturing.

Some of the key capabilities required by the ADF include:

- composite material development and manufacture; and
- advanced manufacturing including titanium casting, electronic systems integration, automation, autonomous

unmanned systems, geospatial intelligence and analysis complex project management training.

Central Queensland has the existing assets and locational advantages to support a major logistical base for ADF activities. These include:

- Rockhampton Airport which is suitable for large military aircraft;
- Gladstone Port which is suitable for all naval and logistical vessels;
- Existing transport connections north - south via sea, road and rail corridors;
- Military assets would be located further north reducing deployment time; and
- The maintenance of Singapore Army vehicles in the region will enable complementary infrastructure development.

Regional Priorities

- Major logistical base for ADF activities
- Heavy vehicle maintenance facility
- Workforce skill development



Australia-Singapore Military Training Initiative

This initiative will provide increased access for the Singapore Armed Forces to Australian military training areas. There will be approximately \$1 billion of new investment in the Fitzroy region during the development of the training facilities which could lead to significant economic uplift and new jobs in the region⁴⁷. However, there are concerns by some members of the community about loss of agricultural activity as a result of this initiative.

The location of the Singaporean base will present opportunities for local vehicle maintenance and logistics businesses.

Exercise Talisman Sabre 2019 (TS19)

The Talisman Sabre (TS) exercises are a bilateral activity involving Australia and the United States. The TS19 will include forces from the New Zealand, Canadian, United Kingdom and Japanese Defence Forces. TS19 will be conducted generally between the localities of Townsville and Rockhampton in addition to the Coral Sea. It is anticipated that the majority of land-based activities will occur at the Shoalwater Bay Training Area, however a number of non-defence training areas will be used.

Queensland Defence Industries 10-Year Roadmap and Action Plan

The roadmap and action plan highlights that regional Queensland has a key role in establishing strong and complementary defence industries. The CWQ region has the opportunity to leverage the defence assets in the region to grow local business. One of the actions in the plan is to help small-to-medium enterprises get the skills and accreditations needed to compete in the global marketplace and compete for defence contracts.

Local procurement

Challenges exist in securing local contractors/suppliers with appropriate quality management systems and other industry-relevant certifications. 'Untested' SMEs looking for new business must demonstrate not just capability but also reliability in order to reduce risk to prime contractors and the defence customer.

There is an opportunity to increase the number of businesses that can tender for defence contracts.

Rockhampton Airport Defence Facilities

The Rockhampton Airport Master Plan includes an expression of interest for a defence precinct. Logistics and technical support, all weather access and larger aprons and taxi ways will be required.



Thriving & Connected Communities

A key focus for many parts of the region is sustaining or growing resident populations to help towns thrive and plan for their future.

Thriving communities are the fundamental reason for undertaking this work - that is, to create sustainable communities with stable populations to support services, thriving local economies, job creation and liveability.

Without thriving communities, there is thea workforce to support the economic opportunities in the region.

It is necessary to complement the investment in supply chains and infrastructure with investment in liveability to provide a lifestyle that is desirable to attract and retain a strong workforce.

People are attracted to the region when work becomes available and depart when there are no longer employment opportunities. The focus on growing supply chains and diversifying the economic base is to reduce these economic fluctuations and the transient population across the region.

Underemployment in the Central West

The more remote areas in the Central West experience under-employment. Many of the CWQ mayors identified there are job opportunities in towns and they are looking for people to fill the jobs. Maintaining the liveability of these towns is important for attracting new workers. Busting the misconceptions about the liveability of these areas is an important part of attracting workers.

Essential workers

There are shortages of essential community service jobs, such as doctors, nurses and teachers. Initiatives, such as regional medical schools/programs or removing caps on higher education positions for teachers, may attract essential workers to the area.

Digitally connected communities

Providing affordable, high-speed internet is a key aspect of modern liveability. It reduces some of the constraints experienced living regionally or remotely.



The region offers a more relaxed lifestyle, away from the hustle and bustle of the city.

To support a regional lifestyle, key services are required. These include:

Health services

Health care services and the quality of those services is a key component of liveability. A good range of health services needs to be accessible, even if they are located in a nearby town or city. Proposed east-west air routes have the potential to offer health benefits to the region.

Education

Education options are especially important for families with young children, and for those undertaking tertiary education.

Key regional priorities

- Centre of excellence for rural and remote evacuee medicine (feasibility underway)
- Channel Country Institute – university research
- Longreach and Emerald Agricultural College re-development

Cost of living

There is an important balance that needs to be struck between income and the cost of everyday goods and services.

Amenity and lifestyle

It is important what a place looks like and whether it is an attractive place to live. People consider access to parklands, swimming pools, activities in town, access to hobbies, and even community or interest groups that they can join when choosing a place to live.

Air connectivity

Additional or more regular services will improve connectivity and reduce isolation. Some parts of the region can wait three days for the next air service. Affordable services are important to improve the liveability of regional centres.

Key regional priorities

- Senate enquiry into regional airfares – to consider de-regulation, additional services and new routes
- West – East flights to Rockhampton

Aging in place

The aim of aging in place is to provide the necessary services, care and support to enable an individual to live in the residence of their choice, for as long as they are able to. Having to move away from community can result in a sense of helplessness and alienation - cut off from all familiar friends, community, and routines. In some parts of the CWQ, there is limited ability to age in the local community.

