

YOUR VISION



DIVERSIFY MACKAY FORUM RESULTS FEBRUARY 2014

THE DIVERSIFY MACKAY FORUM WAS PROUDLY SUPPORTED BY -





OPPORTUNITY 1.

MACKAY AIRPORT/SEAPORT

Long term vision

Airport
Mackay Airport to become Central Queensland's multi-modal transport hub so that it is viable, in the long term.

Seaport
Mackay will have world-class facilities for import and export to support growth and value-adding products and services.

- Fully functional container facilities
- Creation of a multi-modal corridor
- New facility to accommodate cruise ships
- Meet needs of defence

Feasibility

- Spatial requirements – supply of suitable land for port expansion, Moranbah-to-Mackay corridor, container storage
- User base, ie. demand analysis

Actions

- Seaport**
- Coastal shipping service – sugar and meat products
 - Raise awareness and education to stimulate demand, ie. build a business case
 - Investigation into the potential freight that could be containerised
 - Master plans to accommodate marina infrastructure, land, land transport
 - Study freight tasks for region that could be in containers
 - Coastal shipping – container, break bulk cargo, mining construction, mining growth
 - Facilitation update
 - Fuel from road to rail – possibly containers
 - Container transport by rail Mackay to Emerald (inland port)
 - Road distribution from inland port
 - Master planning for port facilities
 - Multi-modal corridor – part of DTMR Ring Road Study – planning already done

- Airport**
- Multi-modal transport hub – promote the concept of the airport being an integral part of an integrated transport facility – freight, buses (miners/tourists), coaches
 - Mackay Airport is the fifth busiest in Queensland
 - Upgrade freight-handling capacity – build a coalition of multi-sector support
 - Adopt an integrated approach to long-term planning for supporting infrastructure and land use

Who will lead -

- Qld Bulk Ports with facilitation by DTMR & DSDIP





OPPORTUNITY 2.

FOOD BOWL

Long term vision

Provide a sustainable, innovative, quality and traceable agriculture food industry.

- aquaculture
- Sugar
- Horticulture
- Cattle halal certified

Challenges and risks

- Weather events
- Access to markets – need for international airport access
- Marketing – Mackay capital of Whitsunday
- Fish-handling facilities
- Need to have a voice (squeaky wheel)
- Need for funding for infrastructure
- Supply chain

Feasibility

- Air freight – international airport
- Sea freight – container port
- Refrigerated transport
- Inter cropping
- Halal certification of abattoirs

Short term actions

- Investment in fish-handling facilities – build on existing activities
- Coordinated marketing – clean/green, Whitsunday brand
- Creating a brand in China through sister city – niche markets for produce



OPPORTUNITY 3.

LIVEABILITY

Long term vision:

Mackay – the place to be

Challenges and risks

- Absentee owners (no skin in the game)
- Affordability vs availability of funds
- Delivering product for the community – doesn't want/need/use – meeting community expectation, white elephants
- Retaining during downturn
- Buy in from community

Feasibility

- Build resilience
- Vibe
- Tap into unique strengths (blue river, climate, footpath dining – alfresco)
- Incentives – remove barriers, not necessarily financial
- Leverage scale of city
- Value add on existing assets
- Employment opportunity
- Services – medical, education, sporting
- Housing choice/diversity

Short term actions

- CBD Revitalisation Project
- Events calendar/promotion
- Major concerts
- Diversity - major sports events, MECC, Artspace, Festivals
- Placemaking activities
- Education of vendors
- Community-based initiatives, eg. Clean Up Australia Day
- Being an enabler for community groups
- What to do AP
- Signage/directional/welcome signs

Long term actions

- Planning Scheme changes – CBD
- CQU sporting precinct
- Survey – demographics – desires, needs, infrastructure

Who will lead -

- CBD Revitalisation (Council, CBD businesses)



OPPORTUNITY 4.

TOURISM

Long term vision

Mackay delivers coordinated high-quality and exponential boutique experiences to targeted markets locally, nationally and internationally, capitalising on events, local sports, community groups to host nationally recognisable events to grow our local economy.

Challenges and risks

- Insufficient investment and finance
- Identifying models/mechanisms to allow for/ promote public private partnerships and business to business partnerships
- Attracting people and retaining quality
- Average customer service standards
- Matching our offerings with our target markets (language, cultural differences, etc.) eg. Chinese market
- Risk we change too much to suit a particular market (lack of diversity)
- Cost to travel can be an issue depending on economic conditions
- Accommodation ageing (suitability) availability depends on mining cycle
- Don't take enough opportunity with sports tourism and other specific market opportunities

- Fragmented and not tapping into surrounding assets enough (low to no packages – regional)
- General presentation of Mackay (infrastructure civic pride etc.)

