



BUNDABERG REGIONAL ECONOMIC DEVELOPMENT STRATEGY

2009-2014

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1. INTRODUCTION

The Bundaberg Regional Economic Development Strategy (EDS) is a five-year economic planning instrument that includes broad objectives and strategies that aims to strengthen the region's economic base, by creating partnerships between the community, business and industry, Council and Governments in order to promote and enhance growth and development within the region.

In August 2008, the Council held an economic development workshop with an aim to consult industry to develop a strategy that is driven by industry and is reflective of industry needs. The workshop identified the region's economic drivers and key industry sectors, provided an analysis of the region's issues and opportunities, highlighted issues and opportunities in identified industry sectors and further developed strategies in each sector. Strategies were then ranked by participants, which were used to form the basis of the development of the Strategy.

As a result of the consultation process with business and industry representatives, eight (8) key regional industry sectors have been identified, each with objectives, strategies and actions that aim to achieve the EDS. It is expected that Council's major focus will be on these identified industry sectors over the next five (5) years.

The aim of the EDS is to:

- create an environment that is conducive to business and industry development and attraction
- support existing business and industry
- build on the region's competitive advantages
- encourage sustainable and innovative practices
- ensure infrastructure meets industry needs
- encourage partnerships, business networks and alliances
- coordinate the promotion/marketing activities of the region
- plan and facilitate economic development.

The anticipated outcome of the implementation of the EDS will be the retention and generation of employment and investment opportunities and the further development of identified industry sectors across the region. This will be achieved through Council's leadership in guiding and resourcing the facilitation of the EDS and the commitment to creating and sustaining strategic partnerships across the region.

Committed to the economic prosperity and development of the regional economy, Council has established an Economic Development Unit, through the Planning and Development Services Directorate that will drive the implementation of the EDS. In addition to the Unit, Council, in partnership with the Port of Bundaberg, funds the Bundaberg Region Futures Program, an economic development program that provides external economic development services to Council that will assist in the implementation of the EDS.

2. THE REGION IN ITS ECONOMIC CONTEXT

The Bundaberg Region incorporates the Coral Coast and Bundaberg hinterland and is one of Queensland's most modern and progressive centres. The Bundaberg Regional Council was formed on the 15 March 2008 as a result of the merging of Bundaberg City Council, Burnett Shire, Isis Shire and Kolan Shire Councils. Subsequently, the region comprises the former local government areas and is the southern gateway to the Great Barrier Reef and is the hub of the agriculturally rich northern Wide Bay Burnett Region. The City of Bundaberg is the major commercial and industrial hub of the region and works in partnership with surrounding towns and rural areas to support strong growth and the diverse needs of a dynamic community.

The region's economy is based around its traditional stronghold sectors of agriculture and related manufacturing. Tourism and other service industries are increasing in prominence, leading to a more diversified and sustainable regional economic base that is capable of capitalising on opportunities and enduring external shocks.

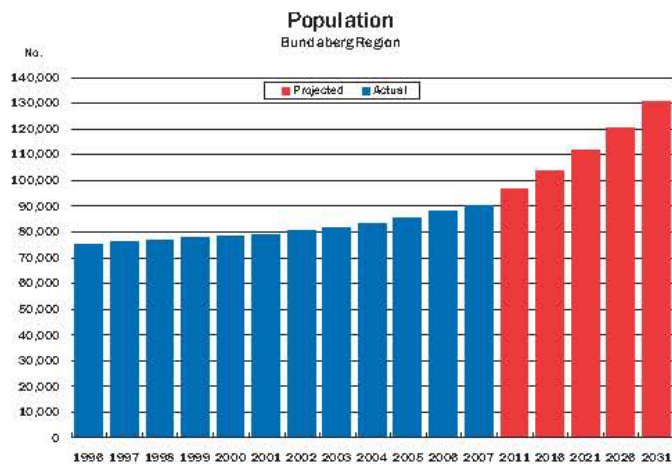
Emerging opportunities for investment, development and value-adding exist at the Port of Bundaberg and in the region's aviation, tourism, manufacturing, innovation and technology, lifestyle and food-related industries.



2.1 Demographic profile

The Bundaberg region is a high growth area, with recent annual population growth rates exceeding that of the Wide Bay Burnett region and Queensland.

According to the Australian Bureau of Statistics, in 2007 there were 89,988 persons residing in the Bundaberg Region, which represented an increase of 2.6% from the level recorded in 2006.



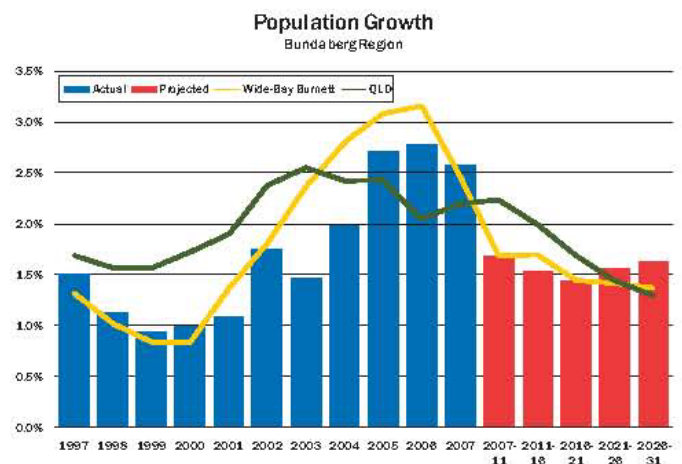
Source: ABS 3218.0, Dept of Infrastructure & Planning

Over the past five years, the population of the region increased at an average annual rate of 2.3%. Population projections to the year 2031 show that the region's average population growth is expected to increase by 1.6% per annum, to a population of approximately 130,548 persons, representing over 30% of the Wide Bay Burnett regional population.

The Bundaberg region has a relatively older population distribution than non-metropolitan Queensland. This is a representation of the 'sea change, tree change' phenomenon and the region's increasing reputation as being a 'lifestyle' region. The increasing number of mature aged people moving to the region will have an impact on the service industries and the social services and infrastructure. From 2002-07, 38% of the region's population have migrated from areas outside of the area to reside in the region.

The Bundaberg region has a median population age of 42 years and has the largest demographic proportion of couples with no children (34%), however the number of young families moving to the region is rising.

The average median individual weekly income of the region is \$356 and family weekly income is \$863. The largest proportion of the population's occupation is labouring (17%), followed by technicians and trades workers and managers.



Note: Changes are average annual % changes for 2007-2031. Source: ABS 3218.0, Dept of Local Government & Planning

Through 2002-07, the region has seen an increase in education levels, with a higher proportion of retention rates in secondary institutions and increasing participation rates of technical, university and other tertiary institutions which has seen an increase in the attainment of non-school qualifications.

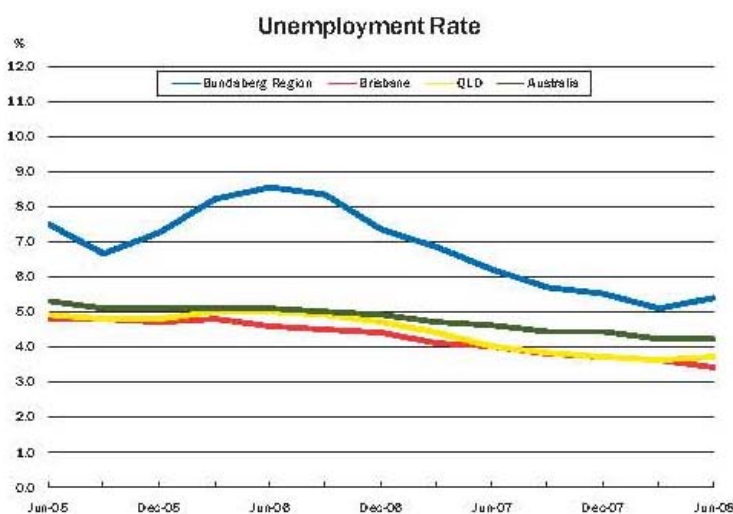
As the region's natural attributes, lifestyle, affordability and leisure maintains population growth and generates employment opportunities, it is essential that continued growth incorporates a skilled populace. In order to create a sustainable demographic base, governments, business and industry and the community must collaborate to ensure the skill base of the region matches that of industry.

2.2 Labour force profile

In June 2008, the estimated number of employed persons in the Bundaberg Region was 38,905, which represented an annual increase of 8.1%.

Occupations of significance in the Bundaberg region include labourers (17%), technicians and trades workers (15%), managers (14%) and professionals (13%). Occupations primarily taken up by males include technicians and trades workers, labourers, managers and machinery operators and drivers and those being taken up by females include clerical and administrative, professionals, sales workers and community and personal service workers.

