



Growth Management Queensland

Queensland Regionalisation Strategy

For public consultation

Strengthening Queensland's Regions

July 2011



Tomorrow's Queensland:
strong, green, smart, healthy and fair

Toward 
Tomorrow's Queensland

 **Queensland**
Government



The State Government, through Growth Management Queensland is leading the way with a focused approach to growth management to help shape tomorrow's Queensland.

Growth Management Queensland is part of the Department of Local Government and Planning which brings together planning and local government responsibilities into one department enabling government to deliver integrated solutions, face the state's population and economic challenges and secure a sustainable future for Queensland.

Looking forward and delivering now—integrated planning, stronger local government, development and infrastructure for a growing state.

© State of Queensland. Published by the Department of Local Government and Planning, July 2011, 100 George Street, Brisbane Qld 4000.

The Queensland Government supports and encourages the dissemination and exchange of information. However, copyright protects this publication. The State of Queensland has no objection to this material being reproduced, made available online or electronically but only if it is recognised as the owner of the copyright and this material remains unaltered.

Copyright inquiries about this publication should be directed to the department's Legal Services division via email copyright@dlgp.qld.gov.au or in writing to PO Box 15009, City East, Queensland 4002.

The Queensland Government is committed to providing accessible services to Queenslanders of all cultural and linguistic backgrounds. If you have difficulty understanding this publication and need a translator, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to telephone the Queensland Department of Local Government and Planning on 07 3227 8548.

Disclaimer: While every care has been taken in preparing this publication, the State of Queensland accepts no responsibility for decisions or actions taken as a result of any data, information, statement or advice, expressed or implied, contained within. To the best of our knowledge, the content was correct at the time of publishing.

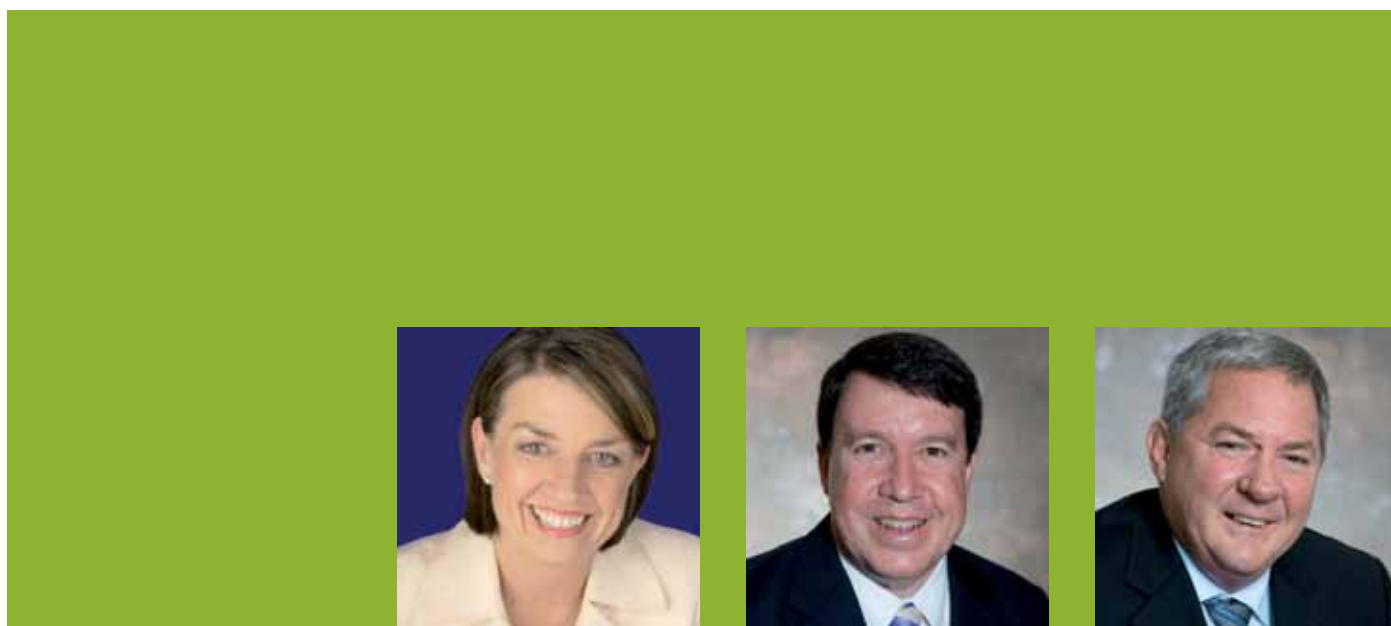
Any references to legislation are not an interpretation of the law. They are to be used as a guide only. The information in this publication is general and does not take into account individual circumstances or situations. Where appropriate, independent legal advice should be sought.

Table of contents

Foreword	1
Purpose of this consultation document	2
Consultation process	3
What population changes mean for Queensland	4
What is regionalisation?	6
Why Queensland needs a regionalisation strategy	7
What we are already doing to promote regionalisation	8
Building on strong regional foundations	10
Principles for strengthening our regions	11
Understanding that each region is different	12
Queensland's regions	13
Our state's economic zones	18
How supply chains work in Queensland's economic zones	19
Vision for our regions	22
Proposed new actions to achieve our vision	22



Front cover image courtesy of Townsville Enterprise



Foreword

Queensland is unique with a diverse landscape, strong economy, great sense of community identity and a lifestyle that attracts many visitors and residents.

It is important we maintain and enhance the things we love about Queensland, region by region.

And there is no better time than now to have conversations about our future after we have all come together as a community following the devastating natural disasters that have affected our state.

The Queensland Government is working with the community to plan for the future of each of our regions, spreading the benefits of growth across the entire state.

This consultation document is one of the first steps in gathering community ideas and opinions on how we can best strengthen each of our regions.

With a population forecast to grow to 7 million people by 2031, Queensland continues to prosper.

Queensland's Growth Management Summit held in March 2010 gave Queenslanders an opportunity to share their ideas on how to manage future growth.

The Queensland Regionalisation Strategy will help realise the summit's ideas by encouraging population and economic growth outside of South East Queensland.

Demand for skilled workers in regional Queensland is high, and growing. While opportunities in mining and related sectors are well advertised, regional Queensland offers more than just jobs requiring hard hats.

We know that people will consider moving to regional Queensland for a well paid job, and they stay for the lifestyle. Therefore, the focus of this strategy is on regional economic development underpinned by liveability.

We need to achieve a vision for our regions as great places to live, work and visit, which capitalise on their unique strengths, creating strong, resilient and prosperous centres.

Queenslanders are resilient, and as we reflect on where we are amid the worst that nature can throw at us, we need to look to the future.

This consultation document is designed to get conversations going and ideas flowing. The time to do this is now, to ensure we retain the things we love about our regions and our state.

We want to hear your ideas and input about what you believe the priorities are for your region to make the most of its strengths now and into the future.

We encourage all Queenslanders to have their say on the future of our regions.



The Honourable Anna Bligh MP
Premier and Minister for Reconstruction



The Honourable Paul Lucas MP
Deputy Premier and Attorney-General,
Minister for Local Government and
Special Minister of State



The Honourable Tim Mulherin MP
Minister for Agriculture, Food and
Regional Economies



Purpose of this consultation document

Strengthening Queensland's regions

Following on from the Queensland Growth Management Summit held in March 2010, the Queensland Government is continuing to work with the community to plan for the future.

Current projections indicate that Queensland's population will continue to grow, although at a slower rate than over recent years. The Queensland Government cannot control the rate or level of population growth but we can actively manage its impacts. Regionalisation is central to ensuring that growth is well managed and its benefits are spread across the entire state.

In managing growth it is important that, wherever we live, we all work together to protect and enhance the things we love about Queensland.

Our vision is for a regionalisation strategy that helps drive appropriate investment and development to make our regions even better places to live, work and visit, and to create stronger, more resilient and prosperous centres.

Experience and research tells us that people often move to regional Queensland for a well paid job and they choose to stay for the lifestyle and opportunities that regions provide. Therefore, the focus of the strategy is on regional economic development underpinned by liveability.

This consultation document is designed to test ideas and continue conversations. It outlines the proposed long-term strategic vision and sets out state wide actions to achieve this vision. The final strategy will also point to regional action plans targeted to support each region, capitalise on its strengths and address emerging challenges.

Your views are sought on what the growth opportunities in regional Queensland are and what actions we can take to make the most of these opportunities—now and into the future.

We want your ideas and input and we want to know what you believe are priorities in your region.

How can I have my say?

A response form is available for you to give feedback on the actions and priorities proposed in this consultation document. You can download a copy of the response form from **www.qld.gov.au**

By completing and sending us the response form, you will help us to understand each region's attitude towards regionalisation, the level of priority you give to each identified action and additional actions to be considered.

Queensland Ministers will also host a series of regional forums across the state. These forums will focus on local priorities, issues and actions.

Your comments and suggestions will help us develop the Queensland Regionalisation Strategy by the end of 2011. This strategy will also be supported by a new Queensland Infrastructure Plan which links infrastructure delivery with population growth and economic development.

