

Central Highlands Economic Development Strategy Report UPDATE 2016

STRATEGY	ACTION	ACTION LEAD	KPI	TIME FRAME	CURRENT ACTIVITY UPDATE	COMPLETED	ONGOING
1.1 Road Infrastructure Prioritisation	1.1.1 - Prioritisation of road infrastructure projects across the region. Nominated projects for prioritisation include, but are not limited to: - Dawson Highway upgrade at Panorama Creek/ Rolleston; - Arcadia Valley; - Comet River Road; - Capella Rubyvale; - Bedford Weir Road; - Springsure Tambo upgrade; and - Apis Creek Road.	CHRC	• An established list of priority local road infrastructure projects, ranked in order of economic impact. • An established list of priority state/ federal road infrastructure projects, ranked in order of economic impact.	2013	CHRC has been approved \$8M under Royalties for the Regions for Stage 1 of the Arcadia Valley Road Upgrade. Work now 50% complete. Applications for funding in Rounds 3 and 4 of the Royalties Program were not successful.		✓
	1.1.2 - Investigation into the long term feasibility and priority of duplication of the Nogoia River bridge	CHRC	• Preparation of a short-form business case for the project. • Preparation of a rapid benefit cost assessment for the project.	2015	No action as identified from the Department of Transport and Main Roads. CHRC: Flood plan investigation of priority options in progress.		✓
1.2 Business Case Development for Critical Road Infrastructure Upgrades	1.2.1 – Develop business case for top three road infrastructure priorities and advocate for co-funding of priority highway infrastructure upgrades by all levels of Government in partnership with private sector and industry	CHRC	• Business case prepared for top three road infrastructure projects requiring government/ partner investment funding. • Preparation of a benefit cost assessment for these projects as a critical input to the business case.	2014	CHRC, DSDIP, TMR, resource companies are involved in the Central Highlands Local Area Infrastructure Program which is identifying and prioritising key infrastructure inc. road projects. Announcement of \$25.5 m in funding for Gregory Highway, Emerald to Clermont, to upgrade Creek crossings to cater for PBS Level 4 transports.		✓
1.3 Water and Power Infrastructure Prioritisation	1.3.1 - Prioritisation of utility infrastructure projects across the region.	CHRC	An established list of priority utility infrastructure projects, ranked in order of economic and social impact.	2013	Project completed and opened now called the Nogoia Water Treatment Plant. CHRC Local Government Infrastructure Plan incorporated into draft CHRC Planning Scheme - identifies projects, preliminary costing and timing of delivery. The CHRC LGIP incorporates data from March 2014. Revised CHRC LGIP being prepared for gazettal late 2015 which will include updated data from March 2015.	✓	✓
1.4 Business Case Development for Critical Utility Infrastructure Upgrades	1.4.1 – Development of business case for top three upgrades and advocate for co-funding of priority utility infrastructure by all levels of Government in partnership with private sector and industry.	CHRC	• Business case prepared for top three utility infrastructure projects requiring government/ partner investment funding.	2014	Infrastructure to be identified.		✓
1.5 Development of a Digital Economy Action Plan	1.5.1 - Explore the potential for the development of a digital strategy for the Central Highlands region which outlines accessibility targets for each community.	CHDC	• Preparation of a Digital Economy Action • Plan for the Central Highlands Regional Council.	2014	Funding approved for 2016/2017 FY. Scope of project for digital audit and action plan to be progressed 2016/2017 FY.		✓
	1.5.2 – Engagement with the state government around identified digital opportunities for economic growth.	CHRC	• Facilitation of formal consultation with state government around the development of the Central Highlands • Regional Council Digital Economy Action Plan.	2013	Ongoing discussions with stakeholders. CHDC will be progressing this project in FY 2016/17. Workshop conducted (by CHDC and CE) to increase skills of businesses via the social media strategy.	✓	
1.6 Expansion of Digital Infrastructure Footprint	1.6.1 - Incorporate infrastructure for fibre connectivity into development requirements for both greenfield and brownfield developments.	CHRC	• Amendment of Central Highlands Planning Scheme to reflect digital connectivity requirements.	2015	Council resolved to adopt the Planning Scheme to commence on 4 March 2016.	✓	✓
	1.6.2 - Investigation of cost, collaboration and staging feasibility associated with linking into existing fibre infrastructure that currently runs through the region.	CHDC	• Formal consultation facilitated with NextGen Networks. • Local promotion of connectivity opportunities in line with Digital Economy Action Plan.	2014	Review made on Queensland Digital Economy Strategy. Consultation with NextGen relating to specific developments has been made. Planning in progress for the development of a regional digital strategy however is dependant on funding. Facilitating opportunities with South West Wireless Communications to provide infrastructure to service areas with little or no coverage.	✓	
1.7 Increase Supply of Affordable Accommodation	1.7.1 - Investigation into the feasibility, potential staging and partnership opportunities associated with the expansion of an affordable accommodation scheme for key service workers.	CHRC	• Formal review of 'lessons learnt' from initial development. • Identification of centres/ towns with the greatest need for key service worker housing. • Identification of development incentives required to encourage private sector participation in scheme. • Establishment of partnership agreements to deliver additional key service worker units.	2015	Fortnightly monitoring identifies and average of in excess of 300 vacancies across the region. Council adopted Economic Development Incentive framework and new development incentive policy for infrastructure charges late in 2014. Affordable accommodation is no longer a priority issue for the Central Highlands region.	✓	