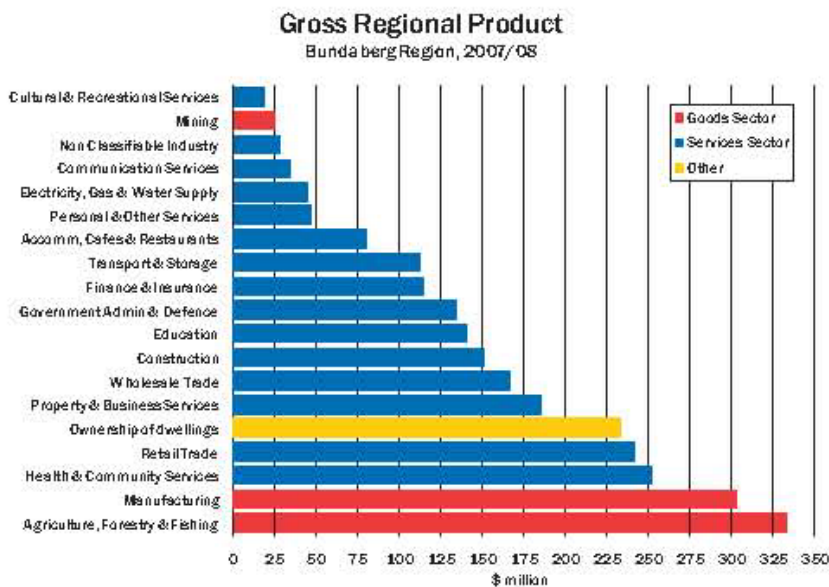
The unemployment rate across the region is generally above State and National averages, however over the past three years, the region has experienced a decline in unemployment and as at June 2008, the rate stood at 5.4%, compared to the State rate of 3.7% and national rate of 5.2%. Subsequently, the number of employed persons in the Bundaberg region has increased over the past three years and over 12 months to June 2008, the number grew 7.2% to a level of 41,126 persons.



Industries of significant employment in the region include retail (employing 13% of the workforce in 2006), health care and social assistance (12%), agriculture, fishing and forestry (11%), manufacturing (9%) and construction (8%). In comparison to non-metropolitan Queensland, the Bundaberg region reported a greater proportion of people employed in these top four industries, indicating a greater reliance on these industries for the regional economy.

2.3 Economic profile

The Bundaberg region produced an estimated \$2.8 billion in Gross Regional Product (GRP) in 2006-07, an increase of 1.3% from 2005-06, and contributed 1.4% to the gross state product of Queensland (\$195.7 billion). Compared to the neighboring Council regions, in terms of GRP, the Fraser Coast Region contributed \$2.2 billion and the Gladstone Region contributed \$2.4 billion.



Source: DEWR, Lawrence Consulting

Across the region, in 2006-07 the former Bundaberg City Council region contributed \$2.0 billion to the GRP and the former Burnett, Isis and Kolan Shires contributed \$321.1 million, \$201.5 million and \$135.5 million respectively. The former Bundaberg City Council was the only sub-region that saw an increase in GRP from 2005-06 to 2006-07, of 3.9%. This is largely due to the severe decline of the region's agriculture, forestry and fishing industry sector, which saw a decrease of 25.5% in GRP in 2006-07.

The Bundaberg regional economy is most reliant on the industry sectors of Manufacturing (13.3%), Agriculture, Forestry and Fishing (11.6%), Retail Trade (8.0%), Health and Community Services (7.4%), and Education (6.0%).

In 2006-07, the manufacturing sector was also the largest contributor to the economies of both the Fraser Coast and Gladstone regions and the second largest contributor to the State's economy. The Agriculture, Forestry and Fishing industry sectors experienced a sharp decline state wide in 2006-07, with the Bundaberg, Fraser Coast and Gladstone regions, non-metropolitan Queensland and State economies experiencing an average decline of 22.18%. In 2007-08 however, the industry experienced the highest annual increase in GRP, rising by 31.9% from the level recorded in 2006-07, and contributed \$332.9 million, or 11.3% of the total GRP.

The estimated GRP for the Bundaberg region increased significantly by 16.6% to \$3.0 billion in 2007-08, with the contribution to the State's GRP remaining at 1.4%, indicating that the region's economy is stable, with growth rates reflective of that of the State.

The Index of Economic Diversity measures economic or industrial diversity within a region by determining the degree to which the region's industry mix differs from that of the national economy. When the index value is close to one, the industrial profile of a region mirrors that of the national economy and is considered more diverse. The index value for Bundaberg region is 0.732. By comparison, the index values for Fraser Coast Brisbane and Queensland are 0.62, 0.962 and 0.986, respectively. When the index is calculated using the State economy as the comparative benchmark, the index value for the Bundaberg region is 0.763, whilst the values for Brisbane is 0.936.

Combined, the Agriculture, Forestry and Fishing industry and Manufacturing industry sectors contribute to almost a quarter of the region's GRP. Compared to that of the Fraser Coast region, where the economy is heavily reliant on the service industry, the Bundaberg region's industry base is sustainable and robust and has the potential to weather external downturns.

The most recent ABS Australian Business Register indicated there was an estimated 7,125 business entities registered in the Bundaberg region in June 2007. The Agriculture, Forestry & Fishing industry sector is the largest industry in terms of business numbers, accounting for 24.7% of the total number of businesses. The next largest sectors with regard to business numbers were the Property & Business Services (16.4%), Construction (15.7%) and Retail Trade (11.8%) industry divisions.

The estimated total turnover of all industry in the Bundaberg region was \$5.8 billion in 2006-07, whilst the average turnover of all businesses was approximately \$819,500. The Wholesale Trade sector recorded the highest average industry turnover (\$2.6 million), followed by Manufacturing (\$2.3 million).

The Bundaberg region has a greater industry concentration (i.e. location quotient greater than 1) than the national economy, and therefore has net exports of services from the region in the Agriculture, Forestry & Fishing (3.62), Retail Trade (1.25), Health Care & Social Assistance (1.19), Accommodation & Food Services (1.14), Education & Training (1.09), Rental, Hiring & Real Estate Services (1.09), and Other Services (1.04) sectors.

The Bundaberg regional economy is robust and is continuing to grow, making it a significant economic contributor to the Wide Bay Burnett region and the State's economy.

3. STRATEGIC OBJECTIVES

The Bundaberg Regional Economic Development Strategy (EDS) recognizes the region's major industry sectors, in terms of contribution to the regional economy and emerging opportunities, as:

- Agriculture, Horticulture and Aquaculture
- Aviation
- Education
- Food Production and Processing
- Manufacturing
- Marine
- Retail and Professional Services, and
- Tourism and Lifestyle

It is activity the major industry sectors listed above that will be the Economic Drivers for the region into the future. Therefore, the EDS is supported by the following key strategic objectives and strategies:

Agriculture, Horticulture and Aquaculture

To create a sustainable industry base through the identification and support of value-adding opportunities, promotion and creation of environmentally sensitive practices and the development of a skilled workforce to facilitate industry development and attraction.

- Strategy 1: Facilitating and encouraging sustainable farming practices
- Strategy 2: Diversifying the agricultural base of the Bundaberg region
- Strategy 3: Supporting the development of the aquaculture industry
- Strategy 4: Facilitating a skilled workforce for the agriculture, horticulture and aquaculture industry sector

Aviation

To create an environment that is conducive to the growth of the aviation and aerospace industries by ensuring infrastructure, support services and networks meets the needs of industry.

- Strategy 5: Ensuring the provision of infrastructure meets the needs of existing and future aviation and aerospace business and industry
- Strategy 6: Actively encouraging and supporting the growth and expansion of existing aviation and aerospace industries and the region's capacity to attract and establish new aviation and ancillary business
- Strategy 7: Co-ordinating regional aviation and aerospace industry marketing initiatives
- Strategy 8: Facilitating a skilled workforce for the aviation and aerospace industry

Education

To improve the region's skill base by supporting partnerships between the education sector and industry and developing initiatives to promote a culture of innovation and ongoing learning.

- Strategy 9: Developing education and industry partnerships to improve the skill base of the region
- Strategy 10: Improving the skills base in the Bundaberg region through targeted education and training programs that will ensure the future labour skills requirements can be met
- Strategy 11: Fostering an innovative industry culture
- Strategy 12: Promoting a community culture of ongoing learning

Food Production and Processing

To encourage industry growth through the further development of regional infrastructure, including transport logistics and networks that support value-adding opportunities and industry attraction and investment initiatives.

- Strategy 13: Raising the profile of food and beverage manufacturers
- Strategy 14: Facilitating industry investment and attraction
- Strategy 15: Encouraging the development of an industry that collaborates
- Strategy 16: Ensuring access to transport meets the needs of industry
- Strategy 17: Facilitating and encouraging sustainable farming practices
- Strategy 18: Facilitating a skilled workforce for the food production and processing industry

Manufacturing

To sustain and further develop the region's manufacturing base by encouraging innovation and ensuring the region's infrastructure and transport logistics meets the needs of industry.

- Strategy 19: Developing and diversifying the Bundaberg region's manufacturing base to ensure its long-term sustainability and employment opportunities
- Strategy 20: Encouraging knowledge, innovation and research in the manufacturing sector
- Strategy 21: Ensuring the availability and supply of industrial land meets industry demand
- Strategy 22: Ensuring transport logistics and infrastructure meets the needs of industry
- Strategy 23: Developing a more highly skilled workforce to meet future manufacturing industry needs

Marine

To support the development of the marine industry by leveraging on the region's competitive advantages, including the Port of Bundaberg, and by undertaking activities to encourage and facilitate industry investment and attraction and infrastructure development.

- Strategy 24: Supporting the development of the region's marine industry
- Strategy 25: Leveraging the existing competitive advantages of the Port of Bundaberg to encourage and facilitate opportunity identification and industry development
- Strategy 26: Developing and promoting the Bundaberg region as a superyacht destination
- Strategy 27: Facilitating a skilled workforce for the marine industry

Retail and Professional Services

To support and develop the region's retail and professional services industries by ensuring the provision of accessible community services and infrastructure and promoting the region as an investment and lifestyle location.