Other ways to comment

You can also contribute written submissions and ideas through:

email waytogrow@qld.gov.au

post Attention: Queensland Regionalisation Strategy
Department of Local Government and Planning
PO Box 15009
CITY EAST QLD 4002

online www.qld.gov.au

Closing date for comments

Comments must be received by close of business Friday 9 September 2011.

For more information please contact:

Department of Local Government and Planning

tel 1800 093 903 free-call

fax +61 7 3224 4683

email waytogrow@qld.gov.au



Image by MWA Viewfinder

Consultation process

This consultation document aims to engage with Queenslanders and continue conversations about the future of our regions. Below is an outline of the engagement process for developing the final Queensland Regionalisation Strategy.

30 to 31 March 2010 – Queensland Growth Management Summit

4 May 2010 – Ministerial-led regionalisation forums

We are here

July 2011 – Release for consultation *Queensland Regionalisation Strategy*, *Queensland Infrastructure Plan* and *Bruce Highway Upgrade Strategy*

July to September 2011 – Community consultation and regional forums

Late 2011 – Release *Queensland Regionalisation Strategy*, *Queensland Infrastructure Plan* and *Bruce Highway Upgrade Strategy*



What population changes mean for Queensland

Queensland’s population has grown significantly over the past 40 years. The most recent population projections indicate that this growth will continue. Queensland is expected to be home to an additional 2.5 million people by 2031¹.

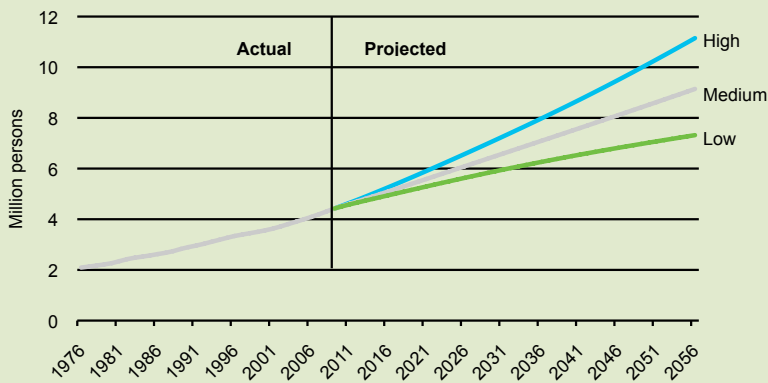
Our growing population

Queensland’s population is projected to continue to grow and age, regardless of which growth scenario is assumed (low, medium or high).

An increase in population will bring both advantages and challenges. As the number and diversity of people increases there is the potential for expanded social and cultural experiences, as well as economic growth and associated opportunities.

Planning is the key to dealing with the changes expected from increased population. With foresight, coordination and strong management, the projected population increase can be accommodated.

Figure 1: Actual and projected population, Queensland, as at 30 June 1976 to 2056²



Our ageing population

Population ageing will create challenges which will become increasingly apparent over the next two decades. For example, during the period 2006 to 2031, while the number of children (aged 0–14 years) in Queensland is projected to increase by 44.5 per cent to 1.2 million, the number of older people (aged 65 years and over) is expected to more than double (increase of 161 per cent) to reach 1.3 million people.

The expected demographic changes to Queensland's population will flow to the workforce, as projected increases in the number of children and older people outnumber increases among those of working age in every decade from 2016 to 2056. Currently, for every 100 people of working age there are 65 people in older or younger age groups. By 2031, this ratio is projected to increase to 78, reaching 89 people for every 100 people of working age by 2056.

Location specific impacts

The impacts of future population growth will vary across the state. South East Queensland is projected to record most of Queensland's growth, accounting for 67.5 per cent of the state's total population increase over the 25 years to 2031.

Outside the south-east corner, Queensland's coastal regions are also projected to grow strongly. In particular, the Mackay, Isaac and Whitsunday Regional Council areas are projected to collectively receive average annual growth of 2.3 per cent between 2006 and 2031. This reflects that Mackay is emerging as an attractive lifestyle destination with strong employment opportunities due to the expansion of the coal industry to its west and south. Growth at this rate will also be a particularly significant change for Isaac Regional Council, which experienced little growth from 1996 to 2006.

In contrast, the western part of the state is projected to account for a very small part of the state's growth in the next 25 years, with little change in total population levels.

Figure 2: Projected population change by broad age groups, Queensland, decades ending 2016 to 2056³

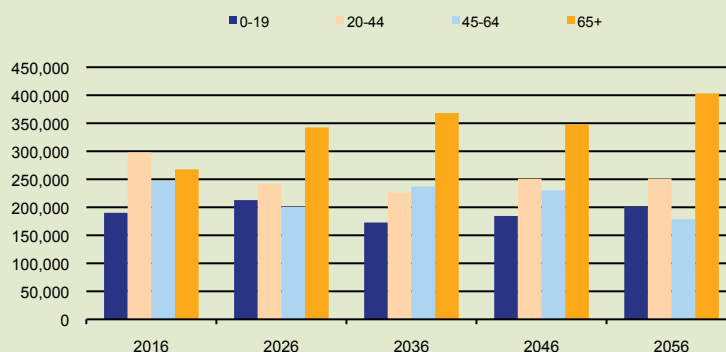


Table 1: Actual and projected population, QRS regions, as at 30 June 1986, 2006 and 2031⁴

QRS Region	1986	2006	2031
South East Queensland	1 592 897	2 705 705	4 393 841
Wide Bay Burnett	168 955	264 081	425 139
Darling Downs South West	210 080	252 173	376 094
Central Queensland	177 442	218 739	358 753
Mackay, Isaac and Whitsunday	117 511	159 800	279 819
North Queensland	191 768	238 217	380 658
Far North Queensland	165 942	252 193	378 553
Queensland	2 624 595	4 090 908	6 592 857

Table 2: Actual and projected percentage share of state population, QRS regions, as at 30 June 1986, 2006 and 2031⁵

QRS Region	1986	2006	2031
South East Queensland	60.7	66.1	66.7
Wide Bay Burnett	6.4	6.5	6.5
Darling Downs South West	8.0	6.2	5.7
Central Queensland	6.8	5.3	5.4
Mackay, Isaac and Whitsunday	4.5	3.9	4.2
North Queensland	7.3	5.8	5.8
Far North Queensland	6.3	6.2	5.7
Queensland	100	100	100



What is regionalisation?

Attracting people and investment to the regions, where and when they are needed, is an essential part of effectively managing Queensland's future population growth.

Population growth is a result of overseas and interstate migration and natural increase. These are not factors that the Queensland Government can control. What we can do is work together to actively manage the impacts of growth and harness the opportunities that it brings.

Regionalisation is about doing just this. South East Queensland is currently attracting a proportionately larger amount of Queensland's growth. The region is expected to grow by over 67 000 people each year to 2031, representing over two-thirds of the growth projected for Queensland.

By investing in infrastructure and services to support the existing strengths and quality of life in our regions, we can encourage more people to settle outside of South East Queensland. Attracting people to the regions, where and when they are needed, is an essential part of effectively managing Queensland's future population growth.

Regionalisation actions may include supporting more jobs, improving transport and communications links, expanding social services and enhancing the liveability and vibrancy of our regional communities.

Regionalisation will be a key tool for shaping the future growth of the state. This includes maintaining our quality lifestyle, protecting our natural environment and assets and strengthening our regional economies.

Fast fact

Queensland's land area (1.73 million square kilometres) is larger than the combined land area of Germany, France, Italy and Spain, and is five times the size of Japan⁶.



Why Queensland needs a regionalisation strategy

People will move to regional Queensland for a well paying job. However, the decision to stay is often about lifestyle. Therefore regionalisation is about building prosperity and enhancing liveability in our regions.

Although much of Queensland's population growth over the past three decades has been concentrated in the south-east, Queensland remains Australia's most decentralised mainland state.

Queensland has an existing network of strong regional economies and communities, which offer diverse lifestyle, employment and investment opportunities. This puts Queensland in an enviable position compared to other states dealing with population changes and pressures.

The Queensland Government has long supported and actively managed growth across our regions. This includes a world-class regional planning framework, a comprehensive capital works program, and programs for business and industry development, investment attraction, workforce development, and the delivery of local services.

Developing a regionalisation strategy for Queensland is an opportunity to take existing growth management efforts to the next level and strengthen coordination with other levels of government. By aligning investments in infrastructure, incentives, services and planning to anticipate and lead growth in our regional centres, Queensland will continue to build regional communities around sustainable, liveable and prosperous foundations.

Recognising and harnessing regional difference will be a cornerstone of the state government's regionalisation efforts. This approach enables actions to be tailored to meet the growth needs and aspirations of different communities and regions.

Encouraging and improving efficient linkages within and across regions is also central to regionalisation. Understanding that economies and supply chains stretch across regional boundaries, a regionalisation strategy will take a whole-of-state view of the main economic drivers.

A targeted regionalisation approach will help regions attract the people and investments they need to alleviate the pressures of growth, build capability and capacity, harness new opportunities and adapt to changing conditions.

By clearly setting out government priorities, a regionalisation strategy will provide a base for increasing business confidence in our regions and set a clear direction that encourages business and population movements to Queensland's regions.



What we are already doing to promote regionalisation

Queensland is successful at regionalisation. Unique among Australian states, Queensland has a network of vibrant service centres and significant industry hubs across its regions. The Queensland Government recognises the significant contribution regions make to the state's prosperity.

