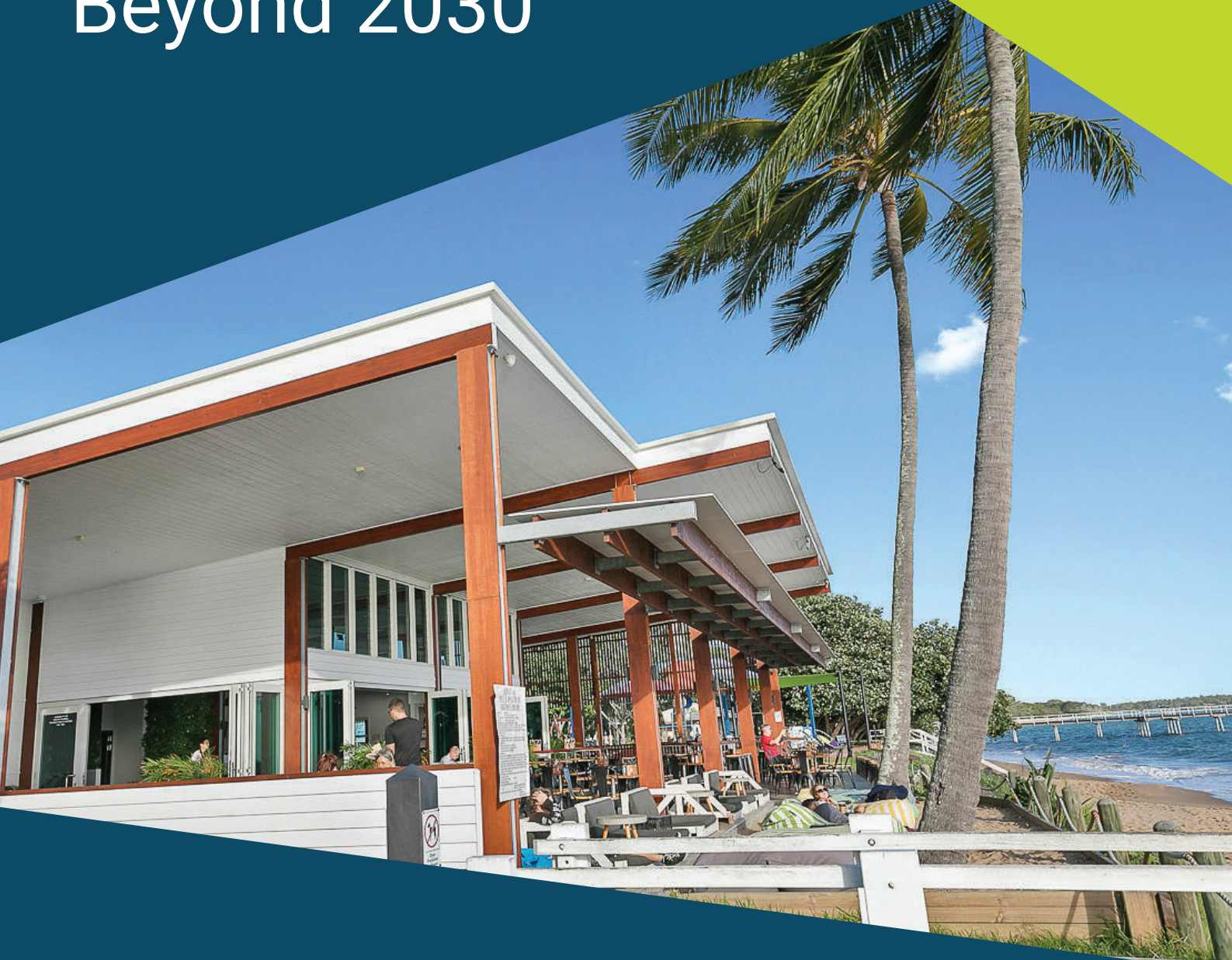


# Building Better Communities Beyond 2030



## Fraser Coast Economic Roadmap *Implementation Plan*

# INTRODUCTION

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The Fraser Coast Economic Roadmap is a blueprint for the region's future economy beyond 2030.

Developed following extensive community consultation over five months, the Roadmap charts a course towards long-term, sustainable economic growth and future prosperity for the Fraser Coast.