	1.7.2 - Identification and promotion of development sites to act as showcase sites for medium to high density development.	CHRC	• Selection of priority sites in line with Strategic Framework. • Promotion of identified sites to development sector. • Approval granted to developer to progress development of showcase site(s).	2014	Public consultation for new CHRC planning scheme completed - development sites clearly located. CHRC Strategic Framework adopted in October 2013. CHRC Strategic Framework revised in accordance with Queensland Planning Provisions in 2014 and incorporated into draft CHRC Council resolved to adopt the Planning Scheme to commence on 4 March 2016. This identifies new provisions for small residential allotments, medium density residential precincts and secondary dwellings. New Development Incentive (Infrastructure Charges Increment Subsidy) Policy commenced 1 March 2015 that reduces Infrastructure Charges by \$10,000 per new allotment for 16 months and then \$5,000 for 12 months.	✓	
1.8 Reduce Barriers to Delivery of Housing Product Commensurate with the Long Term Strategic Framework	1.8.1 – Promotion and communication of key housing affordability action priorities in the Central Highlands Strategic Framework and the State Government's Regional and Resource Town Action Plan.	CHRC	• Formal promotion of Strategic Framework actions regarding housing affordability (and associated progress). • Formal promotion of RRTAP actions (and associated progress). • Commencement of Central Highlands Planning Scheme review.	2013	Completed. Draft CHRC Planning Scheme was publicly notified from 16 January to 2 March 2015 and community feedback shall be incorporated into the final Planning Scheme.	✓	
	1.8.2 – Review of market incentives to minimise the holding, development and approval costs associated with development that aligns with the strategic framework.	CHRC	• Commencement of Central Highlands Planning Scheme Review • Consultation with development sector and community regarding the planning incentives necessary to deliver on Strategic Framework land use outcomes. • Incorporation of incentives into revised Central Highlands Planning Scheme.	2014	Completed. See 1.7. CHRC Development Incentive Policy is now in practice.	✓	
	1.8.3 - Investigation of a partnership model with industry to share risk for investment in additional housing product in regions of undersupply.	CHRC	• Identification of areas of greatest housing affordability challenge and supply shortfall. • Identification of partnership models to address shortfall. • Facilitation of formal partnerships to progress new housing development in areas of priority demand.	2015	EDQ progressing development and sales in Blackwater East. Planning for town expansion to have ready affordable housing opportunities for when resource sector increases capacity and demand upon residential accommodation within Blackwater township. 2015 Commercial, Industry and Housing Audit to be finalised in partnership with CHDC by June 2015. This will give current status of housing affordability and provide an evidence based platform from which to hone planning response.	✓	

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1.9 Facilitate the Supply of Alternative Accommodation Options	1.9.1 - Investigation of opportunity for development of seniors and aged housing.	CHRC	<ul style="list-style-type: none"> Formal engagement with Queensland Health around models for service delivery. Identification of partnership arrangements required to progress product development/ investment. 	2014	Final drawing prepared for Ivy Anderson Home (Assisted living) in Springsure. Planning phase of Ivy Anderson commenced.		✓
	1.9.2 - Establishment and enforcement of a consistent Council planning position with regard to the location of non-resident worker accommodation.	CHRC	<ul style="list-style-type: none"> Finalisation of Council policy with respect to WAV development. Formal promotion and engagement with resource sector proponents around WAV policy. 	2013	Components included in new CHRC Planning Scheme. Non resident workforce accommodation policy completed 2014. Investment Incentives Policy in place.	✓	
1.10 Targeted Investment/ Service Attraction	1.10.1 - Site identification and targeted investor attraction to develop aged care and seniors units in the region.	CHDC	<ul style="list-style-type: none"> Identification of preferred sites for housing product development. Identification of investment partners and promotion of opportunity in line with 1.8.2. Approval of development application for product development. 	2015	Ongoing advocacy of need with potential developers and investors. Aged care identifies as a priority for the region by CHRC. Consultation by developer on feasibility in Opal Street.		✓
	1.10.2 - Site identification and targeted investor attraction to develop childcare facilities across the key centres in the region.	CHDC	<ul style="list-style-type: none"> Identification of preferred sites for childcare development. Identification of investment partners and promotion of opportunity. Approval of development application for childcare development. 	2014	Have supported a developer with DA submitted to council which has been approved. Construction planning progressing. Developer having difficulty engaging provider.	✓	
1.11 Review Opportunities for Increased Utilisation of Council Assets & Services	1.11.1 - Progress recommendations from the transport feasibility study that has investigated realistic alternatives for the improvement of intra-regional bus services.	CHRC	Establishment of a regular bus route between Central Highlands towns.	2014	CHRC have completed a community bus audit and the report has been presented to Council. Discussions happening with local provider.		✓
	1.11.2 - Review overnight RV/ caravan parking capacity, and consider value-adding opportunities for existing spaces.	CHRC	<ul style="list-style-type: none"> Identifications of locations with additional capacity for RV/ caravan parking. Identification of additional services sought by RV/ caravan drive tourists. Preparation of feasibility assessment for delivery of additional capacity and services in line with identified demand. 	2014	Blackwater stop over site located including ablution facilities and dump point approved and completed. TEQ - Consultant has conducted workshops in Emerald for CQ regions. Report finalised and provided to council.	✓	