Supporting regions to grow and prosper has been a feature of the Queensland Government's policy agenda for some time. The Queensland Regionalisation Strategy will build on these efforts which include:

- A world-class regional planning framework with statutory regional plans covering more than 80 per cent of Queensland's population, including South East Queensland, Far North Queensland, Maranoa-Balonne, North West, Central West, South West and draft plans for Wide Bay Burnett and Mackay, Isaac and Whitsunday regions. These plans are monitored and reviewed regularly and will continue to play a key role in helping Queensland meet the challenges associated with managing rapid growth, population change, economic development, protecting the environment and providing infrastructure across multiple local government areas. Regional plans are supported in some regions by Integrated Regional Transport Plans to ensure transport infrastructure is planned to respond to the region's growth management framework.
- A \$15 billion capital works program in 2011–12, with 58 per cent of this investment made outside of the Brisbane Statistical Division.
- Supporting recovery and reconstruction across Queensland following devastating natural disasters through the establishment of the Queensland Reconstruction Authority.
- Attracting people and business to regional Queensland through:
 - o providing a temporary \$10 000 grant towards the construction or purchase of a new home for six months commencing 1 August 2011. This \$10 000 grant will be in addition to the existing \$7000 First Home Owners Grant
 - o the Regional Queensland Investment Incentives Scheme providing financial incentives to attract business to set up and invest in regional Queensland. This will be strengthened in the future as the Queensland Government's Investment Attraction Division continues to allocate greater resources to promoting and encouraging investment to the regions.
- Supporting regions to respond to the opportunities and challenges of growth through:
 - o the Queensland Infrastructure Plan which will identify major infrastructure investment priorities across the state and the Bruce Highway Upgrade Strategy which focuses on building resilience in regional communities and strengthening one of the most important roads in Queensland



Image by Barry Goodwin

- o the *Townsville Futures Plan* which will help position Townsville as the capital of the north
- o the Sustainable Resource Communities Policy which has funded \$100 million worth of projects to regions to meet the challenges of rapid growth
- o the *Surat Basin Future Directions Statement* which provides a framework for all levels of government, community and industry to respond to the challenges of growth that are unique to the Surat Basin region
- o the Centres of Enterprise Initiative which is working with regional leaders to build each region's economic strengths, grow new opportunities and create regional resilience
- o *Cairns' Economic Future: A plan for jobs and the economy 2009–2011* to provide a localised regional economic development strategy designed to build on regional strengths and address existing constraints
- o online tools, regional workshops and specialist business assistance that help build the capacity of regional businesses and industry.
- Fostering strong partnerships with regional communities through:
 - o Tomorrow's Regions, which has involved working with the federal government to establish 12 Regional Development Australia Committees across Queensland. These committees include representatives from local government, business and industry and provide advice on regional priorities to all levels of government. This initiative also includes the Blueprint for the Bush initiative and the \$2 million Building Rural Communities Fund to build sustainable, liveable and prosperous rural communities
 - o Regional and Rural Area Development Organisations under the Queensland Regional Development Initiative which has seen \$6.5 million invested in regionally specific economic development projects over the last five years. This investment is growing with \$7.52 million committed for 2010–2014.
- Building skills and training in Queensland's regions through:
 - o the Skilling Queenslanders for Work initiative which aims to maximise Queensland's workforce participation to help meet skills and labour demand. It supports disadvantaged jobseekers to become work ready. Over \$100 million is allocated each year with around 40 per cent of those assisted living outside South East Queensland
 - o rapid response teams which operate across regional centres to ensure a quick and local approach to support retrenched workers
 - o Skills Queensland, the industry-led statutory authority established in December 2010, who invest \$50 million each year, with complementary funding from industry to meet Queensland's emerging skills and workforce development needs
 - o \$10.3 billion or 22 per cent of total government expenditure spent on education and training in 2010–11. This is an all-inclusive figure encompassing government and non-government schools, early childhood and care services and TAFE services.



Building on strong regional foundations

Investors, workers and their families are already being attracted by the opportunities and lifestyle that regional Queensland offers.

Infrastructure and investment

Queensland's regions are booming. Major infrastructure developments are expanding industry and investment opportunities across the state.

Abbot Point Expansion—an expression of interest process has been conducted for the planned expansion of the Abbot Point coal terminal which is set to position as one of the world's largest coal ports with a capacity of almost 300 million tonnes per annum. Development of the neighbouring Abbot Point State Development Area and supporting infrastructure will create a transport and industrial hub for large-scale industries and provide sustainable employment opportunities for future generations.

CopperString—a \$1.5 billion electricity transmission line project to provide major energy users in the North West Queensland Mineral Province with access to the national electricity grid. This project will deliver reliable and competitively priced electricity to the region and support continued industrial and population growth.

Galilee Basin—which is already strong in agriculture and cattle is being targeted for major coal projects. Improved market conditions for thermal coal have renewed investor interest with several proponents developing plans for mining coal deposits and supporting infrastructure.

Wiggins Island Coal Terminal—the multi-billion dollar industry funded terminal is expected to provide about 80 million tonnes per annum in additional export coal capacity through the Port of Gladstone once fully commissioned, with the first coal shipments planned from 2014.

Strong communities

Queensland's strong and vibrant communities make our regions great places to live, work and raise a family. Each year people visit and migrate from all over Australia and the world.

Lifestyle—Queensland has a tropical and sub-tropical climate, low cost of living, beautiful beaches, national parks, rainforests and reefs, vibrant arts and culture, diverse sport and recreation, advanced health services and an education system second to none.

Education and training—Queensland has nine universities with 29 campuses located across the state, a network of 80 TAFE campuses delivering 800 programs, and 50 per cent of our state schools are physically located in rural or remote areas. This means that families, young people and mature age students have access to high quality education options close to where they live.

Health services—ongoing investment in health infrastructure and services ensure that families in Queensland's regions can access the services they need at all stages of their life. In 2010–11, \$1.634 billion was invested in health infrastructure including hospital redevelopments in Cairns, Mackay, Mount Isa, Rockhampton and Townsville. Queensland leads in health delivery and innovation with an increasing tele-health network and the 13 HEALTH telephone service available across the state.

Business success

Booming industry in Queensland's regions means growing opportunities for business.

Mastermyne Group was founded in 1996 in Mackay by two of its current directors. Mackay is now the base for the company's entire onsite workforce. The company is a specialist provider of services to the Australian coal mining industry, which today employs over 650 people and operates in 20 mine sites.

Tony Caruso, Managing Director Mastermyne Group, said *'We think there's a massive amount of growth... with the flight options out of Mackay, we can do what we need to do on the corporate side fairly efficiently. There is no need to be based in Brisbane.'*

Hawker Pacific based in Cairns has proven a skills drawcard for the aviation firm as it recruits workers from around the world.

Doug Park, Senior Vice President Hawker Pacific, Australian and New Zealand Operations, said the tropical location both attracts and helps retain staff *'Apart from the geographical advantages we draw work from Asia, Papua New Guinea, the Pacific islands, and the aviation industry in North Queensland as well as other parts of Australia. The greatest argument for Cairns is the stable workforce... what brings and keeps them is the lifestyle.'*

Principles for strengthening our regions

The following principles are proposed to underpin decisions about strengthening our regions:

Principles for regionalisation	Success would be measured in each region by the extent to which:
Build prosperity in the regions	• employment opportunities and access to infrastructure attract new residents and businesses • investments enable further sustainable growth and development.
Support rebuilding and recovery	• communities and businesses are resilient in the event of natural disasters and changing economic conditions • rebuilding efforts deliver improved resilience to future disasters and promote local amenity.
Understand and support the way regional economies work	• new growth is generated from existing industry competitive advantages • infrastructure and logistics corridors promote well coordinated inter-regional movements of goods and services.
Recognise regional differences and community aspirations in a changing world	• communities develop and grow according to their strengths and aspirations • local businesses and industries are globally competitive and anticipate and respond to changing market conditions.
Focus on regional centres to grow stronger regions	• infrastructure and services support major new investments • strong regional service centres support surrounding communities through more numerous and higher quality services.
Enhance liveability and preserve environmental values	• communities become more energy and water efficient and anticipate projected climate change impacts • individuals and families relocate from metropolitan centres to regional Queensland for employment opportunities and take a stake in their new community.
Deliver targeted actions	• the highest priority is given to activities and interventions that deliver the greatest benefit • regional workforces have the skills to support industry growth.
Encourage collaboration and coordination of effort	• communities, business and government act in partnership to implement regional priorities and deliver projects • local communities are proactive and make informed choices about their future.



Understanding that each region is different

Regionalisation will target different opportunities and priorities in each region.