Key regional priorities

- Additional aged care beds
- Improve aging in place options
- Digital connectivity
- Zonal taxation review

Summary of Regional Priorities



Regional Freight – ‘Red Dust to Reef’

Throughout the engagement process, a range of regional initiatives have been identified. These are largely inter-related or clustered to deliver benefits across multiple sectors. These projects have been summarised over the remainder of this section.

The first cluster of projects relates to a series of missing links in the sealed road network that are fundamental for the east-west connectivity. Characterised by the mayors as the ‘**Red Dust to the Reef**’ group of projects, these are viewed in the region as an interconnected network of initiatives that are critical to the growth of key nationally significant export sectors. These sectors include freight (including the high value organic beef sector), resource and tourism, which need to be linked to key export gateways at the proposed Central Queensland Inland Port and the Gladstone and Rockhampton Ports.

In addition to the links listed below and overleaf, stakeholders have identified the longer term road sealing between Aramac and Torrens Creek; Longreach and Jundah; and Winton and Richmond which are fundamental to regional connectivity and improved freight supply chains.

	Project	Project type	Description	Outcome	Agriculture	Tourism	Mining	Manufacturing	Defence	Thriving Communities
①	Birdsville Developmental Road	Road sealing	Project to seal the 273km of unsealed road.	<ul style="list-style-type: none"> Sealing of the road to allow caravans/‘grey nomads’ access to Birdsville which is currently restricted by a lack of sealed road access. Provides east-west connection for freight travelling to/from South-Australia. 	✓	✓		✓		✓
②	Eyre Developmental Road	Road sealing	The project will seal the remaining current 62km of unsealed road. Estimated cost approximately \$23.7 million (including transport planning) ⁴¹ .	<ul style="list-style-type: none"> Sealing of the road to allow caravans/‘grey nomads’ access to Birdsville which is currently restricted by a lack of sealed road access. Provides a north-south connection for freight from South Australia to Mt Isa and the gulf country. 	✓	✓		✓		✓
③	Alpha - Tambo Road	Road sealing	The project will seal the current 51km of unsealed road. Completing the road sealing. Estimated cost \$15.3 million ⁴¹ .	<ul style="list-style-type: none"> Connecting west- east supply chains for livestock , freight, and tourism. 	✓	✓	✓	✓		✓
④	Aramac – Torrens Creek Road	Road sealing	The project will seal the remaining 34km of unsealed road. Completing the road sealing. Estimated cost \$13.8 million ⁴² .	<ul style="list-style-type: none"> Important North-South Connection for livestock, freight and tourism. 	✓	✓		✓		✓

Regional Freight – ‘Red Dust to Reef’ (cont.)



	Project	Project type	Description	Outcome	Agriculture	Tourism	Mining	Manufacturing	Defence	Thriving Communities
5	Longreach – Jundah Road	Widening to dual lane	The project would expand the current single lane road between Longreach and Jundah.	<ul style="list-style-type: none"> Enhancing the north-south connection between Jundah and Longreach for livestock, freight and tourism. 	✓	✓		✓		✓
6	Outback Way	Road sealing	Development of Australia’s third east-west transnational route, connecting Laverton in Western Australia through to Winton in Queensland. Estimated cost approximately \$75 million over 10 years ⁴² .	<ul style="list-style-type: none"> The continued funding of the project will see the region connected into key beef supply chains in the Northern Territory, as well as improving community access and the connectivity and appeal for the drive tourism market. 	✓	✓		✓		✓
7	Gladstone Port Access Road	Road extension and upgrade	The project will include extension of the Gladstone Port Access Road; upgrade of the Glenlyon Street and Port Access Road; and duplication and the upgrade of minor roads. Estimated total cost \$105.8 million (including transport planning costs) ⁴¹ .	<ul style="list-style-type: none"> The project will create an alternative route for heavy vehicles accessing the Port of Gladstone, providing consistent trip times for freight vehicles, a safer environment for all road users and protection of future road corridors. 	✓		✓	✓	✓	

