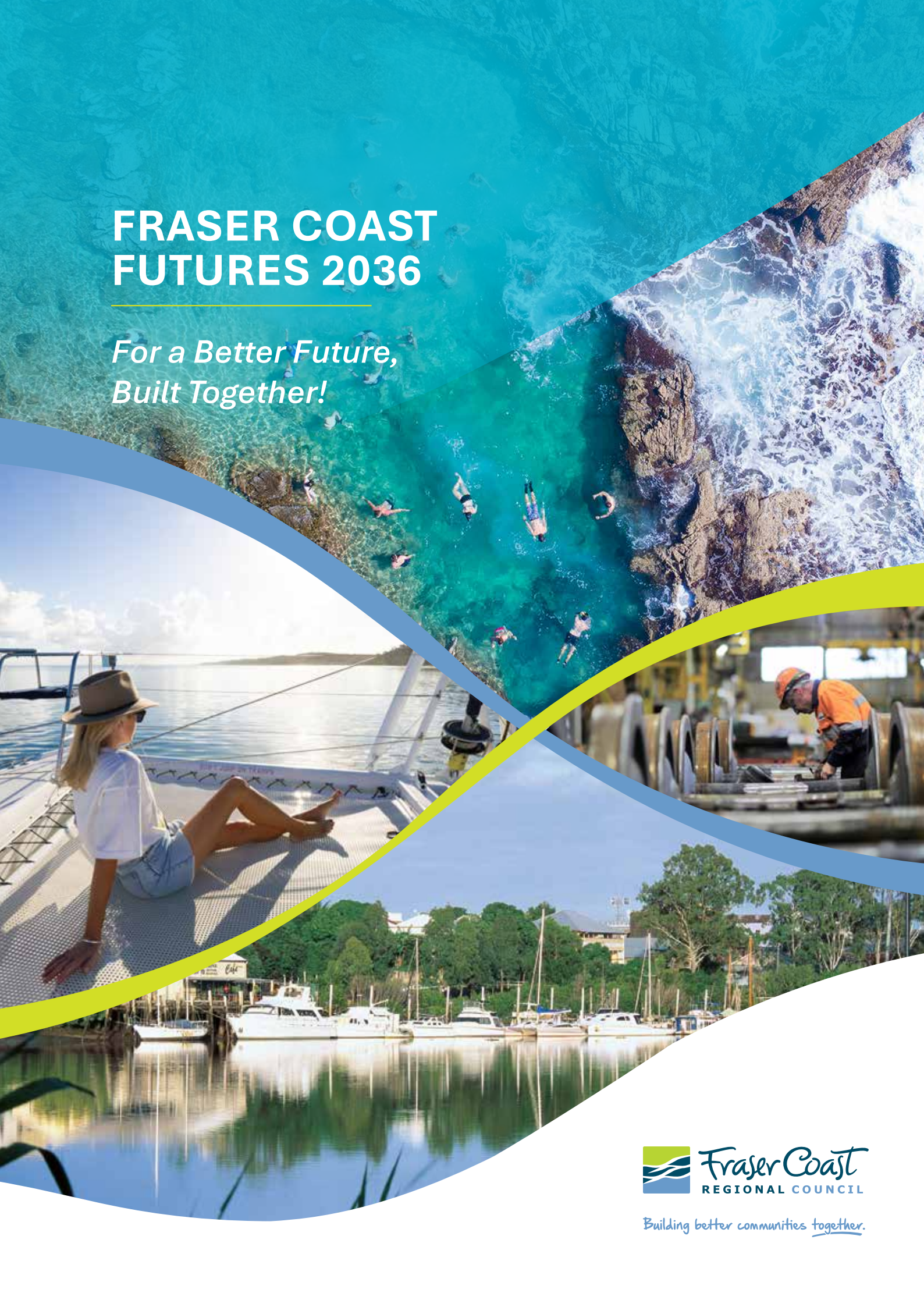


FRASER COAST FUTURES 2036

*For a Better Future,
Built Together!*





ACKNOWLEDGEMENT OF COUNTRY

Fraser Coast Regional Council acknowledges the Traditional Custodians of this region, the Butchulla (Badtjala) people to the east, and the Kabi Kabi (Gubbi Gubbi) people to the west. We recognise the cultural and spiritual practices of Aboriginal and Torres Strait Islander peoples across our nation, and their continuing connection to the lands in which we live and work today. We pay our respects to all elders past, present and emerging.

*For more information:
Contact Fraser Coast Regional Council's Economic
Development team on 1300 79 49 29 or
Email: economic.development@frasercoast.qld.gov.au*

[INVEST FRASER COAST](#)

FOREWORD

As Mayor of the Fraser Coast, I am proud to present Fraser Coast Futures 2036 - our region's bold and visionary Economic Development Strategy. This strategy is more than a plan; it is a shared commitment to building a better future for every resident, business and visitor to our region.

The Fraser Coast is a place of extraordinary natural beauty, rich heritage and vibrant communities. From the World Heritage-listed K'gari to the historic streets of Maryborough and the tranquil waters of Hervey Bay, and all the charming townships such as Howard, Burrum Heads, Toogoom, River Heads, our region offers a lifestyle that is second to none. However, beyond our lifestyle lies immense economic potential - potential we are now ready to unlock.

This strategy sets a clear and ambitious path forward. It aims to grow our economy by \$2 billion before 2036, diversify our local demographic base and lower the median age, attract new investment, support local businesses, and create opportunities for young professionals, skilled tradespeople and families. It is a strategy built on collaboration, shaped by over 100 stakeholders and grounded in rigorous analysis and engagement.

We are focused on strategic growth, livability and innovation. Whether it's supporting housing diversity, enhancing education and skills, revitalising our town centres or advocating for critical infrastructure, this strategy ensures that our actions today will shape a thriving Fraser Coast region tomorrow.

Importantly, *Fraser Coast Futures 2036* is not just about economic metrics - it's about people and social progress. It's about creating a region where everyone can prosper, where our children can build their futures and where our natural environment is protected and celebrated.

Together, as *Team Fraser Coast*, we will build a better future. I invite you to join us on this journey.