- Strategy 28: Facilitating a region that develops smart business networks, partnerships and alliances
- Strategy 29: Promoting the Bundaberg region as an investment location
- Strategy 30: Developing a plan and strategies to maintain the role and function of the region's Central Business Districts
- Strategy 31: Supporting the development of the health and aged services industries and community services
- Strategy 32: Promoting and facilitating the development of the region's creative industry
- Strategy 33: Ensuring public transport supports retail, professional and community services by providing accessible services to the community
- Strategy 34: Facilitating a skilled workforce for the retail and professional industry sector

Tourism and Lifestyle

To develop and support the tourism and lifestyle industries through the development of the region's infrastructure, tourism product and marketing programs to encourage increased visitation to the region.

- Strategy 35: Establishing a tourism vision for the region
- Strategy 36: Developing regional tourism product
- Strategy 37: Developing culinary tourism
- Strategy 38: Developing eco-tourism products
- Strategy 39: Ensuring regional infrastructure meets the needs of the tourism industry
- Strategy 40: Developing a marketing program which leverages off product in the surrounding area and promotes the Bundaberg region as a centre for accommodation and events
- Strategy 41: Ensuring the provision of infrastructure meets the lifestyle needs of the community

To achieve these objectives, a set of strategy and actions plans have been developed which are designed to enable the efficient delivery of key aspects of the Bundaberg Regional EDS. These action plans have been developed in the key industry sectors that have been identified as part of the Strategy. The Bundaberg Regional Council will act as the lead facilitator in the implementation of the EDS, however the formation of strategic partnerships is essential to assist in the delivery of the EDS.

4 ACTION PLANS

4.1 Agriculture, horticulture and aquaculture

The sugar cane industry has long been the backbone of the region providing employment opportunities through the mills and allied manufacturing and agricultural sectors. Agriculture is a major industry in the Bundaberg region, contributing \$332.9 million, or 11.3% of the region's Gross Regional Product (GRP) in 2007-08, an increase of 31.9% from 2006-07. In 2006-07, the industry experienced a severe downturn, which resulted in a decline in GRP of 25.4% from 2005-06. The industry also provides employment for a high proportion of the region's labour force, making up 11% of the region's employment in 2006/07.

The agricultural industry is currently undergoing significant changes and as such farmers are now diversifying into fruit and vegetable production as a viable source of income. The horticultural industry is now also a major regional employer and regional economic driver and contributor to Australia's food security. The produce grown in the region targets both domestic and international fresh markets as well as supplying a number of food processing and value adding operations.

There are approximately 450 fruit and vegetable producers in the region supplying the domestic markets of Brisbane, Sydney, Melbourne and Adelaide. The growth in horticultural production creates substantial employment opportunities and economic growth for the region. Figures produced by the Department of Primary industries and Fisheries (DPI&F) show that horticultural crops in the region grew to just under \$300 million in 2006, a new high record.

The Bundaberg region fishing industry is based on scallops, prawns, spanner crabs, mackerel, mullet and reef fish. It is estimated to be worth about \$37 million annually, or 12% of Queensland's total. Current markets include local, interstate and export destinations predominantly in Asia and Europe. The 2005 rezoning and extension of the Great Barrier Reef Marine Park has had a negative impact on the viability of some wild catch fisheries, however has provided increased opportunities for emerging aquaculture projects.

The Agriculture, Horticulture and Aquaculture industry sector is growing and will continue to bring economic value to the Bundaberg region. It is imperative that Council, along with the business community and Australian and State Government agencies, work closely with the sector to ensure growth occurs at a sustainable rate.

Objective:

To create a sustainable industry base through the identification and support of value-adding opportunities, promotion and creation of environmentally sensitive practices and the development of a skilled workforce to facilitate industry development and attraction.

Strategy 1: Facilitating and encouraging sustainable farming practices

Outcomes	Actions	Lead Agency	Partners
'Right to farm' guidelines developed	Develop 'Right to Farm Guidelines' to support and attract Agricultural Investment and define outcomes for rural blocks (precincts) to noise, dust, early starts, etc.	DPI	Canegrowers Ass, BFVG
Consultation undertaken with industry in the development of the regional planning scheme	Assess the impacts of the peri-urban interface and ensure the agricultural and horticultural industries are consulted with and are well-represented throughout the development of Council's regional planning scheme	DPI	Canegrowers Ass, BFVG, BRC
	Support and encourage the Bundaberg District Grain in Cane program to facilitate sustainable farming systems that have social, economical and environmental benefits to Canegrowers	Canegrowers Association	DPI, BMRG
Development of an emissions profile	Develop an emissions profile of the agriculture and horticultural industries with an aim to protect the region's competitive advantages in order to sustain the industries	BMRG	DPI, BRC, BFVG, Canegrowers Ass.

Outcomes	Actions	Lead Agency	Partners
Emissions trading taskforce established	Establish an agribusiness emissions trading taskforce to investigate, understand and position the region to take advantage of ecosystem services	BMRG & BRC	DPI, BFVG, Canegrowers Ass.
	Undertake an assessment of the potential to measure and monitor emissions and possible trading schemes	BMRG & BRC	DPI, BFVG, Canegrowers Ass.
	Collaborate with agencies to promote efficiency of water uses suitable to the region	DPI	BMRG, DPI, BFVG, Canegrowers Ass, Sunwater
	Support ground water rescue packages	DPI	BMRG, DPI, BFVG, Canegrowers Ass., Sunwater

Strategy 2: Diversifying the agricultural base of the Bundaberg region

Outcomes	Actions	Lead Agency	Partners
Agribusiness network established to encourage crop diversification	Establish an agribusiness network to oversee and encourage crop diversification	BFVG	Canegrowers Ass., DPI&F, DTRDI, BRC
	Investigate sugar value adding opportunities and investment attraction	Agribuisness Network	Canegrowers & DPI&F, DTRDI, BRC, BFVG
Development of an agribusiness strategic plan	Develop an agribusiness strategic plan	Agribuisness Network	BFVG, DPI&F, DTRDI, BRC, BRF
	Investigate current diversification trends and collaborate to ensure sustainable diversification practice	Agribuisness Network	BFVG, DPI&F, DTRDI, BRC, BRF
Investigation into sugar value adding opportunities & biogas opportunities conducted	Investigate the feasibility of biogas opportunities, identify funding to further R&D in the biogas field and develop an action plan for the attraction of a natural gas for the region	Agribuisness Network	BMRG, Canegrowers Ass., DPI&F, DTRDI, BRC, BFVG

Strategy 3: Supporting the development of the aquaculture industry

Outcomes	Actions	Lead Agency	Partners
Development of an aquaculture investment brief	Examine viability and suitability for the Bundaberg region to expand aquaculture harvesting and processing	DPI&F	Industry, DTRDI, QSIA
	Identify potential fish and aquaculture value adding opportunities	DPI&F	Industry, DTRDI, QSIA
	Develop an aquaculture industry investment attraction brief	DTRDI	Industry, BRC, BRF
	Develop and implement business and industry attraction strategies	DTRDI	Industry, BRC, BRF
	Investigate aquaculture site security and report to governing agencies	DPI&F	Industry
	Lobby the State and Federal Governments for industry support as a result of the GBRMPA reforms	Industry	BRC, RDA, BRF

Strategy 4: Facilitating a skilled workforce for the agriculture, horticulture and aquaculture industry sector

Outcomes	Actions	Lead Agency	Partners
Participation in regional skill attraction initiatives	Strengthen linkages between industry and training providers to ensure training needs of industry are met and facilitated by providers	BLCC	Agribusiness network, Canegrowers Ass., DPI&F, DTRDI, BRC, BFVG
	Provide a link between agricultural, horticultural and aquaculture sectors, education institutions and funding organizations to enable the development of courses that recognize prior knowledge, skills and experience	BLCC	Agribusiness network, Canegrowers Ass., DPI&F, DTRDI, BRC, BFVG

Outcomes	Actions	Lead Agency	Partners
	<p>Support existing skills strategies and facilitate the development of multi-disciplinary synergies (ie, Federal, State and Local Governments, CQU, TAFE, RTO's, industries, schools)</p> <p>Participate in and form partnerships in regional skill attraction initiatives</p>	<p>BLCC</p> <p>Agribusiness Network</p>	<p>Agribusiness network, Canegrowers Ass., DPI&F, DTRDI, BRC, BFVG</p> <p>BFVG, DTRDI</p>

4.2 Aviation

The Aviation industry is emerging as a key contributor to the regional economy. The Bundaberg region enjoys a proud reputation in the aviation industry being the home of pioneer aviator Bert Hinkler and more recently to Jabiru Aircraft, MicroAir Avionics and CAMit. A substantial supply chain consisting of many other small businesses, which operate in and around the city and region, has already developed to support these businesses. The local economy has benefited from this supply chain, in terms of employment and business generated across the world. Jabiru now exports aircraft and kits to 16 countries and engines to 31 countries.

The Bundaberg Regional Council is capitalizing on the growing Aviation industry and is investing considerably into infrastructure to support the industry. The Council has developed the Bundaberg Regional Aviation and Aerospace Precinct masterplan which aims to 'develop the Bundaberg region's aviation and aerospace industry by building a critical mass of local capacity to ensure sustained growth and export opportunity.'

As part of the masterplan, Council has undertaken detailed planning to construct a new aerodrome terminal at the Bundaberg Regional Airport, designed to accommodate future extensions for new jet services to the region. The increasing number of passengers, both tourists and business-related, to the region, and the growth of the tourism industry has created the demand for increased infrastructure. In addition to a new aerodrome terminal, Council is upgrading the airstrip to cater for larger aircraft.

In order to support aviation and aerospace related industry, and as part of the Precinct development, the Council is developing an industrial and commercial subdivision, which will be made available for lease and/sale. The free holding of land in the Aviation industry is unique and is creating considerable interest on both a local and domestic level.