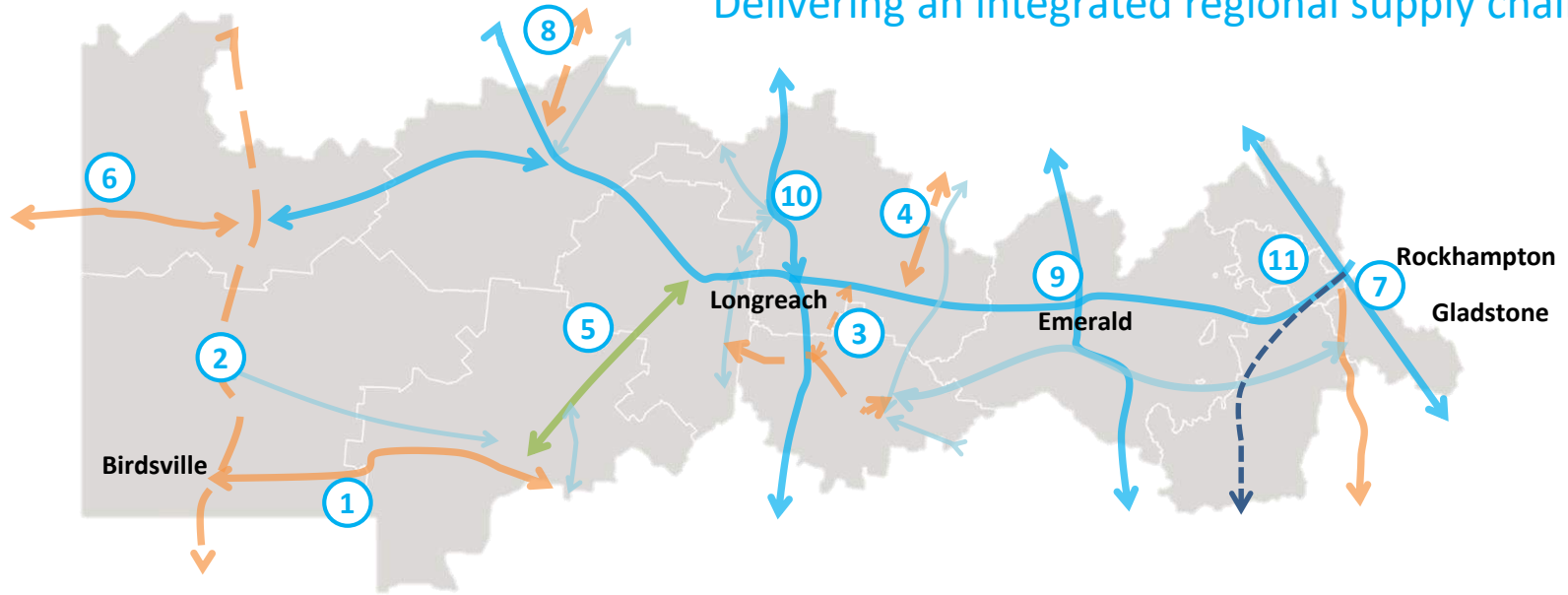
Regional Freight – ‘Red Dust to Reef’ (cont.)



	Project	Project type	Description	Outcome	Agriculture	Tourism	Mining	Manufacturing	Defence	Thriving Communities
8	Winton-Richmond Road	Road sealing	Project to seal the unsealed parts of the road between Winton and Richmond.	<ul style="list-style-type: none"> Connecting north-south supply chains for livestock, freight, and tourism. 	✓	✓	✓	✓		✓
9	Central Queensland Inland Port	Intermodal freight hub & supporting infrastructure	The intermodal facility at Yamala, 25km east of Emerald is under construction. Key supporting infrastructure will include the sealing of key feeder roads and the expansion of the currently available water supply.	<ul style="list-style-type: none"> The project is anticipated to significantly reduce freight and logistics costs by providing a key freight aggregation point for the region. The sealing of key feeder roads will further improve these benefits while the expansion of the water supply will provide the foundation for further expansion of industrial activities surrounding the facility. 	✓		✓	✓	✓	
10	Cramsie-Muttaburra Road	Road sealing	Project to seal the unsealed parts of the road between Cramsie (Longreach) and Muttaburra	<ul style="list-style-type: none"> Productivity benefits and savings from reduced transport costs. Important North-South link for tourism, Livestock and Agriculture. 	✓	✓				✓

Regional Freight Map – ‘Red Dust to Reef’

Delivering an integrated regional supply chain



KEY:

- Majority unsealed
- Partly Sealed
- Single lane sealed
- Existing sealed road connections
- Rail

- 1 Birdsville Developmental Road
- 2 Eyre Developmental Road
- 3 Alpha-Tambo Road
- 4 Aramac - Torrens Creek Road
- 5 Longreach – Jundah Road

- 6 Outback Way
- 7 Gladstone Port Access Road (stages 2 and 3)
- 8 Winton-Richmond Road
- 9 Central Queensland Inland Port
- 10 Cramsie-Muttaburra Road
- 11 Inland Rail – Toowoomba to Gladstone



Livestock Diversification - Growing the Sheep Herd

The sheep herd in the central west of Queensland has declined markedly from in excess of two million in the early 1990s, to less than 450,000 at present. While drought has contributed, a major factor has been the impact of wild dogs. Mayors have indicated that recent investments in wild dog exclusion cluster fencing have provided significant optimism to regional graziers, with the Remote Area Planning and Development Board (RAPAD) projecting a growth in sheep numbers to 740,000 by 2026 and a lambing rate increase of 80%. These estimates are a cause for optimism in the region given the employment opportunities attached to the sector as well as the injection of wealth and opportunity that this growth would bring. The mayors consulted indicated strong support for initiatives to continue the expansion of this sector, including those listed below.

Project	Project type	Description	Outcome	Agriculture	Tourism	Mining	Manufacturing	Defence	Thriving Communities
Cluster fencing	Industry development	Continued investment in cluster fencing to grow the sheep industry.	<ul style="list-style-type: none"> Economic diversity. New employment opportunities. 	✓					✓
Wool handling centre	Industry development	Feasibility study for a wool handling centre to support the growing sheep industry, particularly shearers.	<ul style="list-style-type: none"> Economic diversity. New employment opportunities. 	✓					✓
Grow skilled workforce	Industry development	To provide the workforce to support the growing sheep industry, particularly shearers.	<ul style="list-style-type: none"> Economic diversity. New employment opportunities. 	✓					✓

Water Security for the Region's Economy and Communities



Reliable access to water at an affordable rate is fundamental to regional economic growth as well as long term community sustainability. At present, over 90% of the region is drought declared, placing pressure on the region's agriculture and mineral supply chains in particular. ²⁸ Regional mayors have identified a number of regional water security projects that have been the subject of extensive investigation. These are summarised in the table below.