Feasibility

- Solid understanding of what we have to offer
- Clear markets identified
- Strong local participation
- Well-connected transport options
- Strong convention and exhibition facilities
- Promotional opportunities – promote unique boutique opportunities
- Need to target investment and finance incentives and partnerships
- Capitalise on lifestyle opportunities to attract and retain people

Short term actions

- Identify partnerships and start working together
- Create a product statement/marketing plan
- Undertake research and collect data
- Identify and engage with stakeholders



OPPORTUNITY 5.

MINING SERVICES, TECHNOLOGY & AGRICULTURE

Long term vision

The World Leaders – Global knowledge base for agriculture and energy minerals in technology and innovation

Challenges and risks

- Viable careers, eg. tourism
- Mobility of workforce – attract and retain
- Stakeholder buy-in
- Confidence in industry – sustainable, goal
- Maintaining lifestyle
- How is it funded? Industry foreign investment projects/services, government/environmental funding
- How is it sustained?
- Focus is practical/technical

Feasibility

- Current achievements/platform – mastermind – underground/aboveground, bagasse, co-gen, CQU
- Sugar – multiple players

Short term actions

- Support/agreement – strategic
- Focus on gaps (eg. sugar – off the packet into bin)
- Lean (manufacturing) principles
- Change from lag to lead
- Staging

Who will lead -

- Industry
- Stakeholders – producers, supply chain (manufacturing, universities, foreign investment, support industries, consultancy), industry peak bodies (environment – Reef Catchments), mining sector - AS



OPPORTUNITY 6.

HIGHER EDUCATION

Long term vision

To be a leading provider of technology, innovation and training to the mining, agriculture and social industries.

Be the leading region for mining education skills, agri-education (tropics), mining technology advancement and training, agri-tech automation gps, soils, high-end tech.

Challenges and risks

- Who is the market? We need to know them
- Don't want to compete with markets already established
- JCQ vs CQU and getting the right institutions on board
- Getting the right course to support market setup in Mackay
- Isolation, geographic
- Funding accessibility from the university, agriculture, mining and government
- Putting too much focus on mining
- Getting collaboration with all stakeholders and the risk is it doesn't happen
- Unable to get resources in education fields to deliver service, ie. staff
- Timing – establishing in period of downturn

Short term actions

- Engage with TAFE/University and industry to build ownership
- Collaborate with stakeholders, ask what they want
- Seek out opportunity for funding
- Find out what resources are needed to deliver what education/industry want
- Market ourselves – internal to Australia and external
- Industry and training centre alignment and packages – study and work
- Identify target markets
- Identify what we can build on – location and services, audit of now so we can build on
- Look at facility expansion and build on established education facilities
- Establish a leader/champion
- Support for foreign students – living, moving
- Funding (delivery) needs to be affordable
- Skills learnt on job in agriculture
- Building sector – students build homes for communities
- Build for mining stuff through learning and industries

Who will lead -

- University/TAFE to lead with outside stakeholders
- Industry – mining, agriculture, other services



OPPORTUNITY 7.

DEFENCE

Long term vision

To establish Mackay as the Defence support provider of preference by 2025.

Challenges and risks

- How adaptable are existing industries?
- Is our port deep enough?
- Need good communication lines with defence
- Is the competition from other centres too great to get in?
- If the next mining boom comes, will we be able to maintain flows on defence?
- Who will fund, is investment needed to get it going?

Feasibility

- Good fuel storage and currently under used
- Good heavy industry support
- Good location to service existing defence sites
- Good location to service others
- Education facilities could support training opportunities
- The airport caters for black hawks
- We have biofuel capacity
- We have cellulosic research capability
- With defence support established, can the technology value add to existing industry

Actions

- Establish a leadership group to drive towards vision – lead – regional services, Department of State Development
- Engage with defence
- Conduct gap analysis – identify capabilities of existing industry, identify defence needs, identify gaps in our capability, build an action plan and implement



OPPORTUNITY 8.

HARBOUR AND RIVER FRONT

Long term vision

To develop the harbour featuring connectivity between the harbour, CBD, Caneland Central and river front, active transport, cruise ships, naval rest and recreation and East Point Development.

The East Point Development will have an accommodation, resort and holiday, urban, sport and leisure environment.