The Queensland State Government is supportive of the development of the region's Aviation and Aerospace industry and has identified Bundaberg as part of the Wide Bay Burnett Centres of Enterprise - General Aviation initiative. CQUniversity has also established a Bachelor of Aviation Technology course which is available at the Bundaberg Campus and the North Bundaberg State High School offers Aeroskills Studies as part of their curriculum, which supports this growing industry.

The development of the Bundaberg Regional Aviation and Aerospace Precinct will provide the region with employment, skill enhancement and global opportunities, technological advancements, and will contribute to the region's growing tourism industry. Investment into the industry will further develop the existing aviation and aerospace supply chain, in turn, having a positive economic impact on the whole of the Wide Bay Burnett region.

Objective:

To create an environment that is conducive to the growth of the aviation and aerospace industries by ensuring infrastructure, support services and networks meets the needs of industry.

Strategy 5: Ensuring the provision of infrastructure meets the needs of existing and future aviation and aerospace business and industry

Outcomes	Actions	Lead Agency	Partners
Airport developed to cater for jet services	Extend runway and provide parallel taxiways to attract additional commercial flights to the region	BRC	State and Federal Governments
	Construct new terminal with improved handling, traffic movement and car parking facilities to cater for additional and larger aircraft	BRC	State and Federal Governments
Broadband infrastructure plan developed	Develop a plan for suitable high quality broadband services that meets the needs of business and industry	BRC	IA, BRF, Telecommunications Service Provider
Commercial/industry precinct developed	Develop an industrial precinct to secure existing aviation industries and attract new industries, with improved access to the highway, CQ University and the region	BRC	
	Attract additional domestic, interstate and coastal commercial flights into the region	BRC	BRT, BRF
Transport & freight strategy developed	Assess the issues and opportunities for regional air freight services	BRC & DTRDI	Industry
	Develop a transport and freight strategy to meet the region's demands	BRC & DTRDI	Industry

Strategy 6: Actively encouraging and supporting the growth and expansion of existing aviation and aerospace industries and the region's capacity to attract and establish new aviation and ancillary business

Outcomes	Actions	Lead Agency	Partners
Development of a supply-chain cluster of aviation & aerospace related industry	Continue representation on the Aviation Wide Bay Burnett group to support the Bundaberg region's industry development and to attract new industry	BRC	Industry reps.
	Facilitate regular dialogue with the Aviation Industry Users group to ensure an understanding of local needs, strengths and constraints of the aviation and aerospace industries	BRC	AWBB, Industry reps.
	Secure existing and develop initiatives to attract new Licensed Aircraft Maintenance Engineer (LAME) Services	BRC	BRF, DTRDI, AWBB
	Consultation with existing LAME service provider/s to ascertain immediate and short term needs to ensure continuing regional access to LAME services	BRC	BRF, DTRDI, AWBB
	Develop a supply chain cluster of aviation and aerospace related industry	BRC	DTRDI, AWBB, Industry reps.
	Proactively target aviation focused Defence opportunities	BRC	BRF, DTRDI, AWBB
	Work with the State Government and regional industry to encourage the establishment of a Centre for Excellence in the aviation and aerospace industries	BRC	DTRDI, AWBB, BRF, Industry reps.
	Assist, where possible, in the development and marketing of the Kensington Lakes Residential and Business Airpark development	BRC	DTRDI, AWBB

Strategy 7: Co-ordinating regional aviation and aerospace industry marketing initiatives

Outcomes	Actions	Lead Agency	Partners
Industry related meetings, conventions & trade shows held in the region Participation at Airshows & related expos & conventions to showcase the region	Initiate and broker joint initiatives between existing businesses which market nationally and internationally	AWBB	Industry reps, DTRDI
	Identify and bid for hosting opportunities for regional, state and national aviation related meetings, conventions and trade shows to promote the region	BRC	DTRDI, AWBB, Industry reps.
	Identify and participate in the promotion of the Bundaberg Region's aviation and aerospace capabilities and opportunities at Airshows and related expos and conventions	BRC	DTRDI, AWBB, Industry reps.
	Continue to support and encourage the development of the Wide Bay International AirShow	BRC	DTRDI, AWBB, Industry reps.

Strategy 8: Facilitating a skilled workforce for the aviation and aerospace industry

Outcomes	Actions	Lead Agency	Partners
Development of Aviation Aeroskills studies in secondary education institutions in Bundaberg	Strengthen linkages between industry and training providers to ensure the required training needs of industry are met and facilitated by providers	AWBB	TAFE, CQU, Industry reps, NBSHS
	Capitalise on and market CQ University's Bachelor of Aviation Technology degree and actively promote other existing aviation and aerospace related training programs	CQU	AWBB, NBSHS, Industry reps.
	Assist in the further development of aviation and aerospace studies in the secondary curriculum	NBSHS	AWBB

4.3 Education

The Bundaberg region offers a full range of educational facilities from pre-school to university. In 2006-07, the Education industry contributed \$164.8 million to the local economy, making up 6.0% of the GRP. In 2007/08, the industry's contribution to the region's GRP increased to 8.2%.

The Bundaberg region is serviced by CQUniversity, which is renowned for the local relevance of its programs, flexible delivery capacities and commitment to fostering personal learning. CQUniversity is one of Australia's fastest growing Universities, serving over 25,000 students from 120 countries across 11 campuses and learning sites. Working with industry, the CQUniversity has recognized the importance of the aviation industry to the regional economy and offers a Bachelor of Aviation Technology degree. Located adjacent to the Bundaberg Regional Airport, the University supports initiatives that enhance the industry.

The region is also serviced by Wide Bay Institute of TAFE, which enrolls over 4,000 students per year across two local campuses – Main campus and Marine campus. Recognising the importance of the marine industry to the regional economy, TAFE offers an industry-oriented Marine Training Centre which is located at the Port of Bundaberg. TAFE also recognises the importance of the horticultural industry to the regional economy and has established a horticultural facility at the Main campus which is intended for teaching plant industry content. With an aim to supporting the region's manufacturing industry, a major contributor to the regional economy, TAFE also features mechanical and engineering workshops with the latest technological and diagnostic equipment.

The region is also home to high quality primary and secondary education institutions which are supportive of local industry, with the North Bundaberg State High School offering Aeroskills Studies as part of their curriculum and the Bundaberg State High School offering curriculum in digital manufacturing to develop skills in design and manufacturing processes.

As the Education industry sector continues to grow, regional Institutions are responding by offering unique, innovative and educational curriculum in a bid to meet the skill requirements of the region.

Objective:

To improve the region’s skill base by supporting partnerships between the education sector and industry and developing initiatives to promote a culture of innovation and ongoing learning.

Strategy 9: Developing education and industry partnerships to improve the skill base of the region

Outcomes	Actions	Lead Agency	Partners
Skills development forum established	Establish a skills development forum, to include representatives from key industry sectors, CQ University, TAFE and training providers, with a role of monitoring skills shortages, training requirements, reviewing of existing training courses and lobbying for additional courses	BLCC	DETA, CQU, TAFE, Secondary Schools, Job Network providers, Industry reps.
	Build partnerships with CQ University, TAFE and the Department of Education, Training and the Arts to achieve an understanding of the region’s industry training needs and to develop better industry-education training relationships	BLCC	DETA, CQU, TAFE, Secondary Schools, Job Network providers, Industry reps.
	Provide linkages and develop relationships between secondary education institutions and industry	BLCC	DETA, CQU, TAFE, Secondary Schools, Job Network providers, Industry reps.
North Bundaberg State High School recognized as a leader in the delivery of Aviation Aeroskills studies	Promote the North Bundaberg State High School’s aviation education initiatives through continued development of aviation and aerospace studies in the secondary curriculum	NBSHS	AWBB
	Support the North Bundaberg State High School’s ‘Aeroskills studies’ to be recognized by Education Queensland as an Overall Position subject	NBSHS	DETA, QSA, AWBB
Development of a Bundaberg Regional Trade Training Centre	Support the development of a Bundaberg Regional Trade Training Centre focusing on engineering	BSHS	DETA, DTRDI

Outcomes	Actions	Lead Agency	Partners
Increased enrolments in CQ University's Bachelor of Aviation Technology degree	Promote and capitalize on CQ University's Bachelor of Aviation Technology degree	CQU	AWBB, NBSHS, Industry reps.
	Facilitate school-to-work links with liaison between secondary schools and business leaders, and provide information to students/school leavers on employment opportunities and skills requirements and training opportunities	DETA	BLCC, CQU, TAFE, Secondary Schools, Job Network providers, Industry reps.
	Support improved university-to-work links, including information for graduates on employment opportunities and skills requirements	CQU	Industry reps.
Increased accommodation options for students	Continue to liaise with developers to attract suitable accommodation developments for students and other appropriate user groups	BRC	CQU, TAFE, BRF

Strategy 10: Improving the skills base in the Bundaberg region through targeted education and training programs that will ensure the future labour skills requirements can be met

Outcomes	Actions	Lead Agency	Partners
Education alliances formed	Provide a link between industry sectors, education institutions and funding organizations to enable the development of courses that recognize prior knowledge, skills and experience	BLCC	DETA, CQU, TAFE, Job Network providers, Industry reps.
	Support the Learning Communities Committee by providing leadership and input into the implementation of the Bundaberg Region Skills Audit	BLCC	BRC, Job Network providers, Industry reps.

Outcomes	Actions	Lead Agency	Partners
	Encourage participation of mature age persons seeking employment in the region's workforce	BLCC	Job Network providers, Industry reps.
	Support school to work transition programs	BLCC	Secondary Schools, Job Network, providers, Industry reps.
	Lobby the Government for improved incentives for apprenticeships	BLCC	Job Network providers, Industry reps.

Strategy 11: Fostering an innovative industry culture

Outcomes	Actions	Lead Agency	Partners
Additional R&D programs undertaken by industry	Identify and promote regional research and development initiatives and activities	AusIndustry	DTRDI, AusTrade
	Encourage industry research and development and identify funding programs to foster innovative practices	AusIndustry	DTRDI, AusTrade
	Provide linkages between research institutions, such as CQ University, programs, such as AusIndustry, and industry	AusIndustry	DTRDI, AusTrade, CQU
	Identify, promote and market innovative practices undertaken by the region's industries	AusIndustry	DTRDI, AusTrade, Industry reps.
	Partner with research institutions and funding programs to promote innovative practices to industry	AusIndustry	DTRDI, AusTrade, Industry reps.
	Seek and lobby for continual improvement of ICT infrastructure	BRC & BRF	Industry reps, Education Institutions, DTRDI

Strategy 12: Promoting a community culture of ongoing learning

Outcomes	Actions	Lead Agency	Partners
Increased take-up of education/learning programs	Support programs that promote life long learning and encourage a broad range of cooperative industry activities	BLCC	CQU, TAFE
	Support and promote the Learning Communities Adult Learners Week program	BLCC	CQU, TAFE, U3A
	Support and promote the initiatives of the University of the Third Age and encourage and assist the expansion of their services throughout the region	BLCC	U3A

4.4 Food production and processing

The Bundaberg region is fast becoming known as the Salad Bowl of Australia, and as a result, there are more than fifty companies in the region identified as involved in the food and beverage and allied industries.

Bundaberg Sugar is a grower, miller, refiner, and marketer of sugar and related products in Australia. The company is the State's largest cane grower and owns and operates several sugar mills throughout Queensland. Unique to Australia, Bundaberg is the only place where the entire range of sugar production activities occurs – cane growing, milling, refining, research and distilling, packing and distribution.

The region is a base for an increasing number of innovative, entrepreneurial food processing firms and is home to Bundaberg Rum, Bundaberg Brewed Drinks and Austchilli, all exporting value-added products internationally.

The region is also a base for an increasing number of innovative, entrepreneurial food processing businesses. Existing food processing companies in the region are investing in expansion and research and development programs, with many investigating value-adding opportunities. This growth area is creating a positive environment for new investment to the region.

Food processing opportunities in the region are endless, and with the cost advantages of processing close to production sources that the region has over many other areas in Australia, the Bundaberg region is a very attractive area for food processing investment.

In order to capitalize on the competitive advantages of the region, the development of strategic partnerships is imperative to support industry growth and development, increase value-adding opportunities, and attract industry investment to the region.

Objective:

To encourage industry growth through the further development of regional infrastructure, including transport logistics and networks that support value-adding opportunities and industry attraction and investment initiatives.

Strategy 13: Raising the profile of food and beverage manufacturers

Outcomes	Actions	Lead Agency	Partners
Regional food forums facilitated	Establish a Bundaberg Regional Food Forum to act as the region's peak industry body for food production and processing	DTRDI	BRC, BFVG, DPI&F, Industry reps.
Regional brand strategy developed	Develop and implement a regional brand strategy for the food and beverage industry	Food Forum	DTRDI, BRC, DPI&F, BFVG, Industry reps, BRT

Strategy 14: Facilitating industry investment and attraction

Outcomes	Actions	Lead Agency	Partners
Development of an infrastructure investment plan	Work with the Department of Tourism, Regional Development and Industry to identify the industry's infrastructure gaps and requirements	Food Forum	DTRDI, BRC, DPI&F, BFVG, Industry reps
	Develop an infrastructure investment plan for the industry and lobby government to attract investment to fund infrastructure	Food Forum	DTRDI, BRC, DPI&F, BFVG, Industry reps
	Communicate the region's initiatives, capabilities and information to industry groups	Food Forum	DTRDI, BRC, DPI&F, BFVG, Industry reps

Outcomes	Actions	Lead Agency	Partners
Development of investment attraction promotional material	Promote investment attraction initiatives at an industry level by attending events and developing promotional material that will continue to raise the profile of the region's produce and capabilities	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps
	Develop and implement business and industry attraction strategies	DTRDI	Industry, BRC, BRF
	Work with the Government and industry to attend local, interstate and international investment attraction events and functions with links to the food industry	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps

Strategy 15: Encouraging the development of an industry that collaborates

Outcomes	Actions	Lead Agency	Partners
Development of a supply chain directory	Work with existing networks of primary producers to improve information flows between growers and their markets with an aim to promote crop diversification	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps
	Identify cross-industry value-adding opportunities	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps
	Identify opportunities for shared buying strategies and aggregation of demand to achieve more competitive services	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps
	Identify food distributors, wholesalers and agents that can work with food producers in the region to provide better links to markets	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps

Outcomes	Actions	Lead Agency	Partners
	Work with the Department of Tourism, Regional Development and Industry to develop a supply chain directory and identify linkages that support better access to markets	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps
	Assess the viability of further enhancing the region's organic produce opportunities	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps

Strategy 16: Ensuring access to transport meets the needs of industry

Outcomes	Actions	Lead Agency	Partners
Industry demand levels assessed for transport logistics services	Assess industry demand levels for transport, logistics services and storage, including cool, cold and dry storage	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps
	Investigate opportunities for the consolidation of transport amongst producers	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps
	Assess export opportunities through the Port of Bundaberg and promote collaborative transport opportunities	POB	Food Forum, DTRDI, BRC,DPI&F, BFVG, Industry reps
	Identify and assess the opportunities for the development of air freight opportunities	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps, POB, Freight transport providers

Strategy 17: Facilitating and encouraging sustainable farming practices

Outcomes	Actions	Lead Agency	Partners
Development of a food industry sustainability plan	Develop a food industry sustainability plan to addresses water access and security issues	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps
	Assess water utilization practices and promote sustainable practices amongst producers	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps

Strategy 18: Facilitating a skilled workforce for the food production and processing industry

Outcomes	Actions	Lead Agency	Partners
Key linkages established between industry & education institutions	Work with the Department of Tourism, Regional Development and Industry to further identify regional technical skills and service requirements to the Region	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps
	Strengthen linkages between industry and training providers to ensure the required training needs of industry are met and facilitated by providers	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps, Education providers
	Work with industry to identify regional workforce attraction and retention issues and initiatives aimed at improving the attraction and retention of the workforce	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps, Education providers
	Assist industry to implement attraction and retention initiatives to improve the region's skill base	Food Forum	DTRDI, BRC,DPI&F, BFVG, Industry reps, Education providers

4.5 Manufacturing

The Bundaberg region supports a strong manufacturing industry base that is currently undergoing a period of growth, with increasing levels of investment in industrial facilities and the investment of industrial businesses to the region. In 2006-07, the Manufacturing industry was largest industry in the region, making up 12.8% of the GRP and contributing \$350.8m to the regional economy.

A backbone to the Manufacturing industry, the region is home to Bundaberg Foundry Engineers, a manufacturer of sugar factory equipment with extensive in general engineering including the mining industry. The Foundry has been operating in Bundaberg for over 110 years and has manufactured a range of products from cane haulage locomotives to ships.

Plastic products manufacture and fabrication is well represented in the region, with local companies demonstrating a wide range of expertise and innovation in design and supply of products to the fishing, agricultural, aviation and recreational industries.

The region is also home to Jabiru Aircraft, who manufacturers light aircraft and kits, MicroAir Avionics, who design and manufacture aircraft radios, intercoms, radar transponders, altitude encoders and other electronic products for the aviation industry, and CAMit who manufacture aircraft engines, primarily for Jabiru Aircraft.

The region also boasts well developed and fully serviced industrial precincts and opportunities exist to locate service industries in industrial estates in the region's fast growing coastal strips. The region is also home to the Bundaberg Technology Park, a centre for innovation, bringing together leaders in manufacturing design, engineering, fabrication and education to provide a centre for innovation through research and development. The Park's world class manufacturing and engineering facilities has attracted major industries to the region, creating many employment opportunities after the closure of CNH Austoft. Transpacific Industries Group (NZ) Ltd, one of the leading providers of comprehensive waste and environmental services in Australia and New Zealand, have located to the Bundaberg Technology Park, creating some 200 jobs to the Bundaberg regional economy.

The education industry is supportive of the manufacturing industry with Bundaberg State High School offering a curriculum in digital manufacturing to develop skills in design and manufacturing processes.

To support the growing manufacturing industry, it is imperative that the region encourages and embraces innovation through the formation of strategic partnerships and ensure that the region's infrastructure and transport logistics meets the future needs of industry.

Objective:

To sustain and further develop the region’s manufacturing base by encouraging innovation and ensuring the region’s infrastructure and transport logistics meets the needs of industry.

Strategy 19: Developing and diversifying the Bundaberg region’s manufacturing base to ensure its long-term sustainability and employment opportunities

Outcomes	Actions	Lead Agency	Partners
Development of a manufacturing strategy	Develop a manufacturing strategy that identifies the issues and opportunities facing the industry and develop strategies, including the establishment of manufacturing clusters within the region	DTRDI	BRC, AIEM, Industry reps.
	Assess the region’s exporting capabilities in terms of supply and infrastructure	AusTrade	DTRDI, BRC, AIEM, Industry reps.
Industry capability network established	Assess the feasibility of the establishment of a local industry capability network to encourage firms to collaborate and participate in local, state, national and international contracts and exports	DTRDI	BRC, AIEM, Industry reps.
	Identify and assist businesses into State and Federal export facilitation programs	AusTrade	
Development of industry capability marketing material	Develop marketing material promoting the region’s manufacturing capabilities, to be used both locally, to encourage industry collaboration, state wide, nationally and internationally	Industry capability network	DTRDI, BRC, AIEM, AusTrade, Industry capability network
	Develop and implement business and industry attraction strategies	DTRDI	Industry, BRC, BRF

Outcomes	Actions	Lead Agency	Partners
	<p>Leverage and promote the region's manufacturing successes, including the Bundaberg Technology Park</p> <p>Work with the Bundaberg Technology Park to expand their facilities and attract new and innovative industry to the region</p>	<p>Industry capability network</p> <p>DTRDI</p>	<p>DTRDI, BTP, BRC, AIEM, BRF, AusTrade, Industry capability network</p> <p>BTP, BRC, BRF, AIEM, AusTrade, AusIndustry, RDA</p>

Strategy 20: Encouraging knowledge, innovation and research in the manufacturing sector

Outcomes	Actions	Lead Agency	Partners
Development of a feasibility study for a Manufacturing CRC	Identify and promote programs that encourage sustainable manufacturing processes such as waste minimization, carbon credit offset schemes	Industry capability network	DTRDI, BTP, BRC, AIEM, AusTrade
	Attract State and Federal Government funding to support knowledge, innovation and research activities and programs in the manufacturing sector	Industry capability network	DTRDI, BTP, BRC, AIEM, AusTrade, RDA
	Develop a knowledge sharing culture within the manufacturing industry by attracting research and development funds to the region	Industry capability network	DTRDI, BTP, BRC, AIEM, AusTrade, RDA
	Assess the feasibility of the development of a cooperative research centre for the region's manufacturing industry	Industry capability network	DTRDI, BTP, BRC, AIEM, AusTrade, RDA
	Lobby the Federal Government for suitable Broadband services for the region	Industry capability network	DTRDI, BTP, BRC, AIEM, BRF, AusTrade, RDA

Strategy 21: Ensuring the availability and supply of industrial land meets industry demand

Outcomes	Actions	Lead Agency	Partners
Audit undertaken of the region's industrial land	Undertake an audit of the current availability of industrial land within the region and identify potential future industrial sites	BRC	Industry capability network
	Ensure sufficient and well-located serviced land is available to support manufacturing related activities	BRC	Industry capability network
	Ensure identified future industrial sites are included in the Council's regional planning scheme	BRC	Industry capability network
	Promote the region's key locational attributes, such as low cost land, access to markets, livability) to attract manufacturing businesses to the region	Industry capability network	DTRDI, BTP, BRC, AIEM, AusTrade

Strategy 22: Ensuring transport logistics and infrastructure meets the needs of industry

Outcomes	Actions	Lead Agency	Partners
Study undertaken for a regional intermodal facility	Assess the region's transport capacity and opportunities to develop more collaborative transport logistics systems	Industry capability network	DTRDI, BTP, BRC, AIEM, Freight transport providers
	Raise the awareness of the size and importance of the transport and freight industry with the State and Federal Governments	Industry capability network	DTRDI, BTP, BRC, AIEM, RDA, Freight transport providers
	Investigate the opportunity for an intermodal facility to provide improved freight logistics	Industry capability network	DTRDI, BTP, BRC, AIEM, RDA, Freight transport providers

Strategy 23: Developing a more highly skilled workforce to meet future manufacturing industry needs

Outcomes	Actions	Lead Agency	Partners
Participation in regional skill & career expos	Strengthen linkages between industry and training providers to ensure the required training needs of industry are met and facilitated by providers	Industry capability network	Education training providers
	Participate in and form partnerships in regional skill attraction initiatives	Industry capability network	Education training providers
	Participate in regional industry attraction initiatives, such as Skill and Career Expos	Industry capability network	Education training providers
Development of a Bundaberg Regional Trade Training Centre	Support the development of a Bundaberg Regional Trade Training Centre focusing on engineering	BSHS	DETA, DTRDI

4.6 Marine

The amalgamation of the Bundaberg Port Authority and the Port of Brisbane, coupled with existing marine infrastructure across the region and freshwater aquaculture opportunities in the hinterland, has brought many opportunities to the region. This provides the potential for the industry to become a major contributor to the regional economy.

The Port of Bundaberg has over 60 hectares of Cargo Precinct and 90 hectares of River Industry and General Industry Lands. With the completion of Stage II development of the Port of Bundaberg's marina complex, many opportunities exist for development proposals for Stage III. The Port also hosts well established marine related industries and has substantial land reserves available to cater for a mix of land uses, including residential and allied service needs.

Many opportunities exist for the Marine industry with the Port of Bundaberg's Land Use Plan 2009, which provides a strategic framework for the management and assessment of development of strategic Port land. The Plan identifies appropriate land uses in various precincts and defines the outcomes sought for economically, environmentally and socially sustainable future development within the broader Wide Bay Burnett region.

The Port currently has high class infrastructure, with two trading wharves, swing basin and shipping channel, bulk terminal, fuel storage, batching and marina facilities, a harbour and recreational facilities, that can be capitalized on to accommodate marine-based industries and boating services. The Port Marina is supported by the Midtown Marina located opposite the Bundaberg CBD offering additional berths and moorings. With this infrastructure in place, the Port has a key advantage to capitalise on the lucrative Super yacht industry, in partnership with the tourism, retail and services industries.

National Poly Industries, manufacturers of an unique roto-moulded polyethylene boats and Sea Jay Aluminium Boats, manufacturers of pressed aluminium boats, are home to the Bundaberg region, giving the region capabilities in small boat manufacturing, which are supported by local businesses providing maintenance and refit services, through such businesses including the Bundaberg Slipways, located on the Burnett River adjacent to the Bundaberg CBD.

To further enhance the marine industry, the region must now leverage on the industry's competitive advantages, including the Port of Bundaberg, in order to encourage and facilitate industry development and investment.

Objective:

To support the development of the marine industry by leveraging on the region’s competitive advantages, including the Port of Bundaberg, and by undertaking activities to encourage and facilitate industry investment and attraction and infrastructure development.

Strategy 24: Supporting the development of the region’s marine industry

Outcomes	Actions	Lead Agency	Partners
Development of a marine industry infrastructure plan	Assess the region’s marine infrastructure, capabilities and opportunities	DTRDI	BRC, POB, BRF, Industry reps
	Develop a marine industry infrastructure plan	DTRDI	BRC, POB, Industry reps
	Identify support for a marine industry cluster in the Bundaberg region	DTRDI	BRC, POB, BRF, Industry reps
	Undertake a supply chain analysis study	DTRDI	BRC, Industry reps
Development of marine industry infrastructure & capability directory	Develop a marine industry infrastructure and capability directory	Marine industry cluster	DTRDI, BRC, POB, Industry reps
	Identify specific issues affecting the growth and development of the region’s marine industry	Marine industry cluster	DTRDI, BRC, POB, Industry reps
	Partner with the Port of Bundaberg to lobby for funding for infrastructure at the Port of Bundaberg	Marine industry cluster	POB, DTRDI, BRC, BRF, Industry reps

Outcomes	Actions	Lead Agency	Partners
Development of a marine industry action strategy & implementation plan	Develop a marine industry action strategy and implementation plan for the region's marine industry's general activities	Marine industry cluster	DTRDI, BRC, POB, Industry reps
	Become members of appropriate marine industry associations to promote the region	Marine industry cluster	DTRDI, BRC, POB, Industry reps
	Facilitate participation at national and international boat shows, including collaboration with local industry	Marine industry cluster	DTRDI, BRC, POB, Industry reps
	Develop marketing and promotional material for the marine industry	Marine industry cluster	DTRDI, BRC, POB, Industry reps
	Develop and implement business and industry attraction strategies	DTRDI	Industry, BRC, BRF

Strategy 25: Leveraging the existing competitive advantages of the Port of Bundaberg to encourage and facilitate opportunity identification and industry development

Outcomes	Actions	Lead Agency	Partners
Completion of the Port of Bundaberg's Land Use Plan	Support the development the of Port of Bundaberg's Land Use Plan	Marine industry cluster	POB, DTRDI, BRC, BRF, Industry reps
	Identify, support and promote opportunities to utilise existing infrastructure at the Port of Bundaberg	Marine industry cluster	POB, DTRDI, BRC, Industry reps

Outcomes	Actions	Lead Agency	Partners
Development of a marine industry attraction plan	Partner with the Port of Bundaberg to develop an marine industry attraction plan for the Port of Bundaberg	Marine industry cluster	POB, DTRDI, BRC, BRF, Industry reps
	Partner with the Port of Bundaberg to identify opportunities and promote the region's marine industry to potential investors	Marine industry cluster	POB, DTRDI, BRC, BRF, Industry reps
	Continue to leverage on the experience, expertise and resources of the Port of Brisbane to develop the Port of Bundaberg	Marine industry cluster	POB, DTRDI, BRC, BRF, Industry reps

Strategy 26: Developing and promoting the Bundaberg region as a superyacht destination

Outcomes	Actions	Lead Agency	Partners
Development of a superyacht strategy	Develop a Bundaberg regional superyacht industry group	BRF	BRC, DTRDI, POB, BRT, Industry reps
	Develop a Bundaberg regional superyacht industry development plan	Superyacht industry group	BRF, BRC, DTRDI, BRT, Industry reps
	Lobby, identify and facilitate funding opportunities for the superyacht industry	Superyacht industry group	BRF, BRC, DTRDI, BRT, Industry reps, RDA

Strategy 27: Facilitating a skilled workforce for the marine industry

Outcomes	Actions	Lead Agency	Partners
Linkages between education institutions and industry	Facilitate liaison between the marine industry, CQ University, TAFE and training providers to develop courses and assisting in promoting to industry	DETA	CQU, TAFE, training providers, Industry reps.
	Strengthen linkages between industry and training providers to ensure the required training needs of industry are met and facilitated by providers	DETA	CQU, TAFE, training providers, Industry reps.
	Assist with the identification of marine industry workshops and seminars	DETA	CQU, TAFE, training providers, Industry reps.

4.7 Retail and Professional Services

The retail industry is the region's third largest economic contributor, making up 8% of the region's GRP, contributing \$220.8 million to the regional economy in 2006-07. In 2007-08, the industry's GRP increased by 8.2%, remaining as a major contributor to the regional economy. In 2006-07, the professional services industry made up 5.3% of the region's GRP, contributing \$145.7 million to the regional economy.

Bundaberg is the service centre for the region and offers excellent retail and service facilities. Bundaberg has one of the very few thriving regional CBDs in Australia, and has two major suburban shopping nodes that are easily accessible and offer major retailers, supermarkets, associated smaller retailers and service related businesses. Smaller neighborhood shops are conveniently located to enable locals and visitors.

The beachside town of Bargara boasts a thriving foreshore recreational business district, combining retail and service outlets and numerous restaurants and cafes, and is serviced by a shopping complex. The township of Childers also has a thriving main street, and is serviced by a major supermarket, boutique retail and cafes. Hinterland and other coastal towns are well served by their local general stores.

In order to further develop and enhance the region's retail and professional service industry sector, the development of and investment in, accessible community services and infrastructure is essential, which will assist in the promotion of the region as an investment and lifestyle location.

Objective:

To support and develop the region's retail and professional services industries by ensuring the provision of accessible community services and infrastructure and promoting the region as an investment and lifestyle location.

Strategy 28: Facilitating a region that develops smart business networks, partnerships and alliances

Outcomes	Actions	Lead Agency	Partners
Proactive Chambers of Commerce operating throughout the region	Support and encourage the region's four Chambers of Commerce: Bundaberg and District, Coral Coast and District, Childers and Gin Gin	BRC	Business & Industry
	Include and partner with the Chambers of Commerce to implement and report on the progress of the Bundaberg Regional Economic Development Strategy	BRC	Chambers of Commerce, Business & Industry

Strategy 29: Promoting the Bundaberg region as an investment location

Outcomes	Actions	Lead Agency	Partners
Identification & development of precincts throughout the region Council's Investment prospectus updated	Identify and develop precincts throughout the region to enhance regional business activities and attract new investment, such as tourism, lifestyle and business precincts	BRC	Business & Industry
	Review the Council's Investment Prospectus and Economic Development website	BRC	Business & Industry
	Develop marketing strategies for specific sectors	Industry groups/networks sector	Business & Industry
	Develop and implement business and industry attraction strategies	DTRDI	Industry, BRC, BRF

Outcomes	Actions	Lead Agency	Partners
Development of policy & protocol for negotiating Council support for projects & developments	Develop a policy and protocol for negotiating Council support for projects and developments	BRC	
	Invite and host key business decision makers, delegations and conferences to the region	BRC	Chambers of Commerce, Business & Industry

Strategy 30: Developing a plan and strategies to maintain the role and function of the region's Central Business Districts

Outcomes	Actions	Lead Agency	Partners
Regional action plans developed for the renewal of the region's CBDs	Undertake consultation with CBD traders in each service centre to identify issues and opportunities	BRC	Bundaberg, Bargara, Childers, Gin, Gin Main Street Traders, Chambers of Commerce
	Prepare regional action plans for the renewal of the CBDs, and support for a management body with representatives from owners, traders, Council and the community	BRC	Bundaberg, Bargara, Childers, Gin, Gin Main Street Traders, Chambers of Commerce
	Promote and support the region's CBDs through business development and attraction initiatives with the aim of rejuvenating the CBDs	BRC	Bundaberg, Bargara, Childers, Gin, Gin Main Street Traders, Chambers of Commerce
Gin Gin Mainstreet redeveloped	Redevelop the Gin Gin main street precinct	BRC	Gin Gin Chamber of Commerce, Gin Gin Main Street Traders
Childers streetscape & War Memorial upgrade completed	Continue the Childers Streetscape and War Memorial upgrade to support the development of the Childers CBD	BRC	Childers Chamber of Commerce, Childers Main Street Traders

Outcomes	Actions	Lead Agency	Partners
Increased public art throughout the region	Encourage landmark architecture on key sites in regional CBDs through the use of public art, placemaking and events to encourage people back into the CBDs	BRC	Public Art Advisory Committee
	Link the region's mainstreets to tourism opportunities	BRT	Chambers of Commerce, Main Street Traders

Strategy 31: Supporting the development of the health and aged services industries and community services

Outcomes	Actions	Lead Agency	Partners
Bundaberg health precinct further developed	Ensure that opportunities for new medical, support and housing services represent the changing regional demographics	HACC	BCD, FaHCSIA, DH, Health Providers
	Support the development of a health precinct in Bundaberg	BRC	Bundaberg Base Hospital, BCD, FaHCSIA
	Lobby State and Federal Governments for improved health services	HACC	BCD, FaHCSIA, DH, Health Providers
	Ensure community services and facilities are relevant to community needs	BCD	BRC, FaHCSIA, DH, Health Providers
	Encourage the development of community services and programs that are designed to enhance and support the community's aging demographic	BCD	BRC, FaHCSIA, DH, Health Providers
Ensuring equitable health services throughout the region	Encourage the expansion of health services throughout the region, including outreach services from existing providers	BCD	BRC, FaHCSIA, DH, Health Providers

Strategy 32: Promoting and facilitating the development of the region’s creative industry

Outcomes	Actions	Lead Agency	Partners
Bundaberg Regional Cultural Plan reviewed and updated	Undertake a review of the Bundaberg Regional Cultural Plan to encompass the new Council region	Cultural Plan Committee	BCD, BRC
	Continue to support the implementation of the Bundaberg Regional Cultural Plan	Cultural Plan Committee	BCD, BRC
	Undertake a cultural precinct plan for the City of Bundaberg	BRC	Cultural Plan Committee, BCD
	Encourage the development of cafes, restaurants boutique retail and galleries in a cultural precinct in the City of Bundaberg	BRC	
	Identify and encourage the development of cultural public art throughout the region’s CBDs	Public Art Committee	BRC, Cultural Plan Committee, BCD
	Identify and support cultural events to the region	Cultural Plan Committee	BCD, BRC

Strategy 33: Ensuring public transport supports retail, professional and community services by providing accessible services to the community

Outcomes	Actions	Lead Agency	Partners
Audit undertaken of regional public transport services	Develop a public transport users group to provide input into the development of improved regional public transport	BRC & QT	Regional Access Committees, BCD, Transport providers
	Undertake an audit of regional public transport services, including community requirements, areas of service and timetabling	BRC & QT	Regional Access Committees, BCD, Transport providers
	Ensure the audit and all future transport plans makes provision for the special mobility needs of the disadvantaged, including the elderly and disabled	BRC & QT	Regional Access Committees, BCD, Disability Committee, Transport providers
Development of a regional public transport plan	Develop a regional public transport plan	BRC & QT	Regional Access Committees, BCD, Transport providers
Development of a regional multi-modal pathway plan	Review and amalgamate existing multi-modal pathway plans and undertake a regional gap analysis	BRC	
	Continue to apply for funding to implement existing multi-modal pathway plans and on-road bicycle plans	BRC	DLGSR
	Investigate and apply for funding to enhance vehicle parking resources in urban and commercial areas	BRC	

Strategy 34: Facilitating a skilled workforce for the retail and professional industry sector

Outcomes	Actions	Lead Agency	Partners
Linkages formed between education institutions and the retail sector	Identify and promote ongoing training and professional development programs to improve the customer service within the retail sector	BLCC	BRT, Chambers of Commerce, Training Providers
	Facilitate information exchange for local business on the region's trends, marketing opportunities and business skills development and regional performance results to foster professional development in an informal environment	BRC	BRT, BLCC, Chambers of Commerce, Training Providers
	Partner with local business to coordinate a more focused recruitment strategy to attract and retain skilled workers to the region	BRC	BRT, BLCC, Chambers of Commerce, Training Providers
	Work with education institutions to encourage the transition of local students and graduate into regional employment	Chambers of Commerce	Education Institutions, Training Providers, Job Network agencies

4.8 Tourism and lifestyle

Tourism is a major industry in the Bundaberg region, with the region acting as the southern gateway to the Great Barrier Reef. The region itself has natural tourist attractions, including turtle watching, pristine coastlines, access to dams and freshwater fishing and access to the hinterland.

According to Tourism Research Australia, there were 1,178,000 people who visited the Bundaberg region in 2007/08, the majority, 96.5%, being domestic visitors and 3.5% international, with the average length of stay for domestic visitors being 3.2 nights.

The tourism industry continues to grow, with opportunities existing in the region for eco-based tourism, the Bundaberg Riverside Parklands development, indigenous cultural tourism and high quality hotel/convention centres. There are also increasing opportunities to develop quality tourism products in the region in order to increase visitor nights and the number of tourists to the region.

The region also offers a superb lifestyle set in a healthy family environment. Residents can access a range of recreational, educational, cultural and sporting facilities. The combination of equable climate, all necessary amenities, relaxed lifestyle and low cost of living offers the residents a better climate for living. The lifestyle industry has immense opportunities as the region has become both sea-change & tree-change destinations.

In order for tourism to play a larger role in the region's economy, the development of tourism product is required to encourage tourists to extend their stay. With the redevelopment of the Bundaberg Regional Airport, the region now has the chance to capture a larger slice of the tourist market with the potential for increased air passenger services. It is imperative that Council takes a major role in tourism development to ensure quality products are available for tourists and to increase visitor nights and consumer spending. Equally as important is the development of strategic partnerships between all levels of governments, agencies and industry to promote the investment potential of the region and the region as a tourist destination.

Objective:

To develop and support the tourism and lifestyle industries through the development of the region's infrastructure, tourism product and marketing programs to encourage increased visitation to the region.

Strategy 35: Establishing a tourism vision for the region

Outcomes	Actions	Lead Agency	Partners
Tourism vision for the region developed	Develop a tourism vision for the region and communicate it to industry	BRT, BRC	TQ, tourism operators
Business Gateway Centre feasibility study completed	Assess the feasibility and identify opportunities for the establishment of a Business Gateway Centre, for the collocation of key regional and tourism services, in Bundaberg and undertake a site analysis and business plan	BRC	BRT, TQ
	Lobby for Government funds to establish a Business Gateway Centre	BRC	BRT, TQ

Strategy 36: Developing regional tourism product

Outcomes	Actions	Lead Agency	Partners
Regional tourism product development plan developed	Establish a regional tourism product development taskforce with an aim of developing and improving the region's tourism product offerings	BRT & BRC	TQ, Tourism operators, DTRDI
	Develop a regional tourism product development plan, with support from funding bodies	BRT, BRC	TQ, Tourism operators, DTRDI
	Identify and apply for funding to implement the tourism product development plan	BRT, BRC	TQ, Tourism operators, DTRDI
	Capitalize on Council's commercial tourism assets and further develop them into successful business models	BRC	BRT

Strategy 37: Developing culinary tourism

Outcomes	Actions	Lead Agency	Partners
Culinary tourism strategy developed	Develop a culinary tourism strategy for the Bundaberg region	BRT, BRC	Tourism operators, DTRDI, Food forum
	Promote the development of tours and interpretive materials to value-add to the region's horticultural and agricultural industries	BRT, BRC	Tourism operators, DTRDI, Food forum
	Identify tourism diversification opportunities for food producers to encourage new tourism activities and product based on the region's assets	BRT, BRC	Tourism operators, DTRDI, Food forum
	Identify events to showcase the region's culinary assets	BRT, BRC	Tourism operators, DTRDI, Food forum

Strategy 38: Developing eco-tourism products

Outcomes	Actions	Lead Agency	Partners
Eco-tourism marketing plan developed	Identify the region's natural assets and develop a tourism marketing plan to coordinate marketing activities	BRT, BRC	TQ, Tourism operators, EPA
	Develop Lake Monduran as a freshwater fishing tourist destination	BRT, BRC	TQ, Tourism operators, EPA
	Develop a regional freshwater fishing trail	BRT, BRC	TQ, Tourism operators, EPA, DPI&F
	Develop and enhance visitor infrastructure at nature-based destinations, such as coastal areas, dams, parks and reserves	BRT, BRC	TQ, Tourism operators, EPA

Outcomes	Actions	Lead Agency	Partners
	Encourage the development of an eco hotel as part of a major eco development	BRT, BRC	TQ, Tourism operators, EPA
	Support and encourage the extension of the Mon Repos turtle attraction via year-round interpretation	BRT, BRC	TQ, Tourism operators, EPA
	Lobby government to allocate additional or replacement reef access and pontoon licences from GBRMPA	BRT & BRC	TQ, Tourism operators

Strategy 39: Ensuring regional infrastructure meets the needs of the tourism industry

Outcomes	Actions	Lead Agency	Partners
Airport upgrade completed	Develop the Bundaberg Regional Aviation and Aerospace Precinct to stimulate the growth of the aviation industry in order to attract additional services to the region	BRC	State and Federal Governments
	Construct the Bundaberg Regional Airport terminal and runway to cater for jet services	BRC	State and Federal Governments
	Attract new domestic airline services to the region, including interstate and coastal routes	BRC	BRT, BRF
	Work with the Port of Bundaberg and industry to identify and pursue opportunities for the development of a tourism precinct at the Port of Bundaberg.	POB	DTRDI, BRC, BRF, Marine Industry Cluster, Industry reps
	Develop and promote industry and infrastructure development to support the development of a superyacht industry	POB	DTRDI, BRC, BRF, Marine Industry Cluster, Industry reps

Outcomes	Actions	Lead Agency	Partners
	Support the construction of a bridge to link across the Burnett River between the Port of Bundaberg and Fairymead	POB	BRC, Marine Industry Cluster, Industry reps
	Continue the development of the Bundaberg riverfront precinct	BRC	Funding bodies, Private investors
	Further identify tourism opportunities for the Bundaberg riverfront	BRT, BRC	Tourism operators

Strategy 40: Developing a marketing program which leverages off product in the surrounding area and promotes the Bundaberg region as a centre for accommodation and events

Outcomes	Actions	Lead Agency	Partners
Additional events held in the region	Develop the Bundaberg region as an events destination, through the development of a year round events program that identifies and promotes events to the region	BRT, BRC	Tourism operators
	Support the provision of additional quality accommodation establishments in the Bundaberg region, to add value to the region as an events and conference destination	BRT, BRC	Tourism operators
	Ensure that all key local stakeholders have a thorough understanding of tourism activity in the Bundaberg Region and the benefits of regional tourism	BRT, BRC	Tourism operators
	Develop a brand strategy for the Bundaberg region as a tourist destination	BRT, BRC	DTRDI, Tourism operators

Outcomes	Actions	Lead Agency	Partners
	Develop tourism signage guidelines to create a sense of arrival at all towns within the region and to support the themes of food, wine and country lifestyle and water-based activities, which is consistent with tourism branding across the region	BRT, BRC	Tourism operators
	Develop the region's gateway entrances to support the region's branding strategy	BRT, BRC	Tourism operators
	Promote weekend shopping hours to cater for the tourist industry	BRT, BRC	Tourism operators, Chambers of Commerce, Main Street Traders
	Promote customer service training programs in the tourism industry	BLCC	BRT, Tourism operators, Chambers of Commerce

Strategy 41: Ensuring the provision of infrastructure meets the lifestyle needs of the community

Outcomes	Actions	Lead Agency	Partners
Audit undertaken of Council owned land	Undertake an assessment of Council owned land and identify land development opportunities	BRC	
	Undertake a feasibility study of the Baldwin Gardens Estate residential subdivision	BRC	
	Commence construction of the Bundaberg SuperPark	BRC	DLGSR
	Implement the Bundaberg Showgrounds Masterplan	BRC	
	Identify opportunities and attract events to encourage increased usage of the region's showgrounds	BRC	

Outcomes	Actions	Lead Agency	Partners
Lake Ellen Heritage Hub completed	Complete the Lake Ellen Heritage Hub project	BRC	DPC, RDA, Bundaberg Community
	Complete the Childers Heritage Oaks subdivision	BRC	
	Complete the Kinkuna Waters subdivision	BRC	
	Undertake a masterplan for the Kinkuna Waters precinct	BRC	
Social Vision Unit established	Update the Bundaberg Regional Social Plan and Seniors and Ageing Plan to include the new Council region	BRC & BCD	Community groups
	Develop a Social Vision Unit to administer the implementation of the Regional Social Plan and Seniors and Ageing Plan	BRC & BCD	Community groups
	Implement the Bundaberg Regional Social Plan and Seniors and Ageing Plan	BRC & BCD	Community groups

5. IMPLEMENTATION

The Bundaberg Regional Council will facilitate and lead the implementation of the Bundaberg Regional Economic Development Strategy 2009-2014, through the development of strategic partnerships with government agencies and departments, business and industry and community groups. The EDS is a living document that will be reported on and updated on an annual basis, throughout the life of the Strategy.

To ensure the EDS continues to be owned and driven by industry, annual Economic Development Forums will be held in the region to report on the progress of the implementation of the Strategy and to provide input for business, industry and the community into future economic development issues and initiatives in the region. These Forums will be organized by the Bundaberg Regional Council and will be open to the public, with presentations from key economic development agencies to increase the knowledge and awareness of the economic development activities within the region.

Strategic partnerships are essential in the implementation of EDS and will contribute to the development of a prosperous regional economy.

6. GLOSSARY

DPI&F	Department of Primary Industries & Fisheries
BFVG	Bundaberg Fruit & Vegetable Growers Association
BRC	Bundaberg Regional Council
BMRG	Burnett Mary Regional Group
DTRDI	Department of Tourism, Regional Development and Industry
QSIA-B	Queensland Seafood Industry Association - Bundaberg
CQU	CQUniversity
IA	Infrastructure Australia
BRT	Bundaberg Region Tourism
BRF	Bundaberg Region Futures
AWBB	Aviation Wide Bay Burnett
NBSHS	North Bundaberg State High School
BLCC	Bundaberg Learning Communities Committee
DETA	Department of Education Training and the Arts
QSA	Queensland Studies Authority
POB	Port of Bundaberg
AIEM	Australian Industry Engineering and Manufacturing Network
BTP	Bundaberg Technology Park
BCD	Bundaberg Community Development
HACC	Home and Community Care
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs
DH	Department of Housing
DLGSR	Department of Local Government Sport and Recreation
TQ	Tourism Queensland
DPC	Department of Premier and Cabinet
QT	Queensland Transport
BSHS	Bundaberg State High School