	1.11.3 - Ongoing support and enhancements of the CQ & Coalfields Youth Services Network to continue to review service delivery, collaboration and utilisation of community infrastructure across the region.	CHRC	Annual review of service delivery and opportunities for service growth.	Ongoing	Existing youth services program providing value across the region - further consideration on external funding requirements.	✓	✓
1.12 Improve Amenity, Safety and Recreational Infrastructure Investment	1.12.1 - Local and state government engagement with SunWater to address infrastructure, maintenance upgrades, accessibility and utilisation of the Fairbairn Dam for recreational, commercial and sporting purposes.	CHRC	<ul style="list-style-type: none"> Formal consultation held between CHRC and SunWater regarding economic and recreational activation. Agreement reached between CHRC and SunWater regarding increased recreational development and commercialisation opportunities. 	2015	CHRC: Limited progress to date.		✓
	1.12.2 - Investigation of revitalisation initiatives to enhance tourism attraction.	CHRC, CHDC	<ul style="list-style-type: none"> Identification of priority infrastructure and amenity investments required by township. Approval of a CHRC schedule of works to progress nominated investments. 	2014	<p>CHRC: CHRC Open Space and Recreation Plan adopted March 2014. CHRC Local Government Infrastructure Plan incorporated into draft CHRC Planning Scheme - identifies projects, preliminary costing and timing of delivery. The CHRC LGIP incorporates data from March 2014 and covers trunk infrastructure for the Water supply, Sewerage, Stormwater, Transport and Community Land networks. Revised CHRC LGIP being prepared for gazettal late 2015 which will include updated data from March 2015. Tourism marketing strategy developed.</p> <p>CHDC: CHDC: The Dump Point - This has now been moved to a more suitable location from the Visitor Information Centre to the Showgrounds. The coordination of the Emerald Airport revitalisation is complete leaving images of the region, better signage, technology and fit outs. A dragon has no been placed at the Visitor Information Centre showcasing local art.</p>	✓	✓
	1.12.3 - Investigation into amenity and safety improvements across the region.	CHRC	<ul style="list-style-type: none"> Identification of priority infrastructure and amenity investments required by township. Approval of a CHRC schedule of works to progress nominated investments. 	2014	Priority infrastructure planning and charges incorporated into new Planning Scheme. CHRC Open Space and Recreation Plan adopted March 2014. CHRC Local Government Infrastructure Plan incorporated into draft CHRC Planning Scheme - identifies projects, preliminary costing and timing of delivery. The CHRC LGIP incorporates data from March 2014 and covers trunk infrastructure for the Water supply, Sewerage, Stormwater, Transport and Community Land networks. Revised CHRC LGIP being prepared for gazettal late 2015 which will include updated data from March 2015.		✓

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2.1 Revise Regional Tertiary Education Collaboration and Service Delivery Harmonisation	2.1.1 - Mapping of prominent career pathways region and concordant tertiary training touch-points (across all institutions).	DETE	• Preparation of a consolidated career pathways map agreed to by all local tertiary institutions.	2014	No update available at this time pending transitions in government.		✓
	2.1.2 - Collaborative planning of opportunities to streamline career/ training pathways (career path harmonisation between college tertiary institutions) between the Agricultural College, TAFE and Central Queensland University. This action will include course planning, promotion and industry engagement to identify demand.	AACC/ CQIT/ CQUni	• Formal consultation between lead agencies regarding training pathway harmonisation. • Review of courses at each tertiary institution to address identified gaps in local course availability.	2015	AACC: Three year bachelor of Agriculture program commenced 2016, 43 students enrolled in term 1. A partnership program between CQUniversity and Queensland Agricultural College QATC (AACC). QATC now offering a pathway from year 11 & 12 through to the graduation in the Bachelor of Agriculture over 5years , all at Emerald Agricultural College. CQIT: CQU and AACC has a MOU to deliver the Bach of Agriculture with embedded Dip of Agriculture delivered by AACC. CQUni: Community engagement regarding the TAFE/University merger.	✓	✓
	2.1.3 - Review of practical governance approaches that could support the sustainable re-establishment of the education training advisory network (ETAN).	ETAN/ CQUni	• Formal consultation held with potential ETAN members. • Identification of preferred governance model for re-establishment of ETAN. • Establishment of appropriate governance mechanisms (i.e. constitution, terms of reference, board membership etc.)	2014	ETAN remained active until July 2015 and was then dissolved according to the constitution.	✓	
	2.1.4 - Establishment of a regional RTO training plan to complement tertiary institution training touch-points.	DETE	• Formal consultation with RTOs across the region. • Development of a regional training plan.	2015	No update available at this time pending transitions in government.		✓
	2.1.5 - Development of targeted education courses, partnerships and promotion to service the expansion of resource sector activity in the Galilee and Bowen Basin.	DETE/ ETAN	• Formal consultation with resource sector proponents undergoing expansion planning. • Incorporation of industry demand feedback into the regional training plan.	2015	No update available at this time pending transitions in government. ETAN remained active until July 2015 and was then dissolved according to the constitution.	✓	
2.2 Promotion of Local Research and Training Initiatives for Industry sectors	2.2.1 - Promote research initiatives for industry sectors across the region.	CQUni	• Formal promotion of research initiatives through structured, annual, industry touch-points in the region.	Ongoing	Currently seeking funding on local research projects to improve sustainability of services within the CH Region.		✓
	2.2.2 - Identification of a consistent role aligned with industry in supporting training initiatives across the region's tertiary education institutions.	ETAN	• Formal review of existing industry engagement to support education service delivery. • Identification of a preferred role for industry in supporting education service delivery. • Identification of regional actions to drive improved partnership outcomes.	2014	ETAN remained active until July 2015 and was then dissolved according to the constitution.	✓	