Project	Project type	Description	Outcome	Agriculture	Tourism	Mining	Manufacturing	Defence	Thriving Communities
Rockwood Weir	Water security	The Rockwood Weir is a \$352 million project with the ability to supply 76,000 ML per annum.	<ul style="list-style-type: none"> Provision of water security to support agricultural growth, and supply industrial and urban water throughout Gladstone and the Capricorn Coast. 	✓		✓	✓		✓
Eden Bann Weir	Water security	Raising of the Eden Bann Weir in line with the proposed Stages 2 and 3 to provide 91,450 ML of storage. Stages 2 and 3 estimated capital cost \$274 million. ⁴⁴	<ul style="list-style-type: none"> Improved water reliability for Rockhampton and Livingstone Shire Councils, supply of water for industrial use across Rockhampton and Gladstone and expansion of agricultural projects across the lower Fitzroy Agricultural Corridor. 	✓		✓	✓		✓
Nathan Dam	Water security	The Nathan Dam is an 8887,312 megalitre dam in Banana Shire with an annual yield of 66.11ML and a 150km trunk pipeline.	<ul style="list-style-type: none"> Industrial, mining and agricultural water security as well as water supply for surrounding townships. 	✓		✓	✓		✓



Powering Central Queensland

Several mayors have highlighted the importance of current investigations into renewable energy projects, as well as their views on the priority of developing a high efficiency, low emissions power station. Further detailed information will be required to inform the consideration of any specific project, however the importance of a reliable and affordable power supply to continued economic expansion and diversification is recognised.

Project	Project type	Description	Outcome	Agriculture	Tourism	Mining	Manufacturing	Defence	Thriving Communities
Renewable energy	Energy supply	Transition towns to renewable energy. This will remove the need for the current government subsidy and deliver a more sustainable solution.	<ul style="list-style-type: none"> Energy security to enable investment in the agribusiness sector. Cost effective energy supply to local communities and transition to sustainable energy sources to assist in meeting State Government targets. 	✓	✓	✓	✓		✓
High efficiency low emissions power stations	Energy supply	Construct high efficiency low emissions power stations in the Blackwater area.	<ul style="list-style-type: none"> Energy security to enable investment in the agribusiness sector. Cost effective energy supply to local communities. 	✓	✓	✓	✓		✓
Refurbish existing coal power stations	Energy supply	Refurbish existing power stations in Stanwell, Gladstone and Callide which have planned lives until 2030.	<ul style="list-style-type: none"> To extend asset life span to 2040 	✓	✓	✓	✓		✓



Diversification of the Tourism Offering

In addition to improved road connectivity, the continued development of a diverse array of tourism destinations is viewed as critical by the region's mayors. Improving the number, diversity and calibre of the region's tourism destinations is critical to the provision of a strong tourism proposition that appeals to both domestic and international markets. This builds on the already strong events offering in the region as well as the appeal offered by the region's natural environment.

Project	Project type	Description	Outcome	Agriculture	Tourism	Mining	Manufacturing	Defence	Thriving Communities
Black's Palace	Tourism Asset	Ancient burial site dates back around 4,000 years and contains about 10,000 rock art stencils. The traditional owners, Bidjara people, have support to open up the site for tourists.	<ul style="list-style-type: none"> Development of access to the site and supporting interpretation infrastructure is viewed as a catalyst to improved tourism visitation. The site is a unique Indigenous tourism offering with the potential to significantly improve visitation numbers. 		✓				✓
Australian Age of Dinosaurs Museum	Tourism Asset	Current facility is proposed to be expanded.	<ul style="list-style-type: none"> The continued expansion of the museum, as a component of the dinosaur trail through Central Queensland, is viewed as a key drawcard for both drive and high value domestic and international tourists. 		✓				✓
Multi-purpose facility	Tourism Asset	Winton are seeking to develop a new facility that will combine a number of activities in one building - co-working hub, emergency recovery centre and services for the film industry.	<ul style="list-style-type: none"> Winton is seeking to build on its growing reputation as a filming destination. The construction of a film studio is viewed as an opportunity to grow investment and employment, while the development of a multi-purpose facility is viewed as offering significant wider community benefits. 		✓				✓
Livingstone convention centre conjunction with the sailing club	Tourism Asset	Construction of a convention centre with a 1,000 – 2,000 person capacity.	<ul style="list-style-type: none"> The facility will support events, education and tourism into the region. 		✓				✓
Revitalising Great Keppel Island	Tourism Asset	Trunk infrastructure to enable private sector investment. This will include water, power, waste water solutions, and a tourist / commuter jetty. A business case is currently underway being led by the Queensland Government.	<ul style="list-style-type: none"> The revitalisation of Great Keppel Island is viewed as having the potential to add a major tourism drawcard attraction to the region, significantly increasing visitation and expenditure. 		✓				✓



Regional Policy Settings

Regional mayors highlighted that in addition to key infrastructure investments, it was critical that key policy settings be in place to address population decline and provide a foundation for regional economic growth. Key policy measures identified by the mayors are summarised below.