The Roadmap identifies priority areas of focus for Council's current and future economic development efforts. Council's economic development activities typically include attracting new businesses to our region, forging strong economic partnerships across the community and providing an advisory function to the Council.

This implementation plan sets out the short-medium term enabling strategies required to reach our region's long-term potential, in-line with the findings in the Economic Roadmap.









# KEY FINDINGS

The Fraser Coast Economic Roadmap is about promoting long-term sustainable economic growth across the Fraser Coast. The key premise of the Roadmap– and this accompanying Implementation Plan– is uniting around a future economic vision for our region beyond the year 2030.

The Roadmap was developed following extensive research, community consultation and analysis of domestic and international economic trends. Findings and implementation actions from the Roadmap process are structured under four unifying pillars: Education and Job Readiness, Business Investment, Community Connections and Enabling Infrastructure.

PILLAR	KEY FINDINGS
 <p><b>Education and Job Readiness</b></p>	<ul style="list-style-type: none"> <li>✓ Education and training are vital to the future of the Fraser Coast.</li> <li>✓ A pipeline of job-ready personnel is a compelling investment attraction proposition for our region.</li> <li>✓ Vocational training is critical for future industry growth.</li> </ul>
 <p><b>Business Investment</b></p>	<ul style="list-style-type: none"> <li>✓ Economic diversification is critically important for long-term economic prosperity in regional communities.</li> <li>✓ The Fraser Coast manufacturing industry continues to grow, bucking domestic trends.</li> <li>✓ Innovation is a beacon for economic growth, and Council has a role in promoting innovation across our economy.</li> </ul>
 <p><b>Community Connections</b></p>	<ul style="list-style-type: none"> <li>✓ Collective advocacy is vital for attracting inward investment and growing our region.</li> <li>✓ The Fraser Coast continues to be a popular ‘sea and tree change’ destination.</li> <li>✓ Diversity and social inclusion are increasing across our community.</li> </ul>
 <p><b>Enabling Infrastructure</b></p>	<ul style="list-style-type: none"> <li>✓ Infrastructure investment will continue to unlock our region’s economic potential, particularly for our tourism industry.</li> <li>✓ The Bruce Highway is a vital route. Improvements to the highway will benefit the community over the long-term.</li> <li>✓ CBD revitalisations will drive positive economic growth and improve community amenity.</li> <li>✓ Community infrastructure like the Fraser Coast Sports and Recreation Precinct are important community assets and economic opportunities.</li> </ul>

# IMPLEMENTATION PLAN

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## Education and Job Readiness

### School-to-work pathways

- ✓ Work with participants across the education, workforce development and business landscape to improve job-readiness for Fraser Coast youth and jobseekers.
- ✓ Explore opportunities to embed local, place-based initiatives within Fraser Coast High Schools in partnership with careers advisors and school leaders.
- ✓ Work with Queensland and Australian Government agencies to explore opportunities to deliver a targeted, place-based program geared towards embedding job-readiness and career planning for at-risk year 10 and 12 students without plans for their first year in the workforce.

### Enhance opportunities for jobseekers

- ✓ Explore opportunities to embed local, place-based initiatives among Fraser Coast employment services stakeholders, to drive positive employment outcomes.
- ✓ Improve awareness of the important contribution older jobseekers can have in the workforce.
- ✓ In partnership with trusted financial sector stakeholders and relevant community agencies, explore opportunities to deliver financial literacy and life skills training to senior high school students, apprentices, trainees and jobseekers.

### Improve tertiary education, training and skills opportunities on the Fraser Coast

- ✓ Deliver regional skills advocacy and coordination through the Regional Skills Investment Strategy.
- ✓ Advocate for an expanded USC campus at Hervey Bay that offers an enhanced range of degree and course programs.
- ✓ Advocate for enhanced vocational training opportunities on the Fraser Coast, particularly in key growth sectors, including Health Care and Social Assistance, Construction and Accommodation and Food Services.
- ✓ Explore options to ratify a Memorandum of Understanding with major post-secondary education providers on the Fraser Coast, to formalise and deepen strategic partnerships.