	2.2.3 - Establishment of formal health training collaboration between the university sector and the Emerald hospital to support the establishment of the hospital as a Rural Health Centre of Excellence.	CQUni/ Emerald Hospital/CQ Hospital and Health Service	• Formal consultation held between key stakeholders to progress initiative. • Partnership agreement reached to support Rural Health Centre of Excellence. • Queensland Health approval for establishment of Centre of Excellence.	2015	2017, CQU will appoint two local lecturers to deliver Health and Nursing qualification leading to an establishment of a Nursing laboratory in 2018/9.		✓
2.3 Education Sector Diversification	2.3.1 - Investigation into opportunities for diversification of financial streams to enhance the sustainability of the Agricultural College.	AACC	• Incorporation of diversification initiatives in the strategic plan for the AACC.	2013	Strategic planning continues to identify the need for diversification of funding and partnerships for the delivery of cost efficient training. Improved scholarship and bursary funding was on offer to students this year with new sponsor looking to support agricultural education.	✓	
	2.3.2 - Feasibility analysis of expanded accommodation offer linked to education and training facilities in the region.	ETAN	• Identification of collective regional demand for additional education accommodation. • Identification of preferred site for education accommodation facility. • Preparation of feasibility study into education accommodation development.	2015	CQUniversity is considering future options regarding student accommodation. Accommodation in Emerald currently available and more affordable. ETAN remained active until July 2015 and was then dissolved according to the constitution.	✓	
	2.3.3 - Review of feasibility of training and development pathways for allied health practitioners in the Central Highlands.	DETE, Queensland Health/CQ H&HS	• Formal review of local education institution capacity to deliver allied health training services. • Preparation of feasibility assessment for additional course provision.	2014	CQ Hospital and Health Services/Emerald Hospital. A plan to progress an Emerald Health training hub has been established which has active stakeholders and partners. GP Super Clinic training opportunity.		✓
2.4 Advocacy for Regional Benefits to Improve Regional Retention	2.4.1 - Advocacy for federal review of incentives to encourage regionalisation (e.g. taxation).	CHRC	• Development of CHRC policy position with respect to regional incentives. • Formal engagement with LGAQ regarding policy position. • Identification of opportunities for joint promotion of policy position with regional partners.	2014	Policy development and operational sign off by 12 partners on Joint Statement of Commitment. Maximising industry local content in regional QLD.		✓

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	2.4.2 - Identification of partnership opportunities and local incentives to improve employee retention.	CHDC	<ul style="list-style-type: none"> Preparation of case studies for best practice employee retention partnerships. Ongoing promotion of partnership and retention initiatives through regular business touches points (newsletter, business breakfasts etc.) 	Ongoing	<p>Changes to current economic climate and industry needs have reduced skills retention challenges. Industry and sector groups are working together to provide workshops and initiatives to build skills within existing business workforce. The CHDC Business Development Support Program provides ongoing support to businesses to build supply chain readiness, one on one support for small to medium size businesses, tailored workshops/events and linking with the BMA local buying program.</p> <p>CHDC hosts events that provide an opportunity to engage with the business community to address prominent issues. These events include: business breakfasts, lunches, workshops and forums. Larger events to note include; Investing In Our Future Conference, Central Highlands Multicultural Festival and Central Highlands Business Excellence Awards.</p> <p>Promotion of salary sacrifice opportunities for employers is also included.</p>	✓	
2.5 Facilitation of Collaboration between Industry and Regional Education Providers	2.5.1 – Facilitation of education delivery relating to changing Asian markets and emerging technology in the agriculture and horticulture sectors.	CHDC	• Bi-annual industry briefings on emerging market and sectoral opportunities.	Ongoing	<p>Collaborative support between CHDC and Trade Invest Queensland to build capability within the agri sector for product export and investment attraction.</p> <p>Completion of Central Highlands Meat Processing Plant Feasibility Study and CHRC currently have an agreement with private enterprise.</p> <p>Working with a range of proponents with relation to projects that sit under the Central Highlands Agribusiness Precinct. This includes but is not limited to; CQ Inland Port, Central Highlands Meat Processing Plant, Central Highlands Health Precinct, oilseed and grain processing facility, feed lot, bio diesel plant and Emerald saleyards. CHDC has now engaged an agri-business coordinator to further facilitate opportunities for this sector.</p>	✓	✓
	2.5.2 - Analysis of business community demand for professional development courses by local providers.	CHDC	• Completion of industry survey to identify professional course demand.	2013	<p>Completed with ongoing review. Needs assessment for the regions business sector is conducted through the Business Development Support Program - further professional development opportunities developed to meet identified gaps in collaboration with other regional strategies for e.g. Bowen Basin Workforce Development Strategy. Central Highlands Business Excellence Awards supports regional business to grow capability and sustainability while show casing high level of the regions businesses.</p> <p>CHDC secured subsidised funding to assist NFP organisations to improve governance skills and knowledge through the completion of the Company Directors training with AICD. Completed January 2015 and June 2016.</p>	✓	