Project	Project type	Description	Outcome	Agriculture	Tourism	Mining	Manufacturing	Defence	Thriving Communities
Integrated tourism offering and market approach	Policy	While mayors recognised the diversity of tourism offerings across the region, they also identified the importance of consistency in messaging into key markets that promoted the breadth of experiences in the region. Accordingly, mayors sought to ensure that tourism promotion and marketing investment was aligned and mutually reinforced across the region. It was viewed that this could be achieved through existing forums.	<ul style="list-style-type: none"> Improved tourism visitation numbers and expenditure in the region. 		✓				✓
Airfare regulation & key route connectivity (west – east)	Policy	There is currently a Senate enquiry into regional airfares that is considering de-regulation, additional services and new routes. Improved connectivity, reliability and affordability of air travel is viewed by mayors as fundamental to the sustainability of their communities and local industry.	<ul style="list-style-type: none"> Reduced population decline / population growth. Improved affordability and connectivity for residents to critical health and education services. Improved air freight and tourism passenger connectivity (particularly for high value tourists). 	✓	✓				✓
Regional Taxation	Policy	Rockhampton Regional Council has highlighted the adjustment of regional taxation policy as a critical driver to improving business investment and residential relocation to regional areas. This includes addressing current disparities in Commonwealth regional taxation policy as well as the consideration of a consistent approach to local and state taxation measures for Central Queensland.	<ul style="list-style-type: none"> Improved private sector investment into regional locations in Queensland. Improved attractiveness of regional residential relocation. 	✓	✓	✓	✓	✓	✓

Appendix One - References



References, Data Sources and Supporting Evidence

#	Description	Total	Year	Source
1	Meat and Livestock Australia Market Information - Total cattle (no.)	4,484,569	2018	MLA Market Information, Cattle Numbers Natural Resource Management Regions , June 2018. Total of the Fitzroy Basin and Dessert Channel natural resource management regions.
2	Meat and Livestock Australia Market Information - Total cattle (no.)	Approx. 17%	2018	MLA Market Information, Cattle Numbers Natural Resource Management Regions , June 2018
3	Agriculture - Queensland Livestock - Total cattle (no.)	12,100,000 (37%)	2018	MLA Market Information, Cattle Numbers Natural Resource Management Regions , June 2018
4	Agriculture - Australia Livestock - Total cattle (no.)	26,000,00	2018	MLA Market Information, Cattle Numbers Natural Resource Management Regions , June 2018
5	Industry Specialisation Ratio - Mining	3.5	2016	ABS. Census of Population and Housing, 2016, Table Builder and Community Profile T53
6	Industry Specialisation Ratio - Agriculture	2.1	2016	ABS. Census of Population and Housing, 2016, Table Builder and Community Profile T53
7	Health Care and Social Assistance (total number of employees)	10,768	2016	ABS. Census of Population and Housing, 2016, Table Builder and Community Profile T53
8	Education and Training (total number of employees)	9,174	2016	ABS. Census of Population and Housing, 2016, Table Builder and Community Profile T53
9	Retail Trade (total number of employees)	9,738	2016	ABS. Census of Population and Housing, 2016, Table Builder and Community Profile T53
10	Employment - Unemployment Rate (%)	6.50%	Dec-18	Department of Jobs and Small Business (2019), Small Area Labour Markets LGA Tables
11	Population Total (no.)	231,037	2016	ABS. Census of Population and Housing, 2016, Table Builder
12	Population (% comparison of total QLD population)	4.9%	2016	ABS. Census of Population and Housing, 2016, Table Builder
13	Population - Total Indigenous (%)	5.80%	2016	ABS. Census of Population and Housing, 2016, Table Builder
14	Population - Change in Population 2006 - 2016 (%)	12.3%	2006 to 2016	ABS. Census of Population and Housing, 2006, Table Builder ABS. Census of Population and Housing, 2011, Table Builder ABS. Census of Population and Housing, 2016, Table Builder
15	Population - Population change in 6 Central West 2006 - 2016 (Barcaldine, Barcoo, Blackall-Tambo, Diamantina, Longreach, Winton)(%)	-2.2%	2006 to 2016	ABS. Census of Population and Housing, 2006, Table Builder ABS. Census of Population and Housing, 2011, Table Builder ABS. Census of Population and Housing, 2016, Table Builder
16	Population (% over 65 years)	13.3%	2016	ABS. Census of Population and Housing, 2016, Table Builder
17	Population (QLD % over 65 years)	15.3%	2016	ABS. Census of Population and Housing, 2016, Table Builder
18	Population with Post Secondary Qualifications (%)	31%	2016	ABS. Census of Population and Housing, 2016, Table Builder