Cr George Seymour
Mayor, Fraser Coast Regional Council

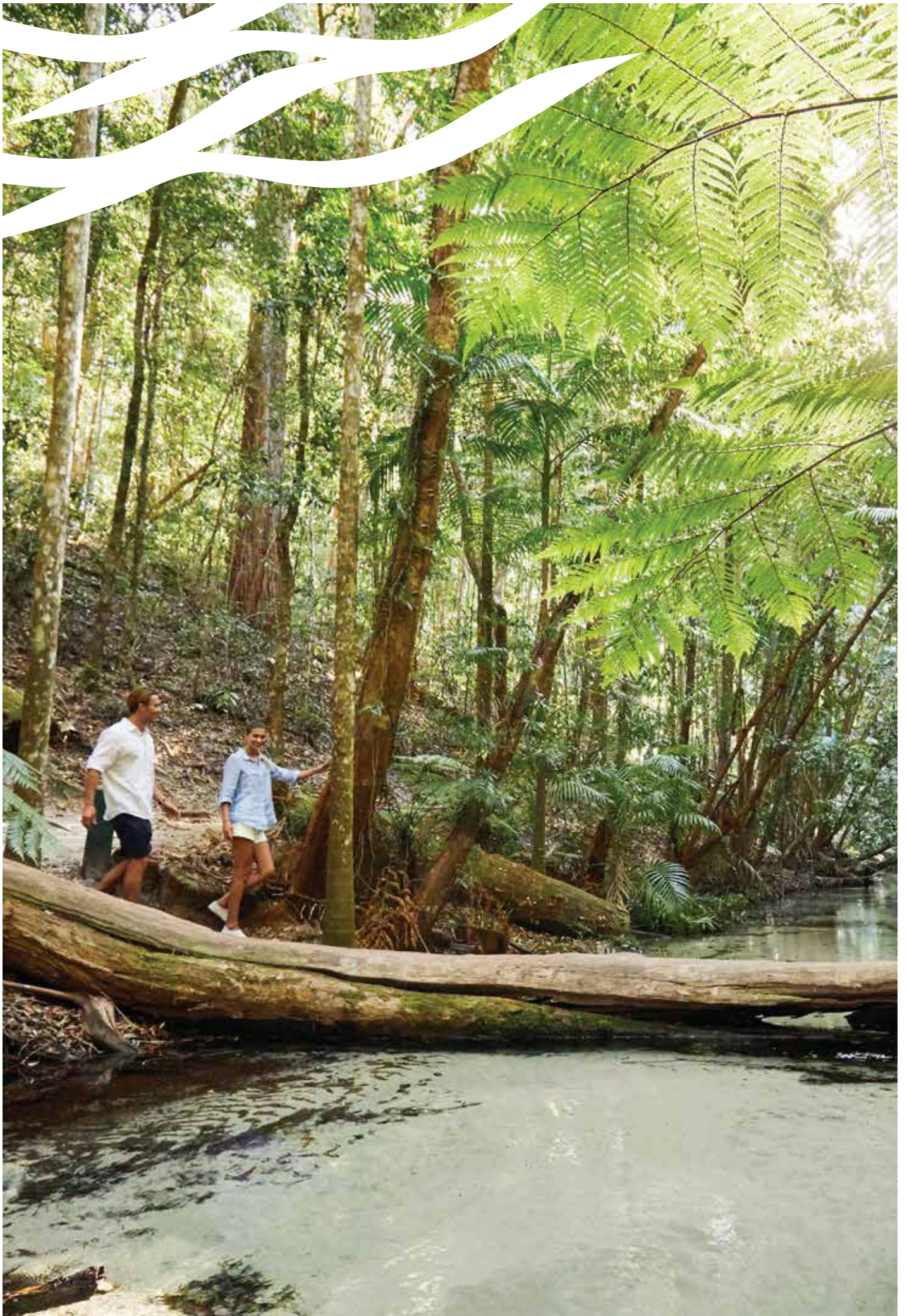


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INTRODUCTION

The Fraser Coast is a vibrant and expanding region, located just three hours north of Brisbane. The region is home to over 120,000 people, a diverse mix of businesses and industry, as well as the World Heritage Listed K’gari, the world’s largest sand island.

Renowned for its natural beauty and relaxed coastal lifestyle, the Fraser Coast region encompasses a lovely blend of historic townships, calm family-beaches, appealing countryside and vibrant communities. The area includes prominent centres such as Hervey Bay—famous for whale watching—and Maryborough, known for its rich heritage and historical architecture.

The Fraser Coast region benefits from a subtropical climate, fostering a unique outdoor culture and providing an ideal setting for both residents and visitors to enjoy a variety of recreational activities. The economy is shaped by a variety of industries, reflecting the region’s adaptability and growth. The presence of K’gari

(formerly known as Fraser Island), a UNESCO World Heritage site, highlights the region’s environmental significance and is a key natural attraction for the area.

With a growing population and economy, this document seeks to: build on the current momentum; provide strong direction for the betterment of the region; and ensure the community continues to prosper. It provides an overview of the region, including key insights from stakeholders; and demonstrates the region’s future economic aspirations, as well as the path to achieve these outcomes.

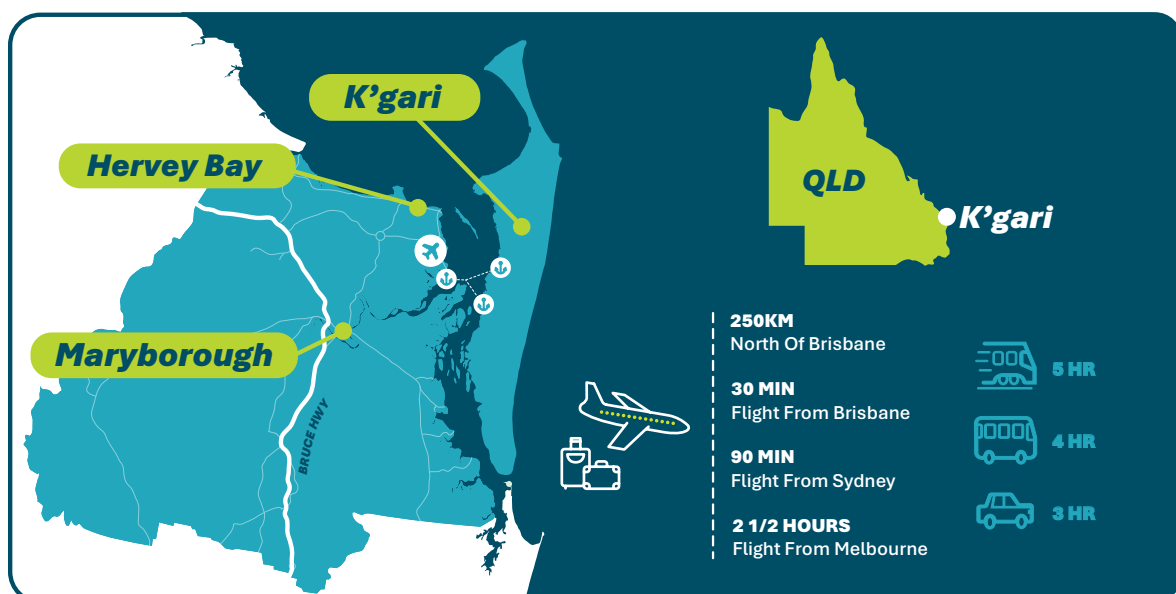


Figure 1.1. Fraser Coast Region

The following diagram provides an overview of the process to create this strategy.