### Strengthen networks among education practitioners

- ✓ Support the Fraser Coast Education Alliance and other groups to continue to forge strategic connections across the local education landscape.
- ✓ Explore opportunities to deliver annual Careers Advisor professional development days, to deepen connections with employers, Council and key community leaders.
- ✓ Explore opportunities to embed subject-specific networks across the Fraser Coast education landscape, particularly in the areas of humanities, industrial arts and languages.
- ✓ Explore curriculum collaboration and resource sharing opportunities among the local education landscape, with a particular focus on strengthening student job-readiness.

# SUCCESS MEASURES

	SHORT-TERM (TO DECEMBER 2020)	MEDIUM-TERM (TO DECEMBER 2023)	LONG-TERM (BEYOND 2024)
<b>School-to-Work Pathways</b>	<ul style="list-style-type: none"> <li>✓ A pilot school-to-work program delivered in partnership with schools and businesses.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Noticeable decline in disengaged youth rate.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Disengaged youth rate declines to 15 per cent, indicating more 15-24 year-olds are engaged in work or study.<sup>2</sup></li> </ul>
<b>Enhance Opportunities for Jobseekers</b>	<ul style="list-style-type: none"> <li>✓ Targeted, region-specific programs delivered in partnership with providers.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Employers report improvements in job-readiness among jobseekers.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Job Active unemployed caseload through the network shows a noticeable decline.</li> </ul>
<b>Improve Tertiary Education, Training and skills Opportunities on the Fraser Coast</b>	<ul style="list-style-type: none"> <li>✓ Regional Skills Investment Strategy project delivered.</li> <li>✓ New study programs offered at USC Fraser Coast campus and local VET providers.</li> </ul>	<ul style="list-style-type: none"> <li>✓ USC Fraser Coast enrolments reach 800 EFTSL<sup>1</sup> students.</li> <li>✓ New learning spaces constructed at USC, degree options increased.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Student accommodation operating in Hervey Bay.</li> <li>✓ More than 15 per cent of the Fraser Coast population has a bachelor or higher degree.<sup>3</sup></li> </ul>
<b>Strengthen Networks among Education Practitioners</b>	<ul style="list-style-type: none"> <li>✓ Work with the Fraser Coast Education Alliance to explore collaboration priorities.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Careers Advisor familiarisation days delivered.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Subject-specific networks supported.</li> </ul>

<sup>1</sup>Equivalent Full-time Student Load (EFTSL). According to the USC Annual Report, at 30 June 2018 there were 461.3 EFTSL enrolments at the USC Fraser Coast Campus.

<sup>2</sup>Disengaged Youth refers to 15 to 24 year olds who were disengaged from employment or education. At the 2016 Census, the Disengaged Youth rate was 18.8 per cent on the Fraser Coast, above the regional Queensland average 12.7 per cent.

<sup>3</sup>At the 2016 Census 9.1 per cent of Fraser Coast residents had a Bachelor or Higher Degree, below the regional Queensland average 14.0 per cent.

# BUSINESS INVESTMENT

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## Investment attraction

- ✓ Deliver a targeted investment attraction strategy which builds on the Fraser Coast's competitive advantages.
  - This includes a Council Investment Attraction policy, to improve coordination and services provided to inward investors.
- ✓ Provide a 'one-stop-shop' investment facilitation service to guide investment into the region and assist investors navigate State and Local Government regulatory requirements.
- ✓ Deliver prospectuses for major investment-ready proposals on the Fraser Coast and distribute these documents to potential partners.
- ✓ Explore opportunities to deliver familiarisation tours and investment showcases to key target groups, in partnership with the Fraser Coast property and development community.

## Target sectors projects

- ✓ Foster growth in local manufacturing SMEs, in partnership with Queensland Government economic development agencies.
- ✓ Promote higher-value agribusiness opportunities, including food manufacturing.
- ✓ Explore opportunities to further incentivise catalytic developments in strategic locations across the Fraser Coast, in partnership with the Development Industry Reference Group and other stakeholders.
- ✓ Deliver a Health Care centre of excellence on the Fraser Coast, to promote innovation and best practice approaches to contemporary health care and social services.
- ✓ Convene a Fraser Coast Marine Services working group to drive sector collaboration and growth.

## Economy-wide innovation

- ✓ Partner with proponents to help deliver an innovation precinct at Hervey Bay, to be home to innovators in residence and act as an incubator for future industries.
- ✓ Deliver a calendar of innovation events through the Fraser Coast Libraries network and the new Gatakers Innovation Space- Maryborough.
- ✓ In partnership with Fraser Coast Tourism and Events, deliver an annual tourism innovation forum.