References, Data Sources and Supporting Evidence

#	Description	Total	Year	Source
19	GRP Total (\$m)	\$17,719,000	2017/2018	National economic indicators for local government areas, 2017/2018, https://economic-indicators.id.com.au/?Year=2018&StatId=3
20	GRP % of QLD	5.9%	2017/2018	National economic indicators for local government areas, 2017/2018, https://economic-indicators.id.com.au/?Year=2018&StatId=3
21	Geography - Total Geographical Area (km2)	452,454	2018	ABS. Australian Statistical Geography Standard (ASGS): Volume 3 - Non ABS Structures, July 2018, http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/1270.0.55.003~July%202018~Main%20Features~Overview~1
22	Geography - Total Geographical Area % of QLD	26%	2018	ABS. Australian Statistical Geography Standard (ASGS): Volume 3 - Non ABS Structures, July 2018, http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/1270.0.55.003~July%202018~Main%20Features~Overview~1
23	Mining - Total direct spending by mining companies (\$m)	\$3,526.6	2017/2018	Economic Impact of the Minerals & Energy Sector on the Queensland Economy 2017-18, Direct Impacts of QLD Minerals and Energy Sector Spending by LGA, 2017/18(a) https://www.qrc.org.au/wp-content/uploads/2018/11/Full-Economic-Report-2018.pdf
24	Aged Care - Residential care places per 1,000 population aged 70 years and over	82.7	2014	Social Health Atlas of Australia Queensland. Data by Local Government Area. Published 2019: February 2019, Phidu_data_lga_qld(1) http://www.phidu.torrens.edu.au/social-health-atlases/data#social-health-atlases-of-australia-local-government-areas
25	Transport/ Roads - National Land Transport Network (kms)	1,059	2018	Department of Transport and Main Roads Draft Fitzroy Regional Transport plan 2018 Department of Transport and Main Roads Draft Central West Regional Transport Plan 2018
26	Transport/ Roads - State-Controlled Roads 3163 (kms)	6,845	2018	Department of Transport and Main Roads Draft Fitzroy Regional Transport plan 2018 Department of Transport and Main Roads Draft Central West Regional Transport Plan 2018
27	Transport/ Roads - Local Government Managed Roads (kms)	28,770	2018	Department of Transport and Main Roads Draft Fitzroy Regional Transport plan 2018 Department of Transport and Main Roads Draft Central West Regional Transport Plan 2018
28	Climate - Total drought declared area (%)	96.4%	2019	Queensland Government, Queensland Drought Situation, Full and part shire drought declaration status and Individually Drought Properties updated on 1 April 2019, https://www.longpaddock.qld.gov.au/drought/drought-declarations/
29	Tourism - Overnight visits to region (no)	1,890,000	2018	Tourism Research Australia, Summation Options by Stopover Local Government Area (LGA) then Stopover state/region/SA2 by Calendar year
30	Education - Total higher education students (no.)	8,985	2016	ABS. Census of Population and Housing, 2016, Table Builder
31	Education - Total higher education students - Australia (no.)	8,864,448	2016	ABS. Census of Population and Housing, 2016, Table Builder



References, Data Sources and Supporting Evidence

#	Description	Total	Year	Source
32	Exports - Gladstone Port Total Cargo Exports (tonnage)	96,708,254	2017/18	Gladstone Ports Corporation. Origin & Destination of Cargoes. Total for Financial Year 2018 (Gladstone) http://content1.gpcl.com.au/viewcontent/CargoComparisonsSelection/CargoOriginDestination.aspx?View=G&Durat=F&Key=2018
33	Exports - Port Alma Port Total Cargo Exports (tonnage)	63,793	2017/18	Gladstone Ports Corporation. Origin & Destination of Cargoes. Total for Financial Year 2018 (Port Alma) http://content1.gpcl.com.au/viewcontent/CargoComparisonsSelection/CargoOriginDestination.aspx?View=P&Durat=F&Key=2018
34	Imports - Gladstone Port Total Cargo Imports (tonnes)	22,681,328	2017/18	Gladstone Ports Corporation. Origin & Destination of Cargoes. Total for Financial Year 2018 (Gladstone) http://content1.gpcl.com.au/viewcontent/CargoComparisonsSelection/CargoOriginDestination.aspx?View=G&Durat=F&Key=2018
35	Imports - Port Alma Port Total Cargo Imports (tonnes)	191,461	2017/18	Gladstone Ports Corporation. Origin & Destination of Cargoes. Total for Financial Year 2018 (Port Alma) http://content1.gpcl.com.au/viewcontent/CargoComparisonsSelection/CargoOriginDestination.aspx?View=P&Durat=F&Key=2018
36	Transport - Airports with regular passenger services	11	2019	Qantas Airways Route maps (from http://www.qantas.com/travel/airlines/route-maps/global/en), accessed 16/5/2019. Regional Express Network (from http://www.rex.com.au/FlightInfo/Network.aspx), accessed 16/5/2019
37	Transport - Passengers passing through airports (largest 5 airports only, rest less than 5000 passengers per year)	1,067,740	2017-18	Department of Infrastructure, Regional Development and Cities, Airport Traffic Data 1985–86 to 2017–18, https://www.bitre.gov.au/publications/ongoing/airport_traffic_data.aspx
38	Transport - Transport Expenditure (\$)	\$1,235.346 M	2018 onwards	Department of Transport and Main Roads Draft Fitzroy Regional Transport plan 2018 Department of Transport and Main Roads Draft Central West Regional Transport Plan 2018 NOTE: Data includes Boulia Shire Council which is not part of the RDA CWQ
39	Average visitor expenditure per person attending rural festivals	\$431 per person	2009	University of Wollongong. Reinventing rural places: The extent and impact of festivals in rural and regional Australia. 2009. https://ro.uow.edu.au/cgi/viewcontent.cgi?article=3357&context=sspapers
40	Number of jobs	101509	2016	ABS. Census of Population and Housing, 2016, Table Builder POW by industry
41	Estimated cost of road upgrade	Various	2019-20	Queensland Transport and Roads Investment Program (QTRIP)
42	Estimated cost of road upgrade	Various	2018	Inland Queensland Roads Action Project Road Network Strategy
43	Estimated cost of Emerald Meat Processing Plant	\$83 million	-	Central Highlands Regional Council. http://www.centralhighlands.qld.gov.au/wp-content/uploads/2016/02/Meat-Processing-plant-fact-sheet.pdf
44	Estimated cost of Eden Bann Weir	Stage 2 and 3 estimated capital cost \$274 million	2014	Gladstone Area Water Board and Sun Water. Draft Environmental Impact Statement. http://eisdocs.dsdip.qld.gov.au/Lower%20Fitzroy%20River%20Infrastructure/EIS/Volume%202/02.%20Project%20description/vol2-ch02-project-description-jun15.pdf