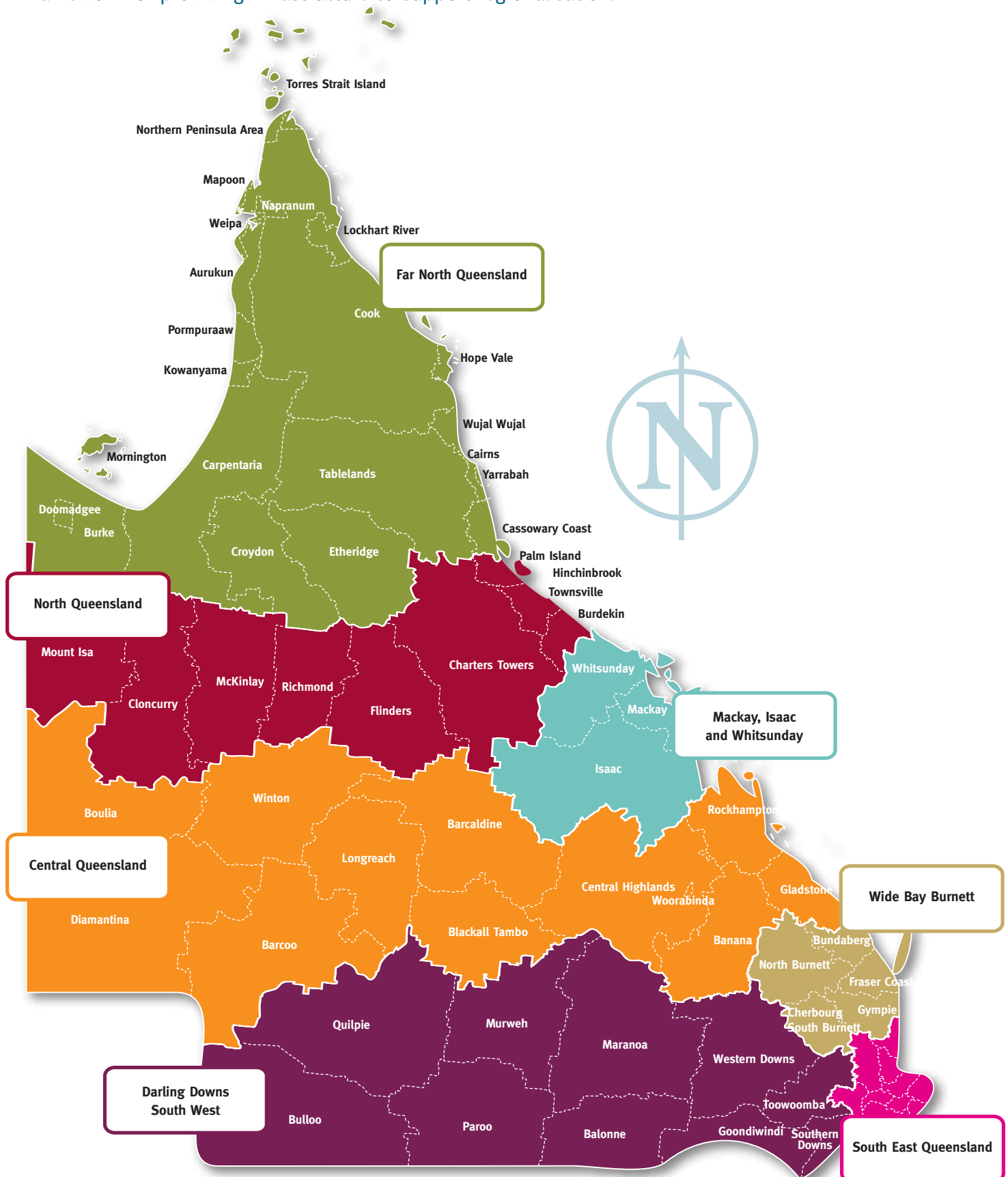
Broadening the economic base For some regions this will mean broadening the economic base to smooth the effects of the boom and bust cycles of their major industry. This is achieved by leveraging the region's existing competitive advantages and preparing for the future through a longer term series of developments to support growth.	Example Far North Queensland has been hit hard by the global financial crisis and recent weather events. All parts of the community have been impacted, particularly the tourism and construction industries. A significant factor in the region's economic vulnerability to these recent events is its reliance on a narrow industry base.
Capitalising on growing industries and major investments Some regions need to attract a larger, more stable workforce to capitalise on economic opportunities such as growing industries and major investments. For these regions, there is an opportunity to leverage significant employment generating investments to attract skilled workers and their families.	Example The energy resource developments in the Surat Basin are driving growth and employment opportunities across the region and in neighbouring centres. Effectively harnessing these opportunities requires strong planning frameworks and investment in community facilities and services to manage growth and attract and retain skilled workers and families.
Retaining lifestyle and character Some regions located on the coast are experiencing growth because of their lifestyle appeal. These regions face the challenges of generating the economic growth to accommodate population growth, without compromising the regional character and lifestyle of existing communities.	Example Bundaberg's natural attributes, lifestyle and affordability have attracted strong population growth, however this has largely been in older age groups. To create a sustainable and broader demographic base, all levels of government, business, industry and the community must collaborate to ensure the skills and labour base of the region matches that of industry requirements.

Fast fact

Queensland's education exports have more than doubled in value in the past five years, from \$1.3 billion in 2004–05 to \$2.8 billion in 2009–10⁷. This growth is occurring across the state with James Cook University attracting close to 5500 international students in 2009⁸.

Queensland's regions

Seven Queensland areas derived from regional planning boundaries have been used to define Queensland's regions. The Queensland Infrastructure Plan will also adopt these seven regions as a framework for providing infrastructure to support regionalisation.



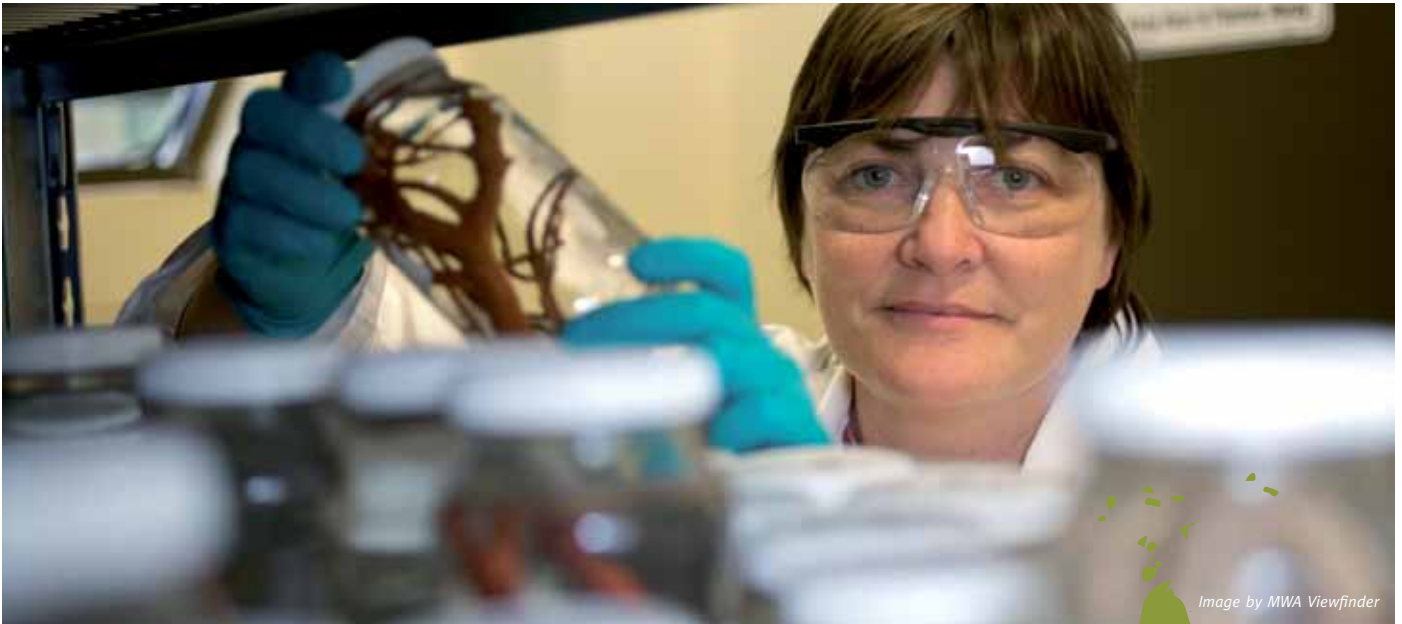
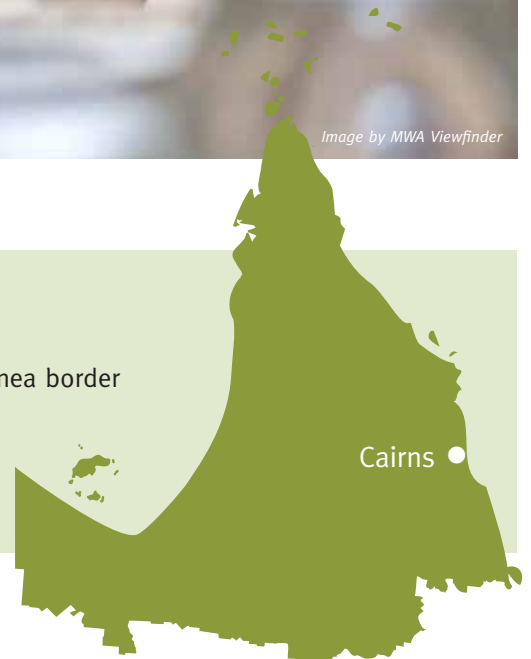


Image by MWA Viewfinder

Far North Queensland

Covering the area from the Cassowary Coast, north to the Papua New Guinea border and west to Doomadgee.