## Business development

- ✓ Partner with Australian and Queensland Government services to ensure business development support activities are cost effective and available to local businesses.
- ✓ Explore opportunities to deliver a Fraser Coast professional services directory targeted towards SMEs.

## Economic development priority projects

- ✓ Implement recommendations from key strategies, including the Drones Strategy 2018-2023, RV Strategy and the Smart Communities Strategy.

# SUCCESS MEASURES

	SHORT-TERM (TO DECEMBER 2020)	MEDIUM-TERM (TO DECEMBER 2023)	LONG-TERM (BEYOND 2024)
<b>Investment Attraction</b>	<ul style="list-style-type: none"> <li>✓ Investment attraction strategy delivered.</li> <li>✓ Investment facilitation 'one stop shop' service delivered.</li> <li>✓ Investment facilitation policy endorsed.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Investment attraction prospectuses prepared.</li> <li>✓ Investor familiarisation tours and other activities delivered.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Value of approved developments increased on 2018 levels.</li> <li>✓ Construction activity increased on 2018 levels.</li> </ul>
<b>Target Sectors Projects</b>	<ul style="list-style-type: none"> <li>✓ Target sector projects progressively delivered.</li> <li>✓ Fraser Coast Marine Services Working Group convened.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Tangible progress towards growing target sectors and their economic contribution increased.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Target sector projects delivering a noticeable increase in jobs and economic value for the region based on 2018 levels.</li> </ul>
<b>Economy-Wide Innovation</b>	<ul style="list-style-type: none"> <li>✓ Calendar of innovation events delivered.</li> <li>✓ Gatakers Innovation Space operational.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Innovation space at Hervey Bay operational.</li> <li>✓ Inaugural tourism innovation forum convened.</li> </ul>	<ul style="list-style-type: none"> <li>✓ New and innovative businesses attracted to the Fraser Coast.</li> <li>✓ Tangible innovation benefits across the economy realised.</li> </ul>
<b>Business Development</b>	<ul style="list-style-type: none"> <li>✓ Small Business development workshops and associated activities delivered.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Region-wide Small Business capacity and skills increased.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Noticeable increase in business counts and their size across the Fraser Coast.</li> </ul>
<b>Economic Development Priority Projects</b>	<ul style="list-style-type: none"> <li>✓ Implementation plans for key strategies are in place.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Tangible progress towards growing priority projects and their economic significance.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Priority Projects have delivered noticeable benefits for Fraser Coast economy.</li> </ul>



# COMMUNITY CONNECTIONS

## Building community advocacy and capacity

- ✓ Provide resources to community and business representative groups to foster capability, best practice advocacy and corporate governance to drive positive economic development outcomes.
- ✓ Explore opportunities to support young professionals groups to foster collaboration, growth and attract and retain talented young professionals.
- ✓ Work with local representative groups to build capacity and strengthen membership bases.
- ✓ Explore opportunities to convene a 'Fraser Coast Freelancers' group, to foster cooperation, collective marketing and best practice.

## Liveability, lifestyle and location

- ✓ Forge strategic connections with key regional recruiters, including Wide Bay Hospital and Health Service, Education Queensland and others.
- ✓ Deliver a region-wide workforce attraction and retention strategy.
- ✓ Explore opportunities to deliver coordinated job vacancies for high-salaried positions, in partnership with key regional recruiters.
- ✓ Develop a remote work strategy to examine barriers and opportunity to the Fraser Coast becoming a remote working hub for city professionals and other groups.

## Outbound cooperation

- ✓ Work with local representative groups to promote the Fraser Coast to external investors.
- ✓ Establish Fraser Coast Ambassador and Alumni networks to attract investment to the region and foster enhanced business cooperation.
- ✓ Explore opportunities to provide regular information and regional familiarisation events to customer-facing roles, including tourism, transport, property and accommodation employees.

## Sharing our stories

- ✓ Explore opportunities to deliver social media and marketing training to key local stakeholder groups, including social media influencers, community leaders and elected officials.
- ✓ Explore opportunities to welcome interstate and overseas social media influencers to the Fraser Coast to promote inward business development and inward migration for skilled professionals.