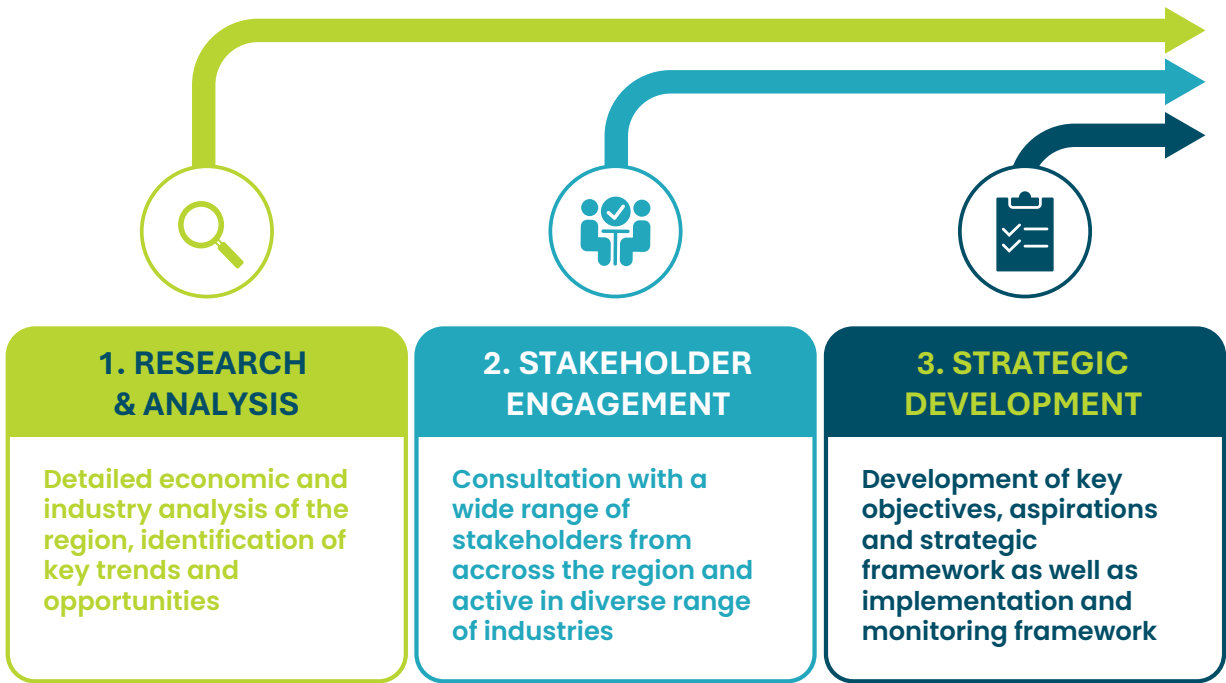


Figure 1.2. Fraser Coast Futures 2036, Project Process
Source: Lucid Economics





THE FRASER COAST

The Fraser Coast is a vibrant region. The local population of over 120,000 people has been expanding rapidly, averaging 2.4% annual growth over the last four years. As the population has expanded, it is also ageing at a rapid rate, fourth fastest ageing in Queensland. The community is also the second oldest in Queensland with a median age of 51. The region's temperate climate, access to facilities and enviable lifestyle has attracted an abundance of lifestyle cities and towns. Having an older (and rapidly ageing) population shifts the expenditure patterns of the local economy, providing an added stimulus for healthcare and allied health services. Attracting more young families and increasing tourism visitation would support growth in other parts of the economy.

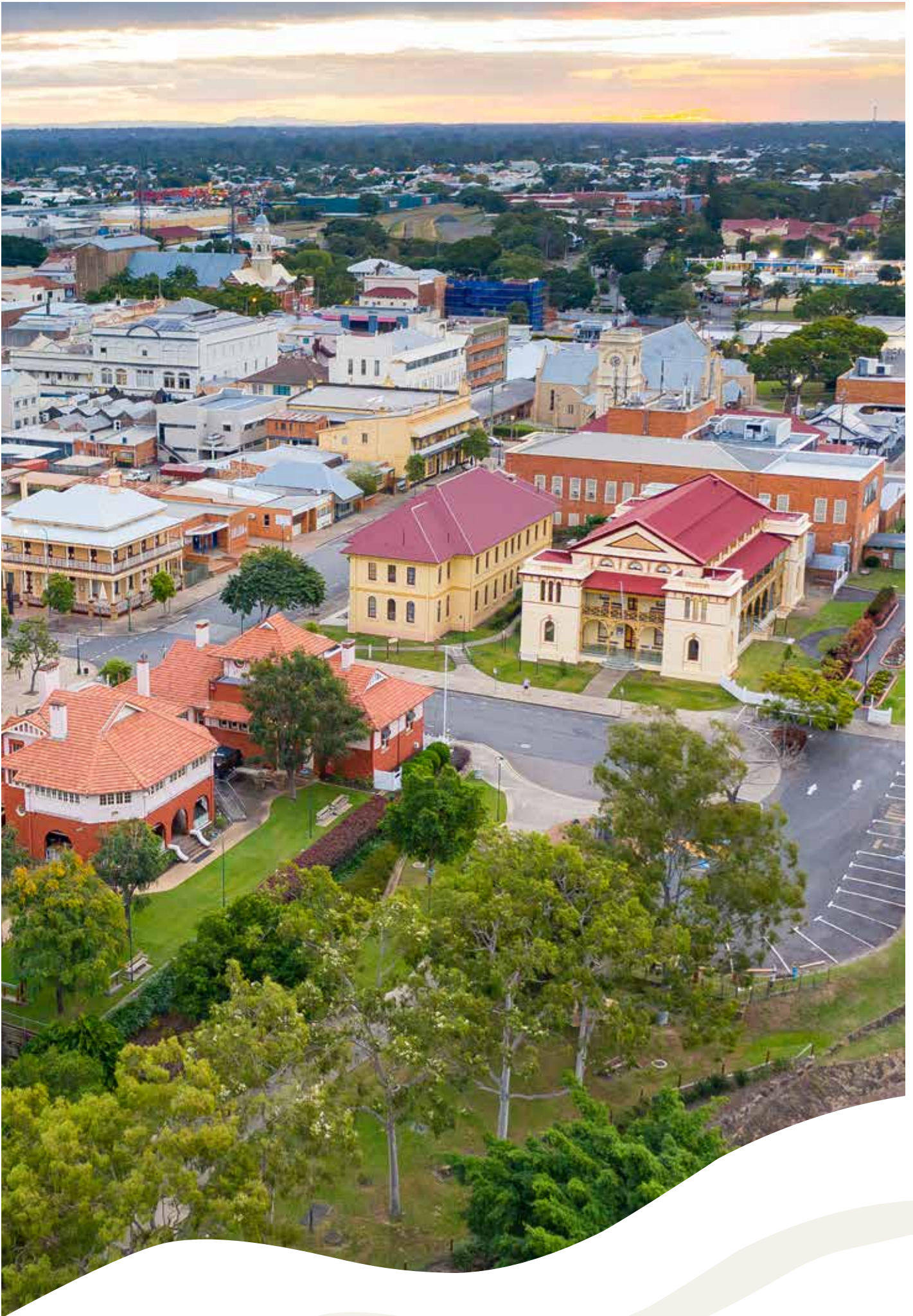
Like the population, the local economy has been booming. The Fraser Coast region's over \$6 billion economy has been expanding at an average annual rate of 7%, far exceeding the Queensland's economic growth rate. The Fraser Coast region has a diverse economy. While known for tourism and a deep history of manufacturing, the region has strengths across healthcare, construction, and manufacturing. The manufacturing sector includes many well-known names such as Hyne Timber, Downer, ABB Australia and Rheinmetall NIOA but also includes strong capability across the food, marine, transport equipment, metalworking and many other niche industries. Recent announcements include the Queensland Train Manufacturing Program (QTMP) housed in a new manufacturing facility at Torbanlea as well as the proposed \$70 million ESI (Energy Storage Industries) grid-scale battery manufacturing facility.