The world's longest mail run in a single day spans 1450 kilometres from Cairns to Cape York, taking over nine hours with 10 stops⁹.



Fast facts:

- Population: 6.2% of Queensland's population—280 147 persons (2010)
- Projected growth between 2010–2031: moderate to average 1.4% per annum (Queensland 1.9%)—representing an average annual increase of 4686 persons focused on Cairns and hinterland
- Economy: \$9.1 billion—4.9% of Queensland's economy (2005–06) in Gross Regional Product terms
- Economic growth 2001–06: 2.4% per annum (Queensland 4.8%)
- Regional plans: *Far North Queensland Regional Plan (2009)*, *Gulf Regional Development Plan (2000) (non-statutory)*
- Ratio of public servants to residents: 1:21 (Queensland 1:23)—6.6% of total Queensland public service.

Key features:

- service centre of Cairns
- known for natural beauty, lifestyle and as one of Australia's premier tourist destinations
- international gateway to the far north, reaching across the Coral Sea to Papua New Guinea and the Pacific Rim.

Local opportunities:

- opportunities to further develop tourist services and activities focused on the Great Barrier Reef, Daintree area and the Cape York wilderness areas
- port and air infrastructure supporting the region's tourism, agriculture and resource extraction industries are also giving rise to aviation and marine capabilities
- tropical expertise is an emerging sector
- valuing and promoting the region's green environmental credentials
- continuing economic diversification and workforce development to enhance the region's resilience.

North Queensland

From Palm Island in the east to the Northern Territory border, including the major centre of Townsville.

The Port of Townsville is the most diverse exporter of base metals in the world¹⁰.



Fast facts:

- Population: 5.8% of Queensland's population—260 722 persons (2010)
- Projected growth between 2010–2031: moderate to average 1.8% per annum (Queensland 1.9%)—representing an average annual increase of 5711 persons focused on Townsville
- Economy: \$13.3 billion—7.2% of Queensland's economy (2005–06) in Gross Regional Product terms
- Economic growth 2001–06: 1.6% per annum (Queensland 4.8%)
- Regional plan: *North West Regional Plan (2009)*
- Ratio of public servants to residents: 1:20 (Queensland 1:23)—5.6% of total Queensland public service.

Key features:

- service centre of Townsville
- Mount Isa as secondary service centre for the region is the hub of the North West Queensland Minerals Province
- mining, major base metals, agriculture, and government, commercial service and export hub.

Local opportunities:

- the mining and industrial base and diverse economic activities will continue to generate employment
- emerging tropical expertise industries
- expansion of existing economic and logistics corridors and their overlap around the hub of Townsville will reinforce its position as the capital of the north.

Mackay, Isaac and Whitsunday

From the Whitsunday Islands on the coast to the Isaac hinterland.

The Whitsundays is a chain of 74 mountainous offshore islands sitting on the continental shelf. Beyond them is the Great Barrier Reef, a series of coral formations stretching for about 2000 kilometres¹¹.



Fast facts:

- Population: 3.9% of Queensland's population—176 236 persons (2010)
- Projected growth 2010–2031: rapid to average 2.2% per annum (Queensland 1.9%)—representing an average annual increase of 4933 persons focused on Mackay resulting from growth in mining and mining services
- Economy: \$13.7 billion—7.4% of Queensland's economy (2005–06) in Gross Regional Product terms
- Economic growth 2001–06: 5.5% per annum (Queensland 4.8%)
- Regional plan: *Draft Mackay, Isaac and Whitsunday Regional Plan*
- Ratio of public servants to residents: 1:31 (Queensland 1:23)—2.8% of total Queensland public service.

Key features:

- service centre of Mackay
- Moranbah is the secondary service centre, supporting coal mining operations in the region
- resilient agricultural sector—Queensland's largest sugar region, significant cattle and horticulture industries
- Whitsunday Islands and coastal region is a prime tourism destination supported by established airport infrastructure.

Local opportunities:

- proposed expansions of mining activity in the Bowen and Galilee Basins
- Mackay's general cargo port is vital for fuel distribution into resource areas, with coal ports at Hay and Abbot Points
- opportunities to further develop tourist services and activities
- gas exploration with coal seam gas (CSG) and petroleum gas activity
- bio-based industrial products opportunities with a research and development facility at Racecourse Mill and Queensland's goal to become a leading producer of bio-based products in the Asia Pacific region by 2020.



Central Queensland

From Rockhampton and Gladstone west to the Northern Territory and South Australia borders.

Rockhampton is the beef capital of Australia. Central Queensland Livestock Exchange, on the outskirts of Rockhampton, is one of the major selling centres and regarded as one of the best stud selling facilities in the country¹².



Fast facts:

- Population: 5.2% of Queensland's population—235 903 persons (2010)
- Projected growth between 2010–2031: moderate to average 2.0% per annum (Queensland 1.9%)—representing an average annual increase of 5850 persons focused on the coast based on mining and energy industries
- Economy: \$14.7 billion—7.7% of Queensland's economy (2005–06) in Gross Regional Product terms
- Economic growth 2001–06: 2.8% per annum (Queensland 4.8%)
- Regional plans: *Central West Regional Plan (2009)*, *Central Queensland Regional Plan (2002) (non-statutory)*
- Ratio of public servants to residents: 1:23 (Queensland 1:23)—4.8% of total Queensland public service.

Key features:

- service centres of Rockhampton and Gladstone
- multi-million dollar agriculture industry including beef, cotton, grain and fruit production
- Gladstone is home to a strong industry base including aluminium, chemical and cement production
- tourism is important, particularly for grey nomads touring in the west of the region.

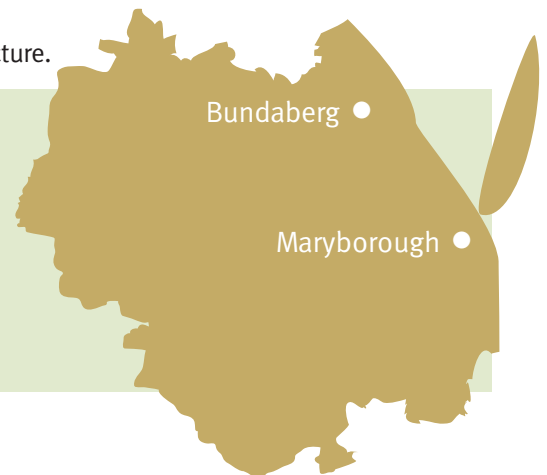
Local opportunities:

- proximity to the Bowen, Surat and Galilee Basins and established freight and logistics infrastructure including ports at both Gladstone and Port Alma
- emerging coal seam gas (CSG) and liquefied natural gas (LNG) export hub at Gladstone, with over \$31 billion in related projects approved and more planned
- large industrial land holdings and significant electricity transmission infrastructure.

Wide Bay Burnett

Bounded by Gympie, Bundaberg, and North and South Burnett.

Mon Repos beach supports the largest concentration of nesting marine turtles on the eastern Australian mainland and is one of the two largest loggerhead turtle rookeries in the South Pacific Ocean¹³.



Fast facts:

- Population: 6.5% of Queensland's population—293 455 persons (2010)
- Projected growth between 2010–2031: moderate to average 1.8% per annum (Queensland 1.9%)—representing an average annual increase of 6271 focused on Bundaberg and Fraser Coast based on tourism and agriculture
- Economy: \$7.8 billion—4.3% of Queensland's economy (2005–06) in Gross Regional Product terms
- Economic growth 2001–06: 3.6% per annum (Queensland 4.8%)
- Regional plan: *Draft Wide Bay Burnett Regional Plan (2010)*
- Ratio of public servants to residents: 1:26 (Queensland 1:23)—5.7% of total Queensland public service.

Key features:

- service centres of Bundaberg and Maryborough
- natural beauty and attractive lifestyle
- agriculture and tourism are the region's traditional economic drivers.

Local opportunities:

- growth opportunities across sectors such as mining and aviation services, advanced manufacturing focusing on road, rail and component manufacturing, aquaculture, food processing, marine industry, construction and service industries
- positioned to leverage its proximity to the south-east corner and capitalise on jobs growth and investment in the emerging CSG/LNG industries
- opportunities also exist through development and value adding in the region's core industries and facilities.

Darling Downs South West

From Toowoomba west to the South Australia border and south to the New South Wales border.

The annual Toowoomba Carnival of Flowers is Australia's longest running floral event. It attracts more than 100 000 visitors from around Australia and overseas¹⁴.



Toowoomba ●

Fast facts:

- Population: 5.9% of Queensland's population—268 026 persons (2010)
- Projected growth between 2010–2031: moderate to average 1.6% per annum (Queensland 1.9%)—representing an average annual increase of 5146 persons focused on Toowoomba from Surat Basin energy province development
- Economy: \$10.8 billion—5.9% of Queensland's economy (2005–06) in Gross Regional Product terms
- Economic growth 2001–06: 3.1% per annum (Queensland 4.8%)
- Regional plans: *Maranoa – Balonne Regional Plan (2009)*, *South West Regional Plan (2009)*, *Draft Surat Basin Regional Planning Framework (2011)*
- Ratio of public servants to residents: 1:26 (Queensland 1:23)—5.2% of total Queensland public service.