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3.1 Regional Collaboration Around Priority Projects	3.1.1 - Establishment of a consistent list of priority infrastructure projects between the RDAFCW, CQLGA and CHRC.	CHRC	• Formal agreement to a consistent priority infrastructure list.	2013	No formal agreement for a consistent priority infrastructure list for major projects with surrounding Councils. CHRC Floodplain Management Study and Plan completed which was co-funded from Federal / State / Local Government.		✓
	3.1.2 - Collaboration between key regional economic development agencies to develop partnerships to access and attract private development in line with priority infrastructure.	RDAFCW	• Identification of regional priorities for investment attraction. • Formal promotion of regional priority list.	2013	Completed with a new RDA strategic plan being developed which will now inform the RDA business plan going forward. Growing Central Queensland is now an established program and facilitates its own objectives in the agricultural space.	✓	✓
	3.1.3 - Incorporation of key CHEDS strategies and actions into the broader Central Queensland Regional Plan process.	CHDC	• CHEDS strategies are incorporated into the CQRP.	2013	CHEDS input provided for consideration during document development. This strategy was provided for consideration during the compilation of the CQRP. The Economic and Infrastructure Framework which provided guidance to development of the CQRP contains some of the key CHEDS KPI's.	✓	

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4.1 Regional Water Security Advocacy	4.1.1 - Council to take a strong advocacy role against the redistribution of Fairbairn water allocation outside of the region.	CHRC	<ul style="list-style-type: none"> Formal CHRC engagement with Queensland Coordinator General regarding water security concerns. 	2013	No further action since the concerns were initially raised. Councillors raised issue at the Galilee and Bowen Basin Water Supply Strategy with the State Government.	✓	
	4.1.2 – Council to advocate for the progression new bulk water storage projects to support growth in economic activity and population in the Bowen and Galilee Basins.	CHRC	<ul style="list-style-type: none"> Formal CHRC engagement SunWater to advocate the priority of additional water solutions. SunWater commitment to additional regional bulk water supply solutions. 	2015	No further action since the concerns were initially raised. Ongoing discussion and negotiation. Initial findings of the CQ Resources Supply Chain studies being undertaken by DSDIP indicates no short term requirement for additional water storage facilities to support anticipated growth in the Galilee and Bowen Basins. Note: the focus of the studies is the resources sector, parameters did not extend to consideration to opportunities for growth in the ag sector.		✓
	4.1.3 - Industry consultation and feasibility analysis around local capacity to diversify horticulture/ cropping into more water efficient crops.	DAFF	<ul style="list-style-type: none"> Preparation of feasibility analysis for crop diversification under projected market conditions. Formal industry engagement around water security planning. Formal industry engagement around crop diversification as a component of water security planning. 	2014	Some progress has been made with these KPI's however additional KPI's have been identified. A project to assess the gaps and weaknesses of the major ag sectors within the Central Highlands region has been initiated and it is anticipated that this will identify where assistance and further development is required for long term economic sustainability of the various sectors. Key producers in the four major sectors (irrigated cropping, horticulture, beef and broadacre grain) have been consulted to distinguish what had made those industries successful and what issues that were causing major impediments to future success. From the information collated key areas have been identified, the outcomes of the findings have been presented to the stakeholders with the discussion on the potential assistance required for future development.		✓
	4.1.4 – Identification and promotion of urban water saving initiatives.	CHRC	<ul style="list-style-type: none"> CHRC identification of urban water saving initiative priorities. CHRC led promotional campaign to encourage urban water saving behaviour. 	2014	Council has invested in leak detection services within its own network operations, particularly at Capella., with some success. Further review is still required. Contracts to building a water treatment plant have been finalised and building has commenced.		✓
4.2 Implementation of Flood Mitigation Initiatives	4.2.1 - Progression of Nogoia River Bridge flood mitigation in line with state and local funding commitments.	CHRC	<ul style="list-style-type: none"> Required additional funding sourced to progress flood mitigation. Project construction commenced. 	2015	Increased waterway area under the Nogoia River rail bridge has been completed, using Royalty for regions funding, with a council contribution. Three priority mitigation strategies identified. Construction of mitigation strategy has commenced under the railway line. Predicted to be finished by the end of December 2014. A component of \$5M funding provided to CHRC under R4tR for flood mitigation has been used to install culverts in the rail line embankment on the western side of the Nogoia River.		✓
	4.2.2 - Advocacy for additional state and federal funding to support local level funding for natural disaster mitigation initiatives.	CHRC	<ul style="list-style-type: none"> Identification of priority natural disaster mitigation initiatives. Development of business case for top three initiatives. Source funding for progression of initiatives through available state and federal funding sources. 	2015	Council decision of Feb 2015 to advance the flood levee solution as the only viable alternative to protect Emerald from the Defined Flood event. Council will consider the preferred alignment in June 2015. Cannot progress until flood mitigation strategy is adopted and funding sources identified.		✓