The region's well established tourism industry attracted 1.5 million total visitors that generated 3.2 million visitor nights in the region injecting an estimated \$684 million in visitor expenditure into the region in 2024. While whale watching and K'gari are major attractions, the region has a variety of tours/attractions, restaurants, thriving cities, historical townships, many culturally significant attractions in Maryborough and events in Hervey Bay, cafes and shops to enhance our visitor's stay, or they can simply relax across numerous idyllic beaches.

Historically, the agriculture industry has been a significant driver to the local economy. While smaller today (in percent terms), the local agriculture sector still makes an important contribution to the economy and regional exports. While the Maryborough Sugar Mill was closed in 2020, sugar cane remains across the region. At the same time, former sugar cane farms have been converted to growing macadamia nut trees. In addition to sugar and macadamia nuts, the region has considerable timber plantations, beef cattle as well as other small crops such as ginger, all contributing to the expansion of our local economy.

Over the last four years, the booming economy has had a significant impact on the local labour force. From a peak of 12.1%, the unemployment rate has now dropped to 5.4%. This rate is amongst the lowest over the last twenty years. As local jobs have flourished, driving population growth, the property market has increased dramatically. Over the last four years, median house prices in the Fraser Coast region have increased 80% to \$630,000. Rental rates have increased as well, growing 55% to an average of \$511/week. Despite this rapid growth, the Fraser Coast still offers more affordable housing compared to the neighbouring, Sunshine Coast, Moreton Bay and Brisbane.

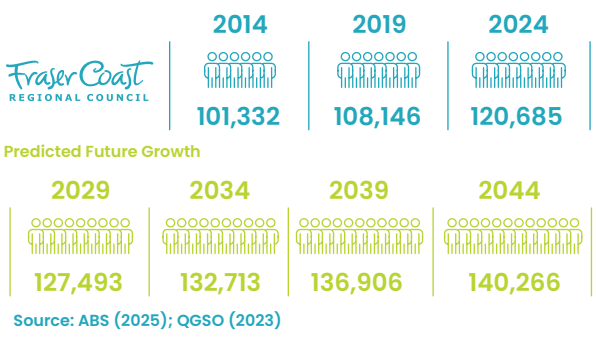
The surge in property prices has also spurred on construction activity, with both residential building approvals and residential lot registrations rising significantly in 2023 and 2024. Despite the increase in building activity, the region continues to suffer from a lack of housing, with the residential vacancy rate remaining at or below 1% across the region for most of the last four years (SQM Research, 2025).



POPULATION



The Fraser Coast welcomes 60 new residents every week.

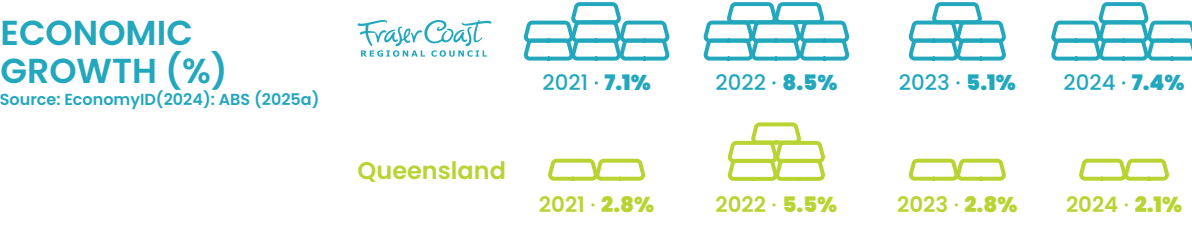


FRASER COAST ECONOMY

6.2 billion (2023-24)



The Fraser Coast economy has grown at an average annual rate of 7% since COVID-19.



TOP FIVE INDUSTRIES (2023-24)		Industry Value Added (\$m)	Employment (No.)
Source: EconomyID (2025)		\$	
	Health Care and Social Assistance	\$947.8	10,707
	Construction	\$617.6	4,993
	Retail Trade	\$379.2	4,172
	Manufacturing	\$344.5	2,490
	Education and Training	\$309.0	4,103



Manufacturing is the Fraser Coast's largest exporting industry.

UNEMPLOYMENT RATE		
Source: Department of Employment and Workplace Relations (2025)		
	Fraser Coast REGIONAL COUNCIL	Queensland
Dec-19	8.1%	6.0%
Dec-20	12.1%	7.0%
Dec-21	7.8%	5.4%
Dec-22	5.7%	3.8%
Dec-23	6.2%	4.0%
Dec-24	5.4%	4.0%



HQ Plantation's pine tree plantations on the Fraser Coast are among the biggest in the southern hemisphere

VISITOR ECONOMY (Year Ending December 2024)

Source: TRA (2025)

	DAY TRIP	DOMESTIC OVERNIGHT	INTERNATIONAL
 VISITORS: 1.5 MILLION	681,000	730,000	88,000
 VISITOR NIGHTS: 3.2 MILLION		2.7 Million	467,000
 VISITOR EXPENDITURE: \$684 MILLION	\$70 Million	\$575 Million	\$39 Million

ECONOMIC CONTRIBUTION OF TOURISM (2023-24)

Source: EconomyID (2025)

Direct Employment:		2,800 jobs (6.3% of total)
Direct Industry Value Added:		\$214 million (4.5% of total)

HERVEY BAY AIRPORT

Year Ending December

Source: BITRE (2025)



Airport Passengers

2014	158,033	2016	170,052
2018	163,570	2020	42,410
2022	124,995	2024	183,344



GREAT SANDY STRAITS MARINA

Berths: 176 Vessel Size: 8m-30m

Visitor Offering: 2 resorts, whale watching tours, boat charters, restaurants, cafes, retail shopping.