Key features:

- service centre of Toowoomba is a research, training, logistics and transport hub for the region
- a destination for food and outback tourism
- economy is underpinned by food and fibre production and processing, as well as growth in coal and gas industries.

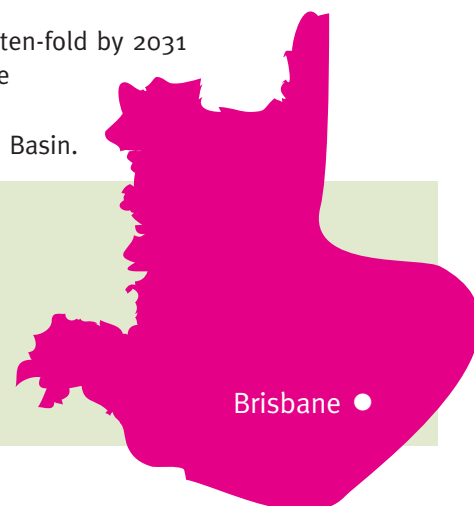
Local opportunities:

- production of coal and coal seam gas in the Surat Basin is expected to increase ten-fold by 2031
- strong and growing linkages to South East Queensland and the Port of Gladstone
- the Charlton Wellcamp Enterprise Area has potential to be developed as a major inter-modal freight hub servicing growth in South East Queensland and the Surat Basin.

South East Queensland

From Noosa in the north, west to the Lockyer Valley and south to the New South Wales border.

12 908 000 international and domestic travellers visited South East Queensland in 2010¹⁵.



Brisbane ●

Fast facts:

- Population: 66.4% of Queensland's population—2.999 million persons (2010)
- Projected growth to between 2010–2031: rapid to average 1.8% per annum (Queensland 1.9%)—representing an average annual increase of 66 404 persons focused on the coast and western growth corridor
- Economy: \$114.7 billion—62.3% of Queensland's economy (2005–06) in Gross Regional Product terms
- Economic growth 2001–06: 5.9% per annum (Queensland 4.8%)
- Regional plan: *South East Queensland Regional Plan (2009)*
- Ratio of public servants to residents: 1:23 (Queensland 1:23)—66.9% of total Queensland public service.

Key features:

- service centre of Brisbane networked to secondary service centres in the north, west and south
- one of Australia's fastest growing metropolitan regions
- a major skills, distribution and logistics hub for regional supply chains.

Local opportunities:

- significant tourism destination and the gateway to the rest of Queensland
- food processing, mining services and mining technology capabilities servicing regional industries
- key hub for Queensland's service economy with specialised skills in professional services such as information and communications technology and biomedical services
- major and growing centre for aviation and aerospace capability
- major export hub with assets such as the Brisbane Airport and Port, the Acacia Ridge Intermodal Terminal and Australia TradeCoast connecting regional Queensland to national and international markets.



Queensland's agriculture and food, mining and tourism industry statistics

	Employment [#]	Share of total employed	Industry size (GVA) [#]	Industry size (share of total all industries GVA)	Exports [*]
	Number of people	Per cent	\$ million	Per cent	\$ million
Agriculture and food ^{**}	266 850	11.9	13 700	5.8	6200
Mining	50 746	2.2	36 133	15.1	22 810
Tourism	122 600	5.6	7463	3.2	3800

[#] Source: ABS National Accounts and Labour Force Data, Tourism Queensland (4 quarter average) ^{*} Source: ABS (OESR Trade Statistics)

^{**} Based on 2008–09 financial year data and includes agriculture and fishing, retailing, food processing, wholesaling and services

[^] Source: Tourism Queensland and DEEDI Prospect (GVA) Gross Value Added

Our state's economic zones

Queensland is endowed with varied and diverse regions and vibrant regional service centres reflecting a long history of regional development in our state. Our settlement pattern reflects a broad market economy driven by core strengths in sectors such as agriculture, resources and tourism.

These broad economic drivers, coupled with transport routes and logistics and competitive advantages, form natural catchments or zones of economic activity. These zones are interconnected and overlap representing flows of goods, services and people across the state.

Increasing our competitiveness and prosperity in regional Queensland relies on our ability to build on our traditional strengths. This requires developing new products and industries, accessing new markets, improving productivity and attracting new investment.

The health of a regional economy relies on the strength of its connections to markets—both north to south and west to east. Understanding the connections, economic drivers and future opportunities is central to achieving our vision for Queensland's regions. This includes developing strategies that are responsive to, and supportive of, the state's key and emerging economic zones and ensuring that service centres are interconnected through reliable access to key ports, freight and logistic terminals and key resources.

Examples of zones of economic activity

- **Mackay's** proximity to abundant **coal reserves** and deepwater ports generates a catchment of intense economic activity.
- Strong industry investment and associated population growth spurred by development of the **energy sector** in the **Surat Basin** will significantly increase freight and passenger transport traffic across key routes in southern Queensland.
- Significant **tourism** activity occurs in Far North Queensland due to **Cairns'** proximity to reef and rainforest attractions as well as being a gateway to the Cape York area for international and domestic travel. This positions the region as a key transport and logistics hub to Papua New Guinea and the Pacific Rim.

Fast fact

Queensland consistently attracts 40 per cent of all international visitors to Australia in any given year¹⁶.



Image by MWA Viewfinder

How supply chains work in Queensland's economic zones

Supporting Queensland's emerging economic zones through regionalisation.

Ongoing development in economies such as India and China is driving demand for world-class base metal deposits found in the North West Queensland Minerals Province. The province's mining and mineral processing companies are world-class and have supply chains that reach across Queensland and beyond. The region's remote location, difficult terrain and climate extremes require highly efficient supply chains to ensure our businesses and industries are globally competitive.

The Queensland Regionalisation Strategy will support these supply chains by identifying long-term infrastructure needs through the Queensland Infrastructure Plan to ensure regions emerge more resilient from natural disasters and anticipate future growth to improve productive capacity and sustain long-term growth.

To facilitate the efficient movement of goods, services and people within the region and into neighbouring regions will require improving the safety and reliability of the road and rail network particularly along key transport corridors north to south and west to east, and enhancing export infrastructure.

Improving regional water and energy security will further strengthen these supply chains and is an important

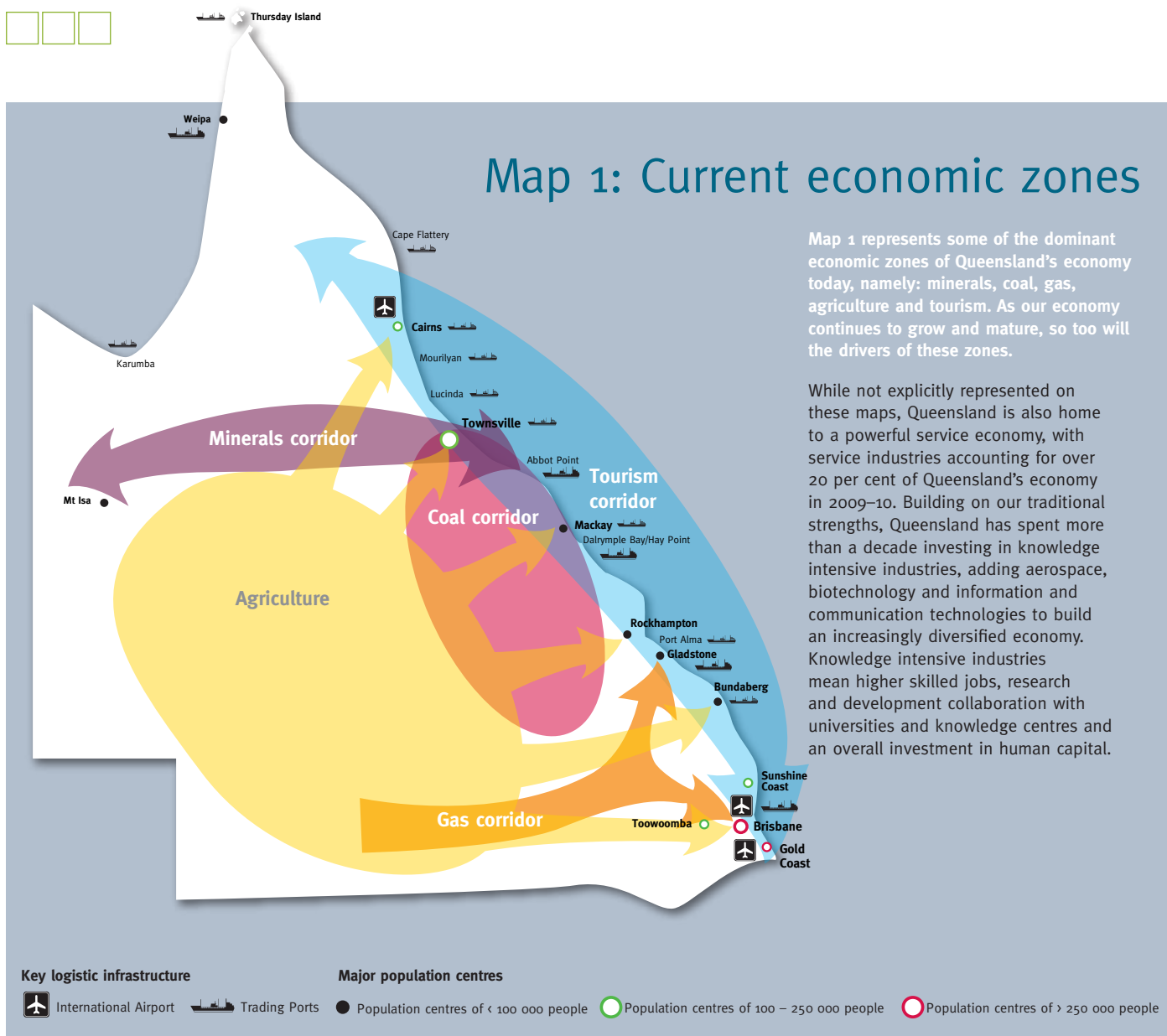
driver of future growth in the North West Queensland Minerals Province.