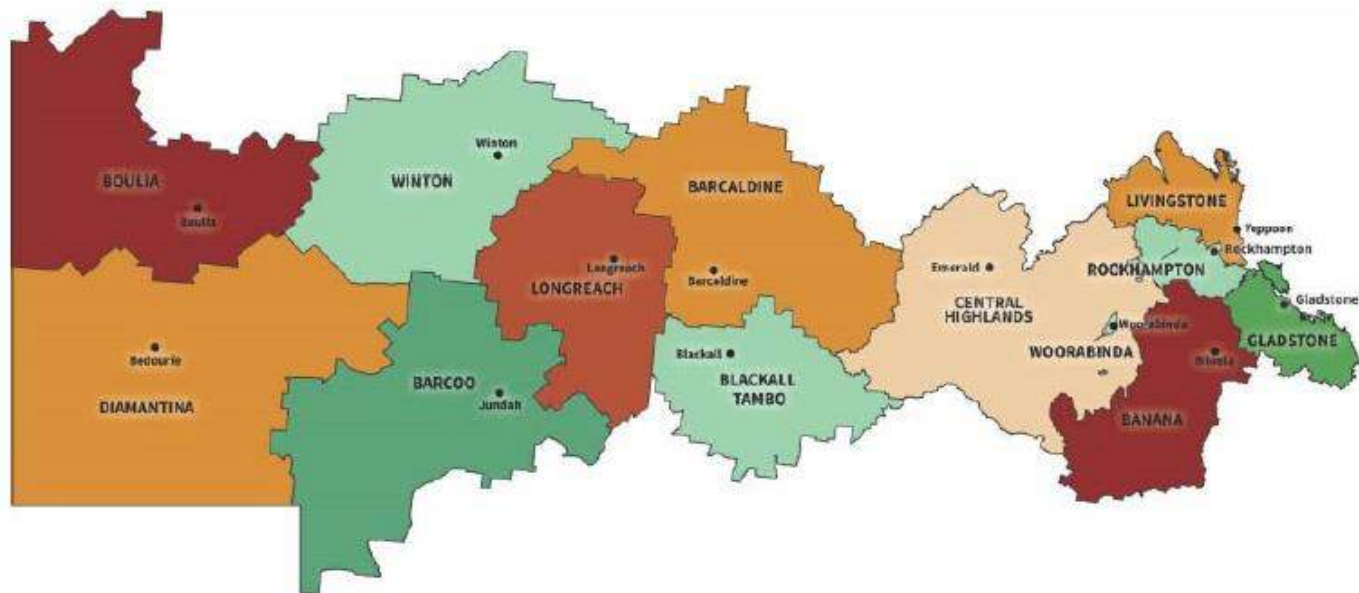
References, Data Sources and Supporting Evidence

#	Description	Total	Year	Source
45	Combine livestock value	\$1.661b	XXX	
46	GVA from mining activities	\$7,359b	2017-18,	Queensland Resource Council, Economic Impact of the Minerals & Energy Sector on the Queensland Economy 2017-18, https://www.qrc.org.au/wp-content/uploads/2018/11/Full-Economic-Report-2018.pdf
47	Advised by RDA committee during consultation.		2019	
48	GVA from agriculture	\$1.972 billion	2015-2016	Australian Government Department of Agriculture, Australian Agricultural Census 2015-16, http://www.agriculture.gov.au/abares/data/agricultural-census-visualisations#gross-value-of-production
49	Resident workforce	93,000	2016	ABS. Census of Population and Housing, 2016, Table Builder POR by industry
50	Saleable Coal Production	49 million tonnes	2013-18	Department of Natural Resources and Mines (DNRME), Coal Industry Review Tables 2013-18

Appendix TWO – Central Queensland Local Government Pipeline

CENTRAL QUEENSLAND - LOCAL GOVERNMENT

PROJECT PIPELINE



TRANSPORT

Concept/Scoping Study

- Accessibility and affordability of air travel
- Agnes Water - Baffle Creek Link Road
- Alpha – Muttaborra journey to the centre of Queensland
- Birdsville Developmental Road sealing
- Boulia - Mount Isa Highway (excluding Cloncurry Shire section) widening
- Construction of Todds Road - Ingreys Road missing link
- Diamantina Developmental Road sealing
- Dixon Drive - Kirkwood Road intersection upgrade Stage 1
- Inland Rail extension Toowoomba - Gladstone (via Banana)
- Re-establishment of rail services between Longreach and Winton
- Road train access from Capricorn Highway to Biloela
- Tambo – Alpha road sealing
- Winton - Jundah Road sealing
- Winton - Richmond Road sealing