	4.2.3 - Implementation of the Central Highlands floodplain strategy.	CHRC	<ul style="list-style-type: none"> Delivery of strategies in line with identified strategy timeframes. 	2016	The Flood Plain management plan and strategy has been adopted (June 2014) and an implementation plan defined. Technical Work Group established October 2014 to ensure recommendations incorporated into Council budget cycle. Application of a priority and resources has yet to see the timeline for implementation adequately defined. Once the new structure is in place and some key milestones of the Emerald flood mitigation plan passed the implementation timeline can be revisited. Draft CHRC Planning Scheme incorporates Flood Hazard Overlay, code and policy in regard to development in floodplain. Please note that early warning system is not part of CHRC PS.		✓

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5.1 Industry Cluster Collaboration and Support	5.1.1 - Improved resourcing for tourism industry collaboration, promotion and strategic planning.	CHRC	<ul style="list-style-type: none"> Funding of a personnel resource to drive tourism industry collaboration. Implementation of recommendations identified in the tourism feasibility study. 	2014	Work progressing in Central Highlands tourism initiatives. MOU - CE, CHDC, CHRC - partnership for tourism developments delivery. TDO employed. Recommendations in action by the TDO. Marketing strategy implemented. CHRC MOU and KPI's with Capricorn Enterprise and CHDC.	✓	
	5.1.2 - Support business networking forums targeting local business.	CHDC	<ul style="list-style-type: none"> Establishment of informal business networking forum in the Central Highlands. 	2013	Engagement with and support for Local Buy Foundation Networking functions, CHDC events and workshops. Business Development and Support Program facilitating forums and workshops in response to identified needs. CHDC conduct quarterly business events and networking forums to support business connectivity and awareness raising. Business workshops and conference.	✓	✓
	5.1.3 - Facilitate business education through various opportunities, initiatives, activities, events and forums.	CHDC	<ul style="list-style-type: none"> Quarterly review of priority business education touch-points and opportunities. Delivery of identified priority business education activities. 	Ongoing	Business Development and Support Program: training workshops (i.e. Quick books, governance, financial training.) and additional projects such as tenders for the Fitzroy region distributed, Central Highlands Business Directory, Business Excellence Awards, utilising ABR data to identify gaps and opportunities. Other Projects include: Collaborative strategies with regional and cross regional training organisations to grow business capability and sustainability. Australian College of Rural and Remote Medicine for the John Flynn Prac Program - student placement support. CHDC secured subsidised funding to assist NFP organisations to improve governance skills and knowledge through the completion of the Company Directors training with AICD. Completed January 2015 and June 2016.	✓	✓
5.2 Small Business Capability Building	5.2.1 - Provision of business planning support and grant writing assistance for small businesses and not-for-profit entities across the region.	CHDC	<ul style="list-style-type: none"> Re-approval of partnership funding for CHDC personnel resources. 	Ongoing	Business Development and Support Program is continuing with positive results. Community Grants Program ended. This program ended March 2014 however has been identified as a unique, highly used and needed program for this region.	✓	✓
	5.2.2 - Investigate feasibility and industry support for the development of a business incubator/business enterprise facility.	CHDC	<ul style="list-style-type: none"> Scoping study prepared to identify market demand and requirements for the facility. Feasibility study prepared (if warranted by scoping study) for the facility. 	2015	Through CHDC projects and events it has been identified that a business incubator/business enterprise facility would be beneficial. Project viability based on resource capability. Funding not currently available. Referrals made to appropriate business support bodies. Scope of works with proposal for board consideration for viability June 2016.	✓	✓
5.3 Resource Sector Supply Chain Development	5.3.1 - Identify and assist supply chain readiness to resource sector proponents and profile local service/s and capability for local procurement and investment attraction.	CHDC	<ul style="list-style-type: none"> Annual facilitation of supply chain brokerage events for targeted resource proponents in the region. 	Ongoing	Continually promoting this information through CHDC communication channels and through the Business Development and Support Program. CHDC Business Portal registration for regional businesses to support local business suppliers capability promotion. Sign off of by 24 organisations and local governments on the Joint Statement of Commitment for Maximising Industry Local Content in Regional Queensland. Queensland local content leaders network working with proponents network to increase business connectivity.	✓	✓
	5.3.2 - Facilitate business education seminars for local suppliers responding to procurement requirements to expand capability of businesses to be competitive for different levels of sub-contract work.	CHDC	<ul style="list-style-type: none"> Annual facilitation of education seminars and events for local businesses. 	Ongoing	Through the Business Development and Support program CHDC is working with State Government and the Local Buying Community Foundation to host seminars to facilitate education around this. Other proponents that have similar events or programs are also promoted through this program. Partnership agreement signed with QRC. Workshops and Business Excellence Awards assisting to expand knowledge and skills.	✓	