The harbour development will have quality dining experiences, be a gateway to the islands with day trips, be attractive to families and feature festivals, events and attractions eg. casino.

To develop the river front with connectivity and strong links, outdoor activities, festivals and events. The south bank will have residential towers, dining and boardwalks. There will be permanent residents, access at all times by public transport with a casino and an aquarium.

Challenges and risks

Harbour

- Environmental constraints
- Ensuring public access to esplanade
- Limited
- Integration issues with port facilities
- Connectivity to CBD

River front

- Incentivising development to get one out of the ground
- Construction costs – piers
- Public and private partnership
- Finance for development – is Mackay a high risk area for finance? Needs to be feasible
- Attracting overseas dollars
- Timing and coordination
- Who is driving this project and facilitation
- Integration between Bluewater Quay and Wharf Precinct
- No guiding masterplan

Feasibility

Harbour

- Majority investment is private
- Environmental constraints at East Point will make development not feasible

River front

- Feasibility of development is possible – this is expensive due to piers into river

Short term actions

Harbour

- Investigations for East Point and outcomes
- Connectivity to CBD investigation

River front

- Establish major project status
- Review wharf precinct masterplan
- Marketing development sites ready to go – overseas investment
- Business case
- Feasibility and market testing
- Continue economic development work in council – positive message

Who will lead -

Harbour

- East Point – developer to investigate, council as decision maker
- Connectivity – council/DTMR/MTC

Harbour

- Economic Development – council, REDC, State Government
- Private and public partnerships



OPPORTUNITY 9.

HEALTHCARE

Long term vision

A healthy community supported by first class health services.

Challenges and risks

- Lack of spare time
- Inactivity
- Cost – medical insurance, now 40% tax will increase to 100% of budget
- Shortage of doctors
- Travel costs to access specialists
- Population
- Cultural change
- Facilities
- Incentive (needs to become a priority)

Feasibility:

- Promoting cultural change is justified
- Current cost unsustainable
- Local – GP, mental health, palliative care, rehabilitation, obstetrics
- High standard facilities – should be able to attract doctors/staff



OPPORTUNITY 10.

ENERGY

Long term vision

Create a viable biomass industry for the Mackay Whitsunday region.

Challenges and risks

Energy

- Costs of production
- Completing in global market
- Environmental pressures (environ protection measures)
- Compliance regulation

Biofuels/bio-based products

- Ability to identify financial/economically viable
- Start-up cost
- Identifying most viable bio-based product

Feasibility

- Within next 10 years
- Funded by government/industry
- If there is will from sectors
- Proven elsewhere

Short term actions

- Set aside land in strategic planning scheme (council/State Government)
- Establish manufacturing factory
- Assess the current technology and commercial viability
- Engaging and enabling people

Who will lead -

- Government across all three levels
- Market demand – multi-nationals/universities – working together (Research and Development phase)



OPPORTUNITY 11.

MANUFACTURING

Long term vision

Local sustainable manufacturing industry making things that people want (flexible and adaptable).

Challenges and risks

- Costs – labour, power, infrastructure, currency (AUD), transport (road and rail)
- Economies of scale – throughput
- Attracting and retaining people
- Tax incentives and other levies
- Competition from other regions
- Make sure we have a diversified base
- Proximity to markets
- Weather events and climate
- Access to capital
- Government willingness and support
- Mandate for ethanol

Feasibility

- Timing has to be right
- Changes to IR landscape
- Government support for manufacturing – tax, fair work and red and green tape
- Community mandate
- Access to capital

Products

- Fibre board from bagasse
- Sugar by-products
- Plastics
- Ethanol/bio-diesel
- Cogeneration and energy
- Mining technology
- Mining equipment
- Component rebuilds – engines, gearboxes, conveyors, machinery, electrical
- Structural infrastructure
- Marine technology, ie. composite, boats and ships servicing
- Food processing

Short term actions:

- Identify viable products and markets prioritise
- Lobby government
- Promote to backers – investors/banks
- Co-location options
- Unit cost feasibility – can we complete
- Community engagement

Who will lead -

- Mackay economic development stakeholders
- Collaboration
- Economic Cyclone Strategy ie. emergency disaster group

COLLABORATION

The Mayor of Mackay Regional Council Cr Deirdre Comerford put a proposal to the meeting which endorsed the support for improved collaboration.

The meeting endorsed the Mayor's proposal to call a meeting of key stakeholders to identify an organisational vehicle to drive and monitor the key deliverables identified in the opportunities listed.

February 28, 2014



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