# SUCCESS MEASURES

	SHORT-TERM (TO DECEMBER 2020)	MEDIUM-TERM (TO DECEMBER 2023)	LONG-TERM (BEYOND 2024)
<b>Building Community Advocacy and Capacity</b>	<ul style="list-style-type: none"> <li>✓ Region-wide business representative groups established.</li> <li>✓ 'Fraser Coast Freelancers' group established.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Community and business representatives groups are recognised in the Fraser Coast for providing best practice advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Representative groups collaborating and driving positive economic outcomes.</li> </ul>
<b>Liveability Lifestyle and Location</b>	<ul style="list-style-type: none"> <li>✓ Region-wide attraction and retention strategy group convened.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Region-wide attraction and retention activities delivered.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Demographic statistics confirm an increase in key demographic segments on the Fraser Coast.</li> </ul>
<b>Outbound Cooperation</b>	<ul style="list-style-type: none"> <li>✓ Fraser Coast Alumni and Ambassador program established.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Business and investor familiarisation activities delivered.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Economic data and feedback confirms positive economic and community benefits of outbound cooperation activities.</li> </ul>
<b>Sharing Our Stories</b>	<ul style="list-style-type: none"> <li>✓ Social media and marketing training delivered to key stakeholder groups.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase in positive social media mentions for the Fraser Coast.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Economic data and feedback confirms positive economic and community benefits of 'sharing our stories' advocacy and activities.</li> </ul>



# ENABLING INFRASTRUCTURE

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## Priority projects planned and delivered

- ✓ Continue to work with the Queensland and Australian Governments to ensure Bruce Highway improvements and other road projects are delivered to benefit the Fraser Coast.
- ✓ Continue to work with the Queensland Government to resolve tenure issues at Urangan Harbour and unlock development at the precinct.
- ✓ Hervey Bay and Maryborough CBD projects delivered and working to drive inward private sector investment into those precincts.
- ✓ Sporting and Recreation infrastructure delivered, to realise lucrative sporting event tourism opportunities.

## Collective advocacy

- ✓ Work with Wide Bay Burnett Region Organisation of Councils to advocate for regional infrastructure priorities.
- ✓ Advocate for transformative economic infrastructure projects, including water infrastructure developments to support agricultural sector expansion.
- ✓ Reinstate an aviation advocacy group to seek consensus around aviation-sector priorities, including optimal approaches to market the Avion Precinct.
- ✓ Continue to advocate to the Australian Government and telecommunications companies to ensure broadband internet is reliable, cost-effective and meeting business and community needs.

## Strategic planning projects

- ✓ Ensure strategic planning projects inform future infrastructure investment decisions.
- ✓ Undertake an analysis of marine and land-based tourism infrastructure assets and future requirements, to inform future investment and advocacy decisions.
- ✓ To inform future editions of the Fraser Coast Planning Scheme, evaluate the present availability and range of greenfield industrial lots across the Fraser Coast, particularly in strategic locations.
- ✓ As part of the new Airports Master Plan, explore marketing opportunities to position the Fraser Coast airport as the ideal gateway to the region.

# SUCCESS MEASURES

	SHORT-TERM (TO DECEMBER 2020)	MEDIUM-TERM (TO DECEMBER 2023)	LONG-TERM (BEYOND 2024)
<b>Priority Projects Planned and Delivered</b>	<ul style="list-style-type: none"> <li>✓ Council works collaboratively with Queensland and Australian Government to attract funding and deliver projects.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Priority projects are progressively delivered.</li> <li>✓ Sports and recreation infrastructure attracts major sporting events to the Fraser Coast.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Economic data and feedback confirms positive economic and community benefits of priority projects.</li> </ul>
<b>Collective Advocacy</b>	<ul style="list-style-type: none"> <li>✓ Wide Bay Burnett cross-region priority plans in place.</li> <li>✓ Collective advocacy exists with key community representative groups to advocate for major economic infrastructure projects.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Priority projects are progressively delivered.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Economic data and feedback confirms positive economic and community benefits of priority projects.</li> </ul>
<b>Strategic Planning Projects</b>	<ul style="list-style-type: none"> <li>✓ Strategic planning projects delivered.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strategic planning projects inform infrastructure investment decisions, relevant policy frameworks, and operational activity.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Economic data and feedback confirms positive economic and community benefits of strategic planning initiatives.</li> </ul>