FRASER COAST HOUSING PRICES



Year Ending December

Source: QGSO (2025)

Median House Price (\$)

2020		\$350,000
2021		\$435,000
2022		\$540,000
2023		\$570,000
2024		\$630,000

Average Rent (\$)/week

		\$429
		\$375
		\$430
		\$468
		\$511

RESIDENTIAL PROPERTY DEVELOPMENT

Source: QGSO (2025)



Residential Lots Registered

2020	537	
2021	558	
2022	430	
2023	591	
2024	885	
2025	1,061	



Residential Building Approvals

2020	709	
2021	877	
2022	1,271	
2023	892	
2024	1,096	
2025	1,354	

HOUSING PRICE COMPARISON

Year Ending December 2024

Median House Price (\$)

\$630,000
\$1,210,000
\$828,925
\$1,075,000

Average Rent (\$/week)

\$511
\$631
\$560
\$611



Brisbane

Moreton Bay

Sunshine Coast



STAKEHOLDERS INSIGHTS

THE CONSULTATION PROCESS

Over 100 stakeholders participated in the consultation process, which largely consisted of face-to-face interviews. Some virtual and group meetings also took place. Stakeholders represented a diverse range of businesses and industry from around the region including:

- Manufacturing
- Tourism
- Health care and allied services
- Hospitality
- Accommodation
- Construction
- Professional Services
- Property sales and development
- Education providers and school captain's network
- Government agencies
- Community service providers
- Cultural organisations
- Business and industry associations

3.1 KEY STRENGTHS

Stakeholders identified several key strengths or advantages for the region, including:

- **Lifestyle:** the local lifestyle is the region's major advantage. The region offers a country town feel, laid back atmosphere, beautiful natural landscapes, calm family-friendly beaches and waters of the bay. K'gari is an important local asset, not just for tourism but as a lifestyle feature.
- **Proximity:** The Fraser Coast's proximity to Brisbane and the Sunshine Coast provides access to niche services (i.e. specialist medical, retail, etc.) when needed but is far enough away to retain the relaxed lifestyle. Brisbane and the Sunshine Coast provide a large consumer base in proximity to the Fraser Coast, and act as a key source market for visitors.
- **Accessibility:** The region has good access across all major modes of travel, making it convenient for residents and visitors alike. The Bruce Highway, the Great Sandy Straits Marina and the Hervey Bay Airport are significant transport assets.
- **Natural assets:** The Fraser Coast boasts stunning natural assets, including beaches, a calm and protected bay, K'gari and other natural areas that enhance its appeal. This environment provides an ideal backdrop together with the local lifestyle for those seeking to relocate outside of a major urban area.
- **Population growth:** the significant population growth that the region is currently experiencing supports strong economic growth, and acts as a key stimulus for the economy.



Figure 3.1. Regional Strengths

Source: Lucid Economics

- **Visitor Economy:** The Fraser Coast is already an established tourism destination with a strong brand, which can be leveraged for further growth. However, the region is lacking in new 4-5-star accommodation that may attract a more lucrative traveller.
- **Economic diversity:** the region has existing economic diversity across healthcare, tourism, manufacturing, retail and hospitality, which provides a stable economic base of activity. These industries are supported by existing supply chains, providing a strong foundation for future growth.

3.2 KEY CHALLENGES

Stakeholders also identified various challenges and barriers the region faces, including:

- **Housing:** like many parts of regional Australia, housing is the biggest challenge facing the future economic development of the region. Both the affordability and availability of housing are issues, and there is a lack of diversity amongst the housing stock. More housing and an increase in the housing mix (e.g. units, townhouses, small and large family homes) is urgently required. Housing is particularly an issue for attracting and retaining people from highly skilled and specialised roles, and key service workers (such as retail and hospitality staff, office administration, aged care workers, nurses, teachers, etc.).
- **Staffing:** various shortages and difficulties in accessing and retaining staff, particularly higher-skilled staff and trades is a challenge for local businesses. These issues are often related to the existing housing issues (above).
- **Land:** there is a lack of land for residential and industrial development. Unlocking more development land is required in the short-term to ensure the region can continue to facilitate growth and drive urban renewal.
- **Demographics:** the region has an older and rapidly ageing population, which presents challenges for workforce sustainability and economic growth. The recent influx of retirement and lifestyle villages will likely also put additional pressure on the region over the next 10-15 years.
- **Lack of nightlife/entertainment:** there is a lack of night-time activities and entertainment for younger people, which could also be associated with limitations in arts and culture across the region. The lack of entertainment could become a barrier to attracting younger families and young professionals.
- **Planning, regulation and permits:** operating in the Fraser Coast region can often involve several different Queensland and local government authorities on planning, regulation, permitting and business licenses, particularly when operating in the bay, on K'gari or in other sensitive areas. Creating efficiencies across the regulatory process and reducing red tape can unlock future opportunities across a variety of industries.
- **Great Sandy Straits Marina:** while the Queensland Government owned marina is an important asset for the region, it is crowded and in need of redevelopment. Improvements to the marina: entry; directional signage; adjoining infrastructure; and amenity would increase the efficient operation of the marina as well as greatly enhance the visitor experience at the marina. The redevelopment of the marina could unlock considerable opportunities for tourism in the region.
- **Tourism product, accommodation and brand:** while the region is an existing and well-known tourism destination, a variety of areas for improvement have been identified. Increasing visitor accommodation and attracting high end, branded accommodation would broaden the stock of accommodation and attract new market segments. Increasing the number and type of tours and attractions offered in the region, particularly landside, as well as other commissionable tourism product would increase the attractiveness of the region in the wholesale market as well as drive increased value into the tourism sector. Additional marketing to strengthen the destination brand would also help to drive demand for visitation, as well as some focused marketing of K'gari, especially since its name change from Fraser Island.



Figure 3.2. Regional Challenges
 Source: Lucid Economics

- **Accessibility:** while the Bruce Highway provides easy access to the region, including the recently completed Gympie by-pass, upgrading the Bruce Highway from Curra to Maryborough (including the proposed Tiara By-pass) would further reduce driving times and improve road safety. The expansion of the Maryborough-Hervey Bay Road (to four lanes) would further improve local transport within the region, allowing for the growth of the region over the next twenty years. Improving the Hervey Bay Airport infrastructure, and increasing flights and routes, would bolster the flight schedule and increase accessibility.
- **Aged care:** there is a shortage of aged care facilities in the region to meet the current (and future) needs of the ageing population. While current demand is strong (and will likely be in the future), there will be a greater need for aged care facilities into the future to enable ageing in place. The current housing shortage contributes to a lack of facilities as access to a workforce is a critical factor for aged care establishments.

FOR A BETTER FUTURE

4.1 KEY INDUSTRY OPPORTUNITIES

Through research, analysis and consultation, several key industry opportunities have been identified. These industry opportunities align with existing competitive advantages and can deliver value to the local economy. While all industries have the potential to grow, these industries will be proactively pursued and supported, given their strategic value to the local economy.