Pre-Feasibility Study

- Boulia Type 2 triple road train facilities
- Gladstone Heavy Vehicle Transport Corridor

Bankable Feasibility/ Business Case

- Dawson Developmental Road sealing
- Eyre Developmental Road sealing
- Kennedy Developmental Road widening

Financing/Capital Raising

- Blackall - Jericho Road sealing
- Boulia Airport upgrade
- Cramsie – Muttaborra Road sealing
- Donohue Highway (Boulia – Tobermorey Station) sealing
- Gladstone Port Access Road Stage 2

Detailed Design/ Pre-Construction

- Central Queensland Inland Port feeder roads



ENERGY AND WATER

Concept/Scoping Study

- Barcaldine region renewable energy provision
- Capella water supply pipeline
- Downstream uses of geothermal production water
- Gladstone Alternative Energy Strategy including hydrogen and biofuels
- Gladstone Waste to Energy Strategy
- Mistake Creek Dam in Bladensburg National Park

Pre-Feasibility Study

- Central Highlands water security audit of Theresa Creek and the Comet/Nogoa Rivers junction

Bankable Feasibility/ Business Case

- Boulia Sewerage Treatment Plant upgrade
- Central Queensland Inland Port - LGIP watersupply
- Central Queensland Inland Port water supply – Ensham Mine void
- Longreach renewable energy installations
- Raising of the Town Weir on the Thomson River and replacement of Isisford Weir

Financing/Capital Raising

- Longreach sewer relining
- Longreach water mains replacement
- Longreach water treatment plant filters upgrade
- Nathan Dam

Detailed Design/ Pre-Construction



TOURISM

Concept/Scoping Study

- Capricorn Coast charter flights for tourism attraction
- Longreach Airport Arbour and pathway
- The Channel Country Institute

Pre-Feasibility Study

- Causeway Lake redevelopment
- Development of indigenous tourism experience at The Palace near Jericho
- East Shores Harbour Arbour pedestrian link
- Great Keppel Island Indigenous Ranger Program
- Great Keppel Island Rejuvenation Project
- Round Hill Creek navigation channel
- Yeppoon Heritage Railway Precinct development

Bankable Feasibility/ Business Case

- Fairbairn Dam recreation area
- Jundah Caravan Park cabins
- Thomson River master planning
- Winton Film Studio and disaster recovery centre
- Winton Showgrounds upgrade
- Yeppoon Foreshore Convention Centre (Keppel Bay Sailing Club)

Financing/Capital Raising

- Outback Rail Adventure
- Pise` House and Aboriginal Tracker's Hut restoration
- Tambo Trucking Heritage Attraction

Detailed Design/ Pre-Construction

- Birdsville Courthouse restoration
- Ilfracombe Machinery Mile pathway



AGRICULTURE

Concept/Scoping Study

- Channel Country organic beef production certification
- Barcaldine region sheep or kangaroo processing facility
- Blackall wool handling facility and modular wool scour
- Woorabinda Agricultural expansion

Pre-Feasibility Study

- Boulia organic cattle spelling facility

Bankable Feasibility/ Business Case

- Emerald meat processing plant

Financing/Capital Raising

- Expansion of cluster fencing program
- Longreach Saleyards redevelopment
- Moura GrainCorp Project Regeneration

Detailed Design/ Pre-Construction

- Yeppoon High Pressure Processing Plant



LIVEABILITY

Concept/Scoping Study

- Boyne Tannum Aquatic Recreation Centre
- Capricorn Coast Equestrian Sports Centre
- Capricorn Coast Memorial Gardens Stage 2
- Livingstone transport (mobility) strategy and charging stations
- Marley Brown Oval upgrade
- Mobile phone black spot improvement
- Woorabinda Community Hall
- Yeppoon Foreshore Fisherman's Wharf and Footbridge Connection

Pre-Feasibility Study

- Assisted care to high needs patient facilities in Winton
- Birdsville Community Hall
- Emerald entertainment facility
- Longreach Aquatic Centre wading pool upgrade

Bankable Feasibility/ Business Case

- Blackall-Tambo Rural Reach
- Boulia Shire Regional Community Hub
- Construction of the Ivy Anderson Home in Springsure
- Cooe Bay Sports Complex
- Next stage development of The Globe in Barcaldine
- Woorabinda mobile equipment workshop upgrade
- Woorabinda service station upgrade
- Yeppoon simulation and virtual reality hub

Financing/Capital Raising

- Boulia residential housing
- Longreach Aquatic Centre pool filter replacement

Detailed Design/ Pre-Construction

- Phillip Street Communities & Families Precinct Stage 1



BUSINESS DEVELOPMENT

Concept/Scoping Study

- Barcaldine Region drone and autonomous vehicle strategy
- Barcoo Shire business development
- Galilee Basin supply chain opportunities

Pre-Feasibility Study

Bankable Feasibility/ Business Case

- AirHub CQ
- Central Queensland Coal Project (formerly Styx Coal Project) supply chain opportunities
- Longreach Pastoral College transition
- Repurposing of the old Blackall Hospital as an evaluative medicine training facility

Financing/Capital Raising

Detailed Design/ Pre-Construction

- Shoalwater Bay training facility construction opportunities