	5.3.3 - Development of targeted investment attraction strategies to support the attraction of heavy industrial maintenance facilities to the region.	CHDC	<ul style="list-style-type: none"> Identification of preferred sites for heavy maintenance facility location. Formal engagement with targeted operators to determine demand/requirements. Development of investment attraction strategies specific to operator demand. 	2014	CHDC compiles a portfolio of information (both hard copy and online) to provide to investors at any time. Specific strategy's are yet to be determined and depend on finance. Other projects of importance include: <ul style="list-style-type: none"> Farm to Fine Dining event held at the ekka in August 2016. Development of the Central Highlands Meat Processing Plant in partnership with CHRC (completed and MOU signed between council and private enterprise). Development of the Industrial Commercial and Housing Data Audit in partnership with CHRC complete 2015. Central Highlands Development Register next release October 2016. Central Highlands Investing in our Future Conference site tours October 2016. Development of Investment Prospectus and fact sheets (CQ Inland Industrial Hub, Central Highlands Meat Processing Plant, Central Highlands Health Precinct, oilseed and grain processing facility, Central Highlands Agribusiness Precinct and Emerald saleyards.) Online platform being developed for investment opportunities. 	✓	✓

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STRATEGY	ACTION	ACTION LEAD	KPI	TIME FRAME	CURRENT ACTIVITY UPDATE	COMPLETED	ONGOING
	5.3.4 - Liaise with resource sector proponents to assess ways in which local buying programs can be established/improved.	CHDC	<ul style="list-style-type: none"> • Facilitation of 'lessons learned' session with BMA. • Facilitation of industry education seminar to share key learning points. 	2014	<p>CHDC worked with surrounding local government areas for the development of framework of principles for regional local content models with the signing of a collective agreement. Working with the Local Buying Community Foundation through the Business Development and Support Program to liaise with the resource sector (i.e. BMA) for this.</p> <p>Other projects include:</p> <ul style="list-style-type: none"> • Sign off of by 24 organisations and local governments on the Joint Statement of Commitment for Maximising Industry Local Content in Regional Queensland. • QRC regional partner membership for CHDC with joint strategies for reporting to State Government on Code Of Local Content. Refer to 5.3.1 QLCLN. 	✓	✓

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STRATEGY	ACTION	ACTION LEAD	KPI	TIME FRAME	CURRENT ACTIVITY UPDATE	COMPLETED	ONGOING
6.1 Active State Engagement to Influence Regional Land Use Planning Outcomes	6.1.1 - Work in partnership with state government in long term land use planning and incorporate key outputs into local statutory planning documents.	CHRC	<ul style="list-style-type: none"> Formal engagement with State Government to understand implications of state level assessment. Incorporation of statutory planning implications into revised Planning Scheme. 	2015	New CHRC Planning scheme to be gazetted mid 2015 - more involvement with State Agencies post this time. It incorporates and reflects CQ Regional Plan.		✓
6.2 Long-Term Strategic Centres Planning	6.2.1 - Revision of growth planning scenarios to articulate the future of urban form between key centres across the region.	CHRC	<ul style="list-style-type: none"> Strategic Framework updated to articulate longer term urban form for key centres. 	2015	Incorporated into new CHRC Planning Scheme. CHRC Strategic Framework adopted in October 2013. CHRC Strategic Framework revised in accordance with Queensland Planning Provisions in 2014 and incorporated into draft. Council resolved to adopt the Planning Scheme to commence on 4 March 2016.		✓
6.3 Implementation of Short-Term Initiatives in Support of Strategic Framework	6.3.1 - Identification of short term case study precincts to showcase implementation of key commercial precinct planning initiatives.	CHRC	<ul style="list-style-type: none"> Case study precinct selected. Terms of reference for analysis identified. Commencement of commercial precinct planning. 	2015	Further consideration now Planning Scheme has been adopted.		✓
	6.3.2 - Communication of key land-use implications of the Strategic Framework for the development sector.	CHRC	<ul style="list-style-type: none"> Formal promotion of Strategic Framework land use implications. Town Planning Scheme updated to align with Strategic Framework. 	2015	Further consideration now Planning Scheme has been adopted.		✓

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STRATEGY	ACTION	ACTION LEAD	KPI	TIME FRAME	CURRENT ACTIVITY UPDATE	COMPLETED	ONGOING
7.1 Improve the Accessibility of the Region's Online Presence	7.1.1 - Improved education of local businesses regarding opportunities for online marketing and promotion.	CHDC	• Facilitation of regional business education seminar.	2013	CHDC events in conjunction with the Business Development and Support Program and the Tourism Development Officer to support increase in business and operator capability. Planning in progress to conduct a digital audit and action plan to give clear future direction of need. CHDC's website and the Central Highlands website undergoing review and update pending funding. Other projects of CHDC include: • Media clip production of four films for the promotion of 1. information from the Central Highlands Economic Profile 2. backpack lifestyle and workforce 3. Tourism for Grey Nomads 4. mum's and young families. • Development of eBook's to align with media clip production and promotion. • Social Media presence and training. • Joint CHDC, CHRC and CE strategies. • Blogger visits. • Website updates centralhighlands.com.au and chdc.com.au. • Use of online systems through Remplan in partnership with CHRC to showcase economic data and investment opportunities.	✓	✓
	7.1.2 - Review of the layout and accessibility of key information on the Council website, with a view to improving utility for both visitors and residents.	CHRC	• Formal CHRC website review and update completed.	2013	The council website - www.centralhighlands.qld.gov.au - was updated and stage one of the project launched on 5 February 2016. This project was 2 years in the making and included much community consultation and usability testing. Stage 2 of the project, to integrate more customer service functionality, is reliant on compatibility with third party IT providers and negotiations are ongoing.	✓	✓