- **Housing:** there is a significant opportunity to increase housing and attract investment into more housing:
 - Denser and diverse housing: developing denser and more diverse housing options can address housing challenges and attract young families. These options would include more residential units, townhouses as well as more diversity in terms of family homes (i.e. 3-bedroom/2-bathroom, 5-bedroom/3 bathroom, etc.).
 - Key worker housing: developing housing options specifically for key workers that would provide many smaller and denser units (i.e. 1-bedroom/1-bathroom, studio style apartments) on a single block in proximity to key employment nodes. This could include a dense unit development within 1-2kms of the hospital for a range of medical staff or a complex catering to hospitality and other service workers.
 - Rural residential: expanding rural residential living options would further enhance the housing offering, provide more supply and allow residential properties to capitalise on the region's natural attractiveness for families seeking a more rural lifestyle (i.e. not in a suburban environment).
- **Advanced manufacturing:** given the long history, existing supply chains and skilled workforce (and workforce development pathways), there are many opportunities in advanced manufacturing sectors:
 - Trains and related equipment and parts
 - Marine and maritime equipment and boats
 - Food and beverage products
 - Building materials
 - Other advanced products requiring technology, innovation and highly skilled workers
- **Agriculture:** the region has a long tradition of agriculture across timber, fishing and sugar production. Over the decades, this industry has transformed dramatically. While the sugar industry played a major role historically, its prominence has declined, particularly following the closure of the Maryborough Sugar Mill. Nevertheless, sugar remains a valued part of the local agricultural mix. Timber continues to be a major strength, with the area hosting several large timber mills and proudly claiming the largest pine plantation in the Southern Hemisphere. The fishing industry, though smaller and markedly changed from its history, still contributes to the local economy. In recent years, the region has witnessed the emergence of a macadamia nut industry, which continues to rapidly expand. There is also continued activity in beef cattle grazing and a growing focus on boutique crops, including ginger and various seedlings. Agriculture also provides an important element of diversity to the Fraser Coast economy.



- **Visitor Economy:** there are a wide variety of opportunities to grow, expand and evolve the tourism industry on the Fraser Coast:
 - Upper-scale, branded and commissionable visitor accommodation
 - A whale/marine interpretive centre
 - More tourism land-based experiences and a greater utilisation of the Bay and K'gari
 - More upper-scale restaurants, cafes and specialty offerings (more diverse range) could also enhance the visitor experience (as well as the amenity for current and future residents)
 - More RV friendly towns, such as Tiaro, attracting more visitors to surrounding small townships
- **Education:** expanding the tertiary education and broader education outcomes on the Fraser Coast region will not only expand the education sector but provide more opportunities for residents to increase their skills and participate more meaningfully in the local economy.
- **Aged care:** there is a significant opportunity for more aged care facilities in the region to meet current and future demand. The increase in over 55 lifestyle/retirement villages will grow a local population that requires more acute care into the future. Solving issues around staffing for aged care and allied health services will be an important challenge to overcome to deal with the growth of this sector.





A regimented and sophisticated process exists to unlock future land for development. It requires considerable planning and time to align community needs and aspirations with environmental sustainability and infrastructure practicalities.



4.2 PRIORITY ENABLERS

There are a variety of important strategic studies and policy work that are underway which will enable the future economic development of the Fraser Coast region. Many of these studies directly address current barriers or challenges and will enable a solution, unlocking future economic activity and investment.

The key priority enablers include:

- **Fraser Coast Industrial Land Study:** this study, being conducted by the Queensland Department of State Development, Infrastructure and Planning, will assess the availability, suitability and future demand for industrial land across the Fraser Coast region. By identifying key sites for industrial development and ensuring they are appropriately zoned and serviced, the study will enable new investment, expand existing businesses and create jobs. It will also provide strategic direction to prevent land shortages or conflicts between land uses, thereby supporting strategic economic growth in the region.
- **Residential Land Strategy:** in recognition of market dynamics, the Residential Land Strategy will evaluate current housing stock, forecast population growth and assess the need for new residential areas over the coming decades. This strategy, being developed by Fraser Coast Regional Council, will recommend where future housing developments should be located to meet demand while preserving lifestyle, amenity and environmental values. By ensuring a balanced and diverse supply of residential land, the Fraser Coast can accommodate new residents, attract talent and support a growing workforce essential to economic development.
- **Land Audit:** this audit, being undertaken by Council, will involve a comprehensive review of land owned or managed by Council. It will identify underutilised or surplus parcels that could be repurposed for economic, social or community uses. By maximising the efficient use of Council-held assets, the audit will unlock new opportunities for growth, investment and improved community infrastructure.
- **New Planning Scheme:** Fraser Coast Regional Council is currently undergoing the development of a new planning scheme that will set the framework for how land is used and developed throughout the Fraser Coast region. A modern, flexible planning scheme will streamline approval processes, encourage innovative developments and ensure alignment with the region's economic goals. It will support both residential and commercial growth, protect environmental assets and provide certainty for investors and developers considering the Fraser Coast for future projects.
- **Updated Regional Plan:** the Queensland Government has committed to conducting an update of the Wide Bay Regional Plan. An updated regional plan will provide a holistic, long-term vision for the region, setting out priorities for land use, infrastructure, environmental management and economic growth. This plan will coordinate efforts across government departments, align investments in transport, health and education. By establishing clear objectives and strategies, the updated regional plan will be vital in attracting investment and ensuring resilient, inclusive economic development for years to come.

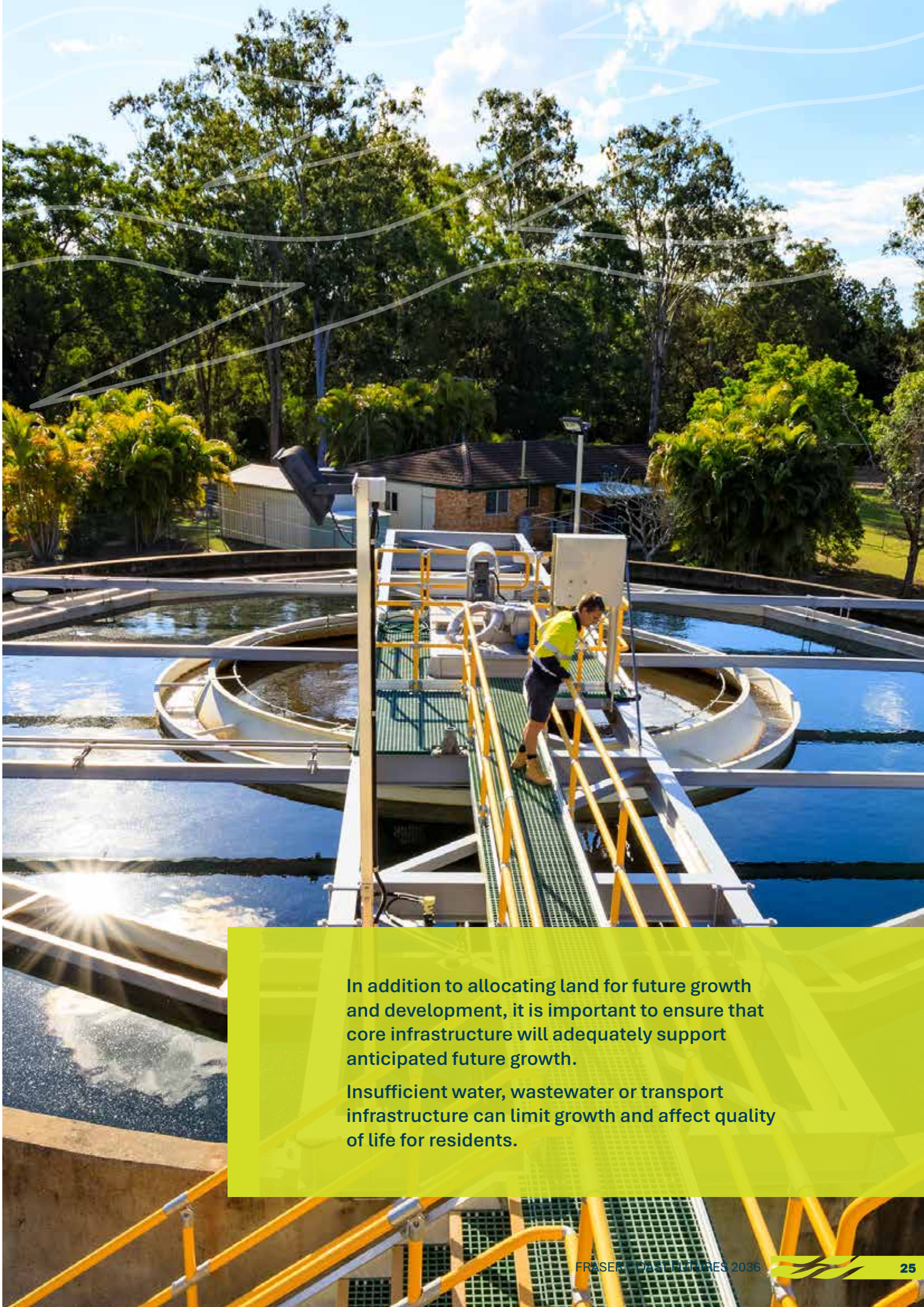
- **Nikenbah and Dundowran Growth Area Structure Plans:** structure planning is a foundational step in preparing land for development. The process provides a strategic framework for the orderly, coordinated and strategic growth of new communities. It ensures that land use, infrastructure, environmental values and community needs are considered holistically before development proceeds. Once the Structure Plans for Nikenbah and Dundowran are completed, preparations for a Planning Scheme Amendment can be made that will allow the land to be developed for urban growth.

4.3 ENABLING INFRASTRUCTURE

Like the priority enablers, there is a range of infrastructure projects that are required to support the continued growth of the region and identified challenges. Most of these projects require significant capital expenditure, which is likely well beyond the financial capability of Council, therefore advocacy efforts for the Queensland and Australian Governments to support these projects will be required.

The following infrastructure projects are required to support the future growth of the community on the Fraser Coast:

- **Fraser Coast Water Grid Stage 1:** this is a major infrastructure project aimed at securing the region's water future. Stage 1 involves linking the region's major dams, water treatment plants and drinking water network. This stage will improve water security to support the continued growth in population and make the region more responsive to climate change and disaster events. It will maximise existing water infrastructure and allocations.
- **Pialba-Burrum Heads Road Grade Separation:** this project involves upgrading the Pialba-Burrum Heads Road to accommodate the increasing traffic demands due to population growth. The upgrade will include widening the road to four lanes, improving intersections and enhancing safety and accessibility for residents and visitors.
- **Maryborough-Hervey Bay Transport Corridors:** the Maryborough-Hervey Bay Road is a critical transport link connecting two major cities in the Fraser Coast region. The project aims to upgrade the road to four lanes to reduce congestion, improve road safety and cater to increased heavy vehicle movements. This will provide a direct link to Hervey Bay from the Bruce Highway, enhancing regional connectivity and economic opportunities.
- **Bruce Highway Tiaro Bypass:** the Tiaro Bypass project is part of the Bruce Highway Upgrade Program, aimed at improving the efficiency, safety and flood resilience of the Bruce Highway. The project involves constructing a new nine-kilometre, four-lane section of the highway to the east of Tiaro. This bypass will enhance flood immunity, safety and network efficiency. The project will remove a significant number of heavy vehicles from the Tiaro Town Centre. The Tiaro Bypass is part of the larger Bruce Highway upgrade that will see four lanes from the northern end of the Gympie Bypass to Maryborough, making further safety improvements, provide better access to markets and reducing travel times.
- **Bruce Highway-Gympie Road Interchange:** this project provides for the grade separation of the current at-grade intersection to improve road safety. It is the main northern gateway to the coastal regions of Burrum Heads through to Hervey Bay and River Heads. The upgrade will support the new Queensland Train Manufacturing Facility and enhance the primary evacuation route out of Hervey Bay.
- **Pulgul Creek Sewerage Treatment Plant:** the upgrade is necessary to accommodate the significant population growth in Hervey Bay. The project will increase the plant's capacity to treat sewage and improve the recycled water system. The upgrade will ensure the plant can handle the increased demand and continue to perform efficiently.



In addition to allocating land for future growth and development, it is important to ensure that core infrastructure will adequately support anticipated future growth.

Insufficient water, wastewater or transport infrastructure can limit growth and affect quality of life for residents.

4.4 TRANSFORMATIONAL PROJECTS

The following transformational projects have been identified through research, analysis and consultation with key stakeholders. These infrastructure projects have the potential to significantly impact and enhance the local economy. Most of these projects would require significant capital expenditure and would often require some co-funding from either the Queensland Government or the Australian Government, or both.

The transformational projects for the region include:

URANGAN HARBOUR MASTER PLAN AND REDEVELOPMENT

The Master Plan aims to steer the long-term future development opportunities for the Urangan Harbour. The plan includes resolving constraints around land tenure, exploring the feasibility for relocation or colocation of government services within the marina precinct, facilitating expansion plans of existing tenants, identifying development and investment opportunities and investing significant funding for infrastructure upgrades and masterplan implementation. While the Master Plan is critically important and currently underway, the implementation of the Master Plan and the Harbour's redevelopment will be the significant catalytic project.

This project seeks to address many of the current challenges at the Great Sandy Straits Marina.

SLAUGHTERHOUSE ROAD AND MOONABOOLA INDUSTRIAL ESTATE EXTENSION

The project includes upgrading and extending Slaughterhouse Road to enable sufficient road access that will facilitate investment into the expansion of Moonaboola Industrial Estate. The road works will greatly improve access into the existing estate and will also immediately unlock surrounding land (much of it already zoned for industrial development). This project is required to address the shortage of industrial land in the short-term (while the Industrial Land Study plans for the long-term supply of industrial land).

This project would provide additional industrial land in the short-term, alleviating a current challenge.

HERVEY BAY ESPLANADE MASTERPLAN

The Hervey Bay Esplanade Masterplan guides the future development of significant upgrades to the Hervey Bay Esplanade. The implementation involves projects across various areas such as Point Vernon, Pialba, Scarness, Torquay and Urangan. The plan aims to improve active transport links, expand and improve parkland and public realm areas, create additional space for parkland and al fresco dining, enhance resiliency and coastal protection and upgrade pedestrian crossings. The project will ultimately provide active transport links to Mary to Bay Rail Trail (once completed), and to a range of recreational trails and shared pathways along the foreshore, of which most are flat, that you can walk or cycle along with ease. This contributes to improving the liveability in the region and attracting young families.



These revitalisation plans seek to increase the vibrancy of key places in the region to support increased entertainment, recreation and night-time economy. These projects are about making the region even more attractive for current and future residents.



HERVEY BAY CITY CENTRE MASTERPLAN

The project focuses on implementing the placemaking and public realm plan for the City Centre. The project includes building a new state-of-the-art library and administration centre, streetscape improvements in Main Street and raised pedestrian crossing facilities. The plan aims to enhance the city's infrastructure and provide a modern customer service experience. While the construction of the new Community Hub including library and administration centre is due for completion in 2026, the implementation of the remaining elements will improve the attractiveness of the city and support the attraction of young families and young professionals as well as drive demand and increased activity for many of businesses in the City Centre.

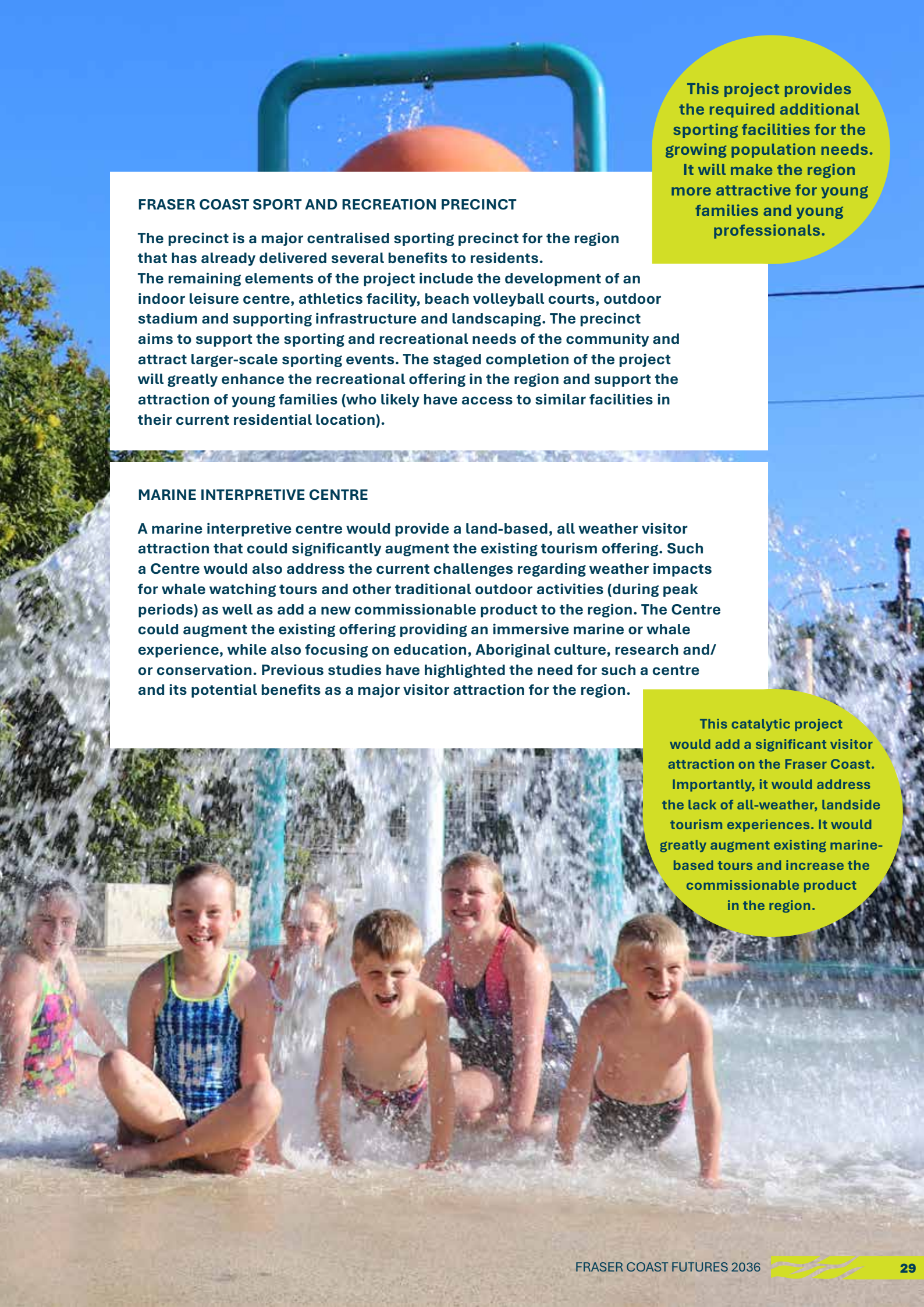
MARYBOROUGH REVITALISATION PLAN

This project seeks to revitalise the Maryborough CBD by developing an adaptable, sustainable and flexible library, improving community facilities and service delivery and providing a modern customer service experience. Additional projects include placemaking and public realm improvements, development of a new parkland, enhanced pedestrian facilities and activation of private commercial buildings. The project will improve the liveability and attractiveness of the Maryborough CBD to encourage the rejuvenation of many historical buildings and support the attraction of new residents.

ENABLING EDUCATION OUTCOMES IN THE FRASER COAST REGION

Fraser Coast Regional Council aims to improve education outcomes in the region by collaborating with educational institutions and stakeholders. The focus is on enhancing educational facilities, supporting innovative teaching methods and providing opportunities for skill development and lifelong learning. The project would directly support increased capability and educational offering locally, ensuring residents (particularly younger people) are not forced to leave the area to pursue their educational objectives. The desired outcome is a clear pathway and overall concept for future education expansion in the region, as well as utilising the existing Hervey Bay library building (once vacated) to unlock the region's potential and create a thriving education hub.

This project would expand and enhance education outcomes on the Fraser Coast, allowing more young people to stay and attracting a younger demographic



FRASER COAST SPORT AND RECREATION PRECINCT

The precinct is a major centralised sporting precinct for the region that has already delivered several benefits to residents.

The remaining elements of the project include the development of an indoor leisure centre, athletics facility, beach volleyball courts, outdoor stadium and supporting infrastructure and landscaping. The precinct aims to support the sporting and recreational needs of