Access to skilled labour will also continue to play a major role in the region reaching its economic potential. The Queensland Government is working with industry and the community to develop collaborative and innovative initiatives that address priority skills development issues, support improved workforce planning at an enterprise, regional and industry level, and encourage workforce participation to maximise the local employment benefits. With a focus on economic zones, the Queensland Regionalisation Strategy will build on these initiatives and help build effective labour supply across established routes of labour movements. This will support the delivery of locally appropriate and coordinated skills development, attraction and retention activities, including strategic use of skilled migration.

Local businesses will be able to build their capability to capitalise on growth opportunities generated by the mining industry. This approach is important for generating sustained employment opportunities and strengthening the economic base of the region. Supporting businesses to join mining supply chains will enable them to benefit from the continued growth of the sector.

Fast fact

Dalrymple Bay and Hay Point Ports are two of the busiest in the Southern Hemisphere¹⁷.



Agriculture

- Queensland's \$13 billion primary industries sector is supported by innovative research and development and rich natural resources.
- The sector contributes nearly one-quarter of our state's total exports.
- Opportunities exist to add further value to our produce prior to export.
- Queensland's crop producing lands are among the nation's most valuable. Queensland must therefore balance its agricultural and resource sectors to appropriately conserve and manage the best cropping land. The Strategic Cropping Land policy defines Strategic Cropping Protection Areas to achieve this goal.
- Expansion will see demand grow for transport infrastructure to allow produce to be kept fresh for domestic and overseas markets.

Minerals corridor

- The minerals corridor represents the movement of goods from the North West Queensland Minerals Province to port facilities on the coast.
- This area boasts a significant portion of the world's known lead and zinc resources as well as large resources of silver, copper and gold.
- New activities will see an expansion of the minerals corridor with a differentiation of products going to the ports.
- Expansion will require investment in transport infrastructure to promote efficient bulk mineral movements to processing centres and export markets. Skills in high demand will include metalworking and construction trades, and geology and chemistry professionals.

Coal and energy corridor

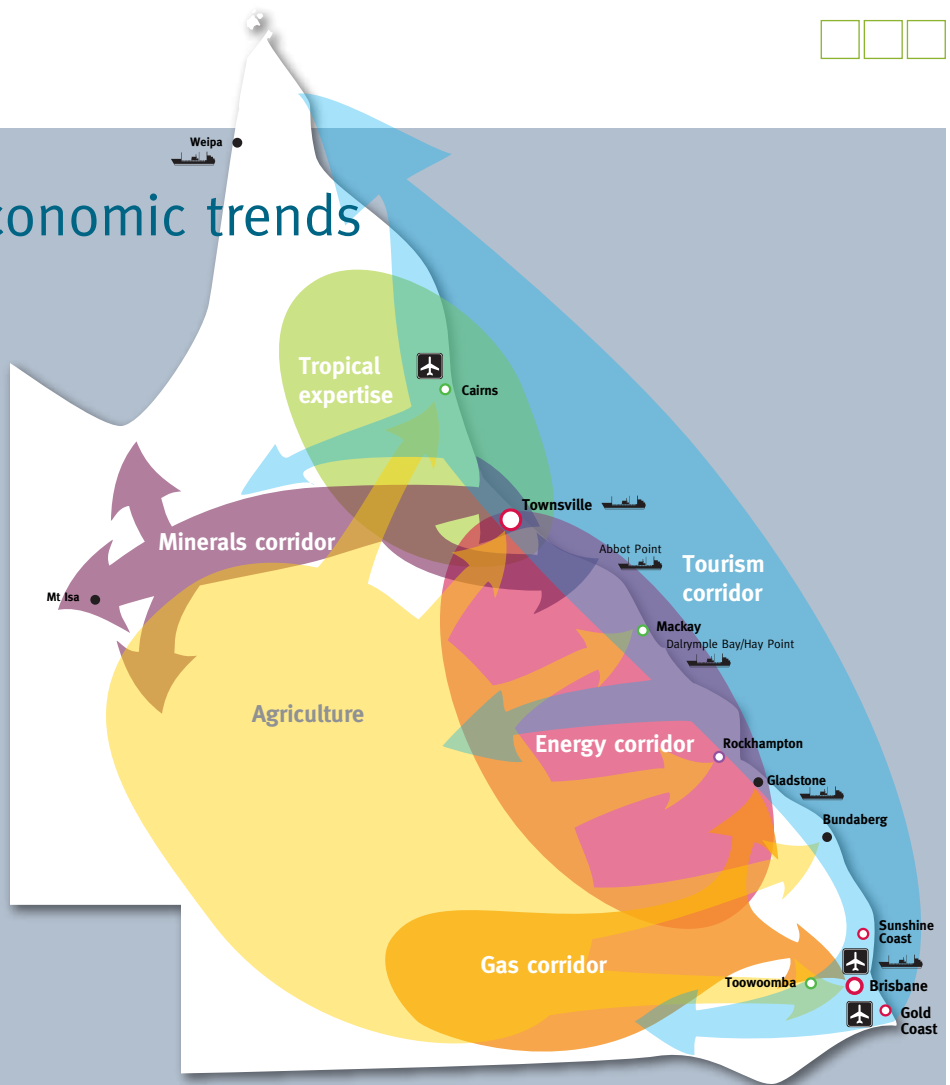
- Queensland's coal deposits are the largest in the country with more than 30 billion tonnes of high quality coal deposits identified across the state.
- The Bowen Basin is home to some of the world's best quality coal resources, and is the largest coal reserve in Australia.
- New activity in the Galilee Basin and opportunities in alternative energy and fuels and bio-based industrial products will see this area expand its coal interests into a broader energy corridor.
- Expansion will require development of pipeline, transport and electricity generation/distribution infrastructure. Skills such as engineering and construction trades will continue to be in demand.

Map 2: Future economic trends

Map 2 anticipates a number of emerging opportunities with:

- an expansion of the gas corridor due to unprecedented development in the Surat Basin
- continued investment in tourism will see the tourism corridor expand north with stronger links into western Queensland
- transformation of the coal corridor into an energy corridor driven largely by expanding operations in the Bowen and Galilee Basins, development of bio-based industrial products and renewable energy opportunities
- increased commercialisation of tropical expertise for medical and industrial applications
- greater differentiation of products and infrastructure into Queensland's key ports.

These maps are indicative and not representative of all of the workings of the Queensland economy. The arrows represent supply chain movements of goods, services and people and demonstrate that the economy does not operate according to rigid regional boundaries. Therefore, encouraging and improving the efficiency of linkages within and across regions is central to the regionalisation agenda.



These inter-connected economic zones represent a number of diverse sectors, enterprises and service centres, which together form the economic fabric of Queensland's regions.

Gas corridor

- The gas corridor represents an industry on the brink of rapid growth.
- The resources of the Surat Basin mean that coal and coal seam gas (CSG) production is expected to increase ten-fold by 2031, resulting in a doubling of gross regional product and 18 000 new jobs (direct and indirect).
- This substantial investment will dramatically expand the gas corridor and boost Gladstone's standing as an international export hub.
- As the gas industry expands, associated industries such as electricity generation and gas liquefaction will create demand for construction and metals trades, electricity infrastructure and engineering fabrication.

Tourism corridor

- Queensland welcomes millions of domestic and international visitors each year, generating \$3.9 billion per year in exports.
- The industry's vulnerability to international conditions has seen the tourism corridor face one of its most difficult times in recent years.
- Ongoing capital investment in transport and tourism infrastructure, building business capability, event attraction and new product development, as well as a renewed focus on the quality of the tourist experience, are key areas for development in building Queensland's reputation as a world-class destination.
- Investment in social infrastructure to support liveability in regions will also support tourism.

Tropical expertise

- Tropical expertise is applying knowledge and skills to develop products and services to meet the unique conditions of tropical environments.
- The increasing wealth and population growth of the tropical world is driving demand and creating new market opportunities for tropical expertise.
- Drawing on the tropical environment in the state's north, opportunities emerge to develop tropical applications in health, environmental management, primary industries, industrial processes and chemicals, tropical infrastructure and urban design.
- Growth in tropical expertise will increase demand for highly skilled professionals across a range of industries including pharmaceuticals, organic chemicals, biotechnology, design and academic teaching, as well as technical support staff.