7.2 Improved Business Communication and Promotion	7.2.1 - Continued collation of key economic data and surveys on current business climate and activities, including regular updates of the economic profile.	CHDC	• Annual update of Central Highlands Economic Profile. • Regular newsletter update of key regional developments.	Ongoing	Investment attraction collateral be developed due to out dated data and maintenance of the 2016 Economic Profile. CHDC and partnership with CHRC have engaged Remplan to showcase economic and community data and investment opportunities. CHDC distribute a fortnightly eNews to provide up to date information on items affecting the Central Highlands region. This is now available on the CHDC website and supported by a media clip. Development Register and fortnightly CHDC eNews provides updates.	✓	✓
	7.2.2 - Development of collateral to actively promote the Central Highlands, regionally and state-wide, as a region of choice to live, work, play and invest to work.	CHDC	• Number of positive news stories published that align with the CHRC promotional plan.	2013	Various items for the VIC and for CHDC to attend tourism specific trade shows are currently being identified (i.e. banners, bags of wash etc.) and current items are being updated (subject to budget). The Central Highlands Queensland website is being updated with funding from the Local Buying Community Foundation. Promotional stories about the region have been done in conjunction with CHDC events, Gemfest and more. The CHDC and Central Highlands website is up to date with key information for those who are looking to live, work, play and invest. Other examples of projects include: • Media clips creation with eBooks to better promote the media clips. • Tourism marketing strategy in progress (driven by CHRC). • An advertising campaign with Imparja (including GO and GEM) focusing on all businesses that are in the business of tourism will be run in the first half of the FY 2015/16. • Revitalisation of the Emerald airport signage, technology and fit outs. • Further production of marketing collateral and infrastructure to promote Central Highlands Queensland and Love CH, Queensland. • Trade shows.	✓	✓
	7.2.3 - Actively assist the pursuit of local business partnerships with key Asian trade destinations.	CHDC	• Formal engagement with QTT to identify partnership opportunities. • Establishment of a formal joint strategy to increase engagement between local producers and Asian markets.	2015	Ongoing liaison with Trade and Investment Queensland to build product and produce awareness on the international market specifically targeting the Asian sector. Development of investment prospectus and fact sheets for CQ Inland Industrial Hub, Central Highlands Meat Processing Plant, Central Highlands Health Precinct, oilseed and grain processing facility, Central Highlands Agribusiness Precinct and Emerald saleyards. Liaising with Bank of China with relation to opportunities and attendance Bank of China Conference in May 2016.	✓	✓

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STRATEGY	ACTION	ACTION LEAD	KPI	TIME FRAME	CURRENT ACTIVITY UPDATE	COMPLETED	ONGOING
7.3 Improved Tourism Promotion	7.3.1 - Targeted promotion of the Central Highlands as one of Australia's most significant sapphire fossicking regions.	CE	• Establishment of a promotional strategy for the Sapphire Gemfields.	2014	<p>Specific marketing and promotional activity for the Sapphire Gemfields include - identified as a destination 'hero experiences':</p> <ul style="list-style-type: none"> • Attendance at caravan and camping shows in Melbourne, Sydney and Brisbane as part of TEQ's Drive Queensland campaign. • Digital and social media - Facebook (4,471 likes), twitter (914 followers), Instagram (2,080 followers) YouTube (25,312), including: capricornholidays.com.au/destinations/sapphire-Gemfields/ as well as individual operator listings • southerngreatbarrierreef.com.au/destinations/sapphire-gemfields1 • Production of the annual Carnarvon Gorge and Sapphire Gemfields Destination Guide 2015 complete with 100000 copies, distributed. • Dig the Tropic (including website - digthetropic.com.au/experiences/strike-it-rich/sapphire-Gemfields/, iPhone App, QLD Weekender half hour TV Special – Saturday 21st May 2016 ; predominately targeting the Sapphire Gemfields and incorporating the Sapphire Gemfields interpretive trail. • Creek to Coast TV feature on Sapphire Gemfields Saturday 4 June 2016 • Representation on the Queensland Drive Strategy and Queensland Drive Alliance. • Membership of Caravanning Queensland for the destination – includes double page spread in annual Caravanning Qld publication. • Digital one on one training for operators at the Sapphire Gemfields annually . – conducted one-on-one training Friday December 2015. • Trade Mentoring – 6 months (October 2015 to May 2016) – Takarakka Bush Resort (to increase presence of Carnarvon Gorge product in tourism trade distribution) • Advertising collateral in Go Camping, AAA Tourism, RACQ online, Caravan World, Out There Magazine. • Ongoing support for Gemfest Festival of Gems, including TEQ E-12 event optimisation program. • Capricorn Destination Tourism Plan. It has completed its second year. • Central Highlands events featured in Spirit flight magazine – Events feature Winter edition 2015 and Winter edition 2016 	✓	✓
	7.3.2 - Engagement with Capricorn Enterprise and Outback Queensland Tourism Association to identify opportunities for Central Highlands.	CHDC	<ul style="list-style-type: none"> • Establishment of a promotional strategy that aligns with Outback Queensland. • Establishment of a promotional strategy that aligns with Capricorn Enterprise. 	2014	<p>In progress.</p> <p>CHDC General manager - Chair of Capricorn Enterprise Tourism MC.</p> <p>MOU signed between CHRC, CE and CHDC</p> <p>CHDC membership of Outback Tourism being progressed.</p> <p>CHDC attendance at trade shows.</p>	✓	✓
	7.3.3 - Investigation of the feasibility of a targeted recreational vehicle market promotion campaign.	CHDC	<ul style="list-style-type: none"> • Identification of RV market specific promotional opportunities. • Formal engagement with the state government around delivery of the Drive Tourism Strategy. • Establishment of an RV market promotional campaign. 	2013	<p>Engagement through the Tourism Development Officers role has been made for the Drive Tourism Marketing Strategy.</p> <p>Opportunities for RV market specific promotional opportunities are in progress. Registered for RV futures forum when date available.</p> <p>Caravan and Camping show attendance and display (Brisbane and Sydney).</p> <p>Central Highlands Marketing Strategy approved 2015.</p>	✓	✓