Image by Michael Marston

Vision for our regions

Our vision is to support and create regions that are great places to live, work and visit— which capitalise on their unique strengths—creating strong, resilient and prosperous centres.

Proposed new actions to achieve our vision

To achieve our vision of stronger regions, 31 statewide actions are proposed under four strategic directions, namely:

1. Infrastructure and services

Ensuring regional Queensland emerges more resilient from natural disasters and anticipates future growth to improve productive capacity and sustain long-term growth.

2. People

Working with local training providers, businesses and industry to deliver locally appropriate skills development, attraction and retention activities.

3. Business

Supporting business to attract new investment to generate sustained employment opportunities and strengthen the economic base.

4. Partnerships

Fostering partnerships at the local, state and national levels to promote coordination and drive local leadership.

Proposed actions

Infrastructure and services	
Strategic direction 1 —ensuring regional Queensland emerges more resilient from natural disasters and anticipates future growth to improve productive capacity and sustain long-term growth.	
1.1 Infrastructure charges reform	Implement infrastructure charges reform to improve investor confidence and underpin the sustainability of government spending.
1.2 Infrastructure sequencing and prioritisation	Introduce a Queensland Infrastructure Plan to prioritise and sequence infrastructure to support growing communities across the state and coordinate activities across the different levels of government.
1.3 Ports statement	Produce a Queensland ports strategy to facilitate the export of multiple cargo types and inform long-term investment and infrastructure.
1.4 Transport, roads and building reconstruction	Implement the Queensland Reconstruction Authority's plans for building recovery and roads and transport lines of reconstruction to deliver infrastructure that supports communities to rebuild from natural disasters and enhance their capacity and resilience into the future.
1.5 Integrated freight strategy for Queensland	Design a freight and logistics framework to support the movement of freight and the efficient transportation of goods and people.
1.6 Bruce Highway Upgrade Strategy	Finalise a detailed masterplan for the full length of the Bruce Highway (covering the next 15–20 years), with priorities for improving safety and reliability.
1.7 East-West and inland freight routes	Improve efficiency and reliability on freight routes connecting producers in the west to processing and distribution infrastructure on the coast.
1.8 Regional bridge renewal program	Develop a bridge renewal program for undertaking bridge upgrades along key transport corridors.
1.9 Integrated social services and infrastructure delivery	Prioritise the necessary social infrastructure and services to better align with centres of population growth.
1.10 Broadband and eServices	Enhance the online delivery of education and health services and promote business participation in the emerging digital economy in rural and remote communities to take advantage of the National Broadband Network.
1.11 Energy supply	Identify potential energy demand and renewable energy opportunities.
1.12 Water security	Improve water security to support regional communities and industries.
People	
Strategic direction 2 —working with local training providers, businesses and industry to deliver locally appropriate skills development, attraction and retention activities.	
2.1 Fly-in/fly-out and drive-in/drive-out workforce issues	Address issues associated with fly-in/fly-out and drive-in/drive-out workforces in regional areas.
2.2 Operation QUEENSLANDER	Implement the Queensland Reconstruction Authority's State Plan— Operation QUEENSLANDER —to guide reconstruction activity and investments statewide.



Proposed actions *(continued)*

People <i>(cont.)</i>	
2.3 Regional workforce development	Coordinate skill development, attraction and retention efforts to encourage participation by existing residents and support workers to relocate with their families for employment opportunities.
2.4 Skilled migration	Collaborate with the federal government to ensure skilled migration programs are regionally appropriate.
2.5 Regional higher education providers as centres of excellence	Encourage specialised regional university expertise based on regional and industry strengths through centres of excellence.
2.6 Regional knowledge precincts	Prioritise delivery of regional knowledge precincts which co-locate tertiary education campuses with urban villages and residential communities.
2.7 Building Indigenous capacity	Facilitate greater economic participation employment and education opportunities for Indigenous communities.
Business	
Strategic direction 3 —supporting businesses to attract new investment to generate sustained employment opportunities and strengthen the economic base.	
3.1 Queensland industrial land strategy	Support the supply of suitably located industrial land and protected corridors to enable employment and industry growth.
3.2 Regional opportunity services	Support businesses, particularly in service industries, to build their capability to capitalise on growth and innovation opportunities.
3.3 Marketing regional Queensland	Strengthen regional communities by promoting the many benefits of working and living in regional Queensland to city-based workers and their families.
3.4 Economic reconstruction and recovery	Implement the Queensland Reconstruction Authority's economic line of reconstruction to recreate the conditions for business success and support businesses and individuals in responding to the economic challenges they face in locations impacted by natural disasters.
3.5 Regional investment attraction	Promote Queensland's regions to attract new investment.
3.6 Coordination point in government	Provide a single coordination point in government to support business investment and expansion in regional areas.
Partnerships	
Strategic direction 4 —fostering partnerships at the local, state and national levels to promote coordination and drive local leadership.	
4.1 Queensland growth map	Guide government service delivery by developing and maintaining a map of significant growth areas.
4.2 Regional planning	Maintain the regional planning program and regional planning committees as a mechanism for managing the effects of changes in the regional population.
4.3 Transition pathway for reconstruction activities	Work in partnership with the Queensland Reconstruction Authority to ensure that the Queensland Regionalisation Strategy provides a transition pathway for longer-term reconstruction and resilience actions envisaged under the Authority's State Plan— Operation QUEENSLANDER .
4.4 Location of government employees	Decentralise government offices and functions where practical and with consultation.
4.5 Assisting local government	Assist local government to attract investment and unlock sustainable growth opportunities.
4.6 Common regional boundaries	Adopt common regional boundaries across government to provide greater consistency across planning, programming, reporting and service delivery.

End notes

- 1 Queensland Government population projections, 2011 edition
- 2 Source: ABS, 3101.0; and Queensland Government Population Projections, 2011 edition
- 3 Source: ABS 3201.0; and Queensland Government Population Projections, 2011 edition (medium series)
- 4 Source: ABS 3218.0; and Queensland Government Population Projections, 2011 edition (medium series); and Office of Economic and Statistical Research estimates. The sum of the estimated resident population in 1986 across the QRS regions is less than the Queensland total, as estimated resident population for former Aboriginal Councils and Island Councils is not available for that year.
- 5 Source: ABS 3218.0; Queensland Government population projections, 2011 edition (medium series); and Office of Economic and Statistical Research estimates.
- 6 Trade Queensland [n.d.] Queensland Industry Directory: Global Navigation Satellite Systems.
Retrieved May 30, 2011 from http://www.export.qld.gov.au/Pdfs/TR166_GNSS_broch_update_LR.pdf
- 7 Australian Bureau of Statistics, 'International Trade in Services', cat. no. 5368.055.003.
- 8 James Cook University, 2009
- 9 Tourism Queensland (2011) *Tourism Queensland Fact Sheet: The Biggest, Longest, Highest and Oddest*.
Retrieved 30 May, 2011 from http://www.tq.com.au/fms/tq_corporate/news_room/fact_sheets/Microsoft%20Word%20-%20Biggest%20Longest%20Largest%20Oddest.pdf
- 10 Port of Townsville (2005). *Townsville an Industrial Growth Centre. Regional Development Capability Statement 2005*.
Retrieved 30 May, 2011 from <http://www.townsville-port.com.au/files/publications/Generic%20TSV%20Cap%20Statement.pdf>
- 11 Holiday Whitsundays (n.d. [2011]) Whitsundays Australia. Retrieved 30 May 2011 from <http://holiday-whitsundays.com/>
- 12 Central Queensland Livestock Exchange (n.d. [2011]) About us. Retrieved 30 May 2011 from <http://www.cqlx.com.au/aboutus.html>
- 13 Department of Environment and Resource Management (n.d. [2011]). Mon repos Conservation park - turtle watching guide.
Retrieved 30 May, 2011 from <http://www.derm.qld.gov.au/parks/mon-repos/turtle-watching-guide.html>
- 14 Toowoomba Carnival of Flowers (2011). Toowoomba Carnival of Flowers 16–25 September 2011.
Retrieved 30 May, 2011 from <http://www.tcof.com.au/>
- 15 Tourism Queensland (2011). *Brisbane Regional Snapshot: Year ended December 2010*.
Retrieved 30 May, 2011 from http://www.tq.com.au/fms/tq_corporate/research/destinationsresearch/brisbane/10%20December%20Regional%20Snapshot%20Brisbane.pdf
- 16 Tourism Queensland (2011) *International Tourism Snapshot: Year ended December 2010*.
Retrieved 30 May, 2011 from http://www.tq.com.au/fms/tq_corporate/research%20%28NEW%29/Summary%20Visitor%20Statistics/10%20December%20International%20Tourism%20Snapshot%20PDF.PDF
- 17 Sarina Shire Council (n.d. [2011]). Sarina Shire LGA Profile, Mackay Whitsunday REDC.
Retrieved 30 May, 2011 from <http://116.0.20.150/~red34089/images/stories/regionalprofile/oldlgas/rpo70630sar.pdf>

PO Box 15009 City East Qld 4002 Australia
tel 1800 093 903 free-call
waytogrow@qld.gov.au

www.qld.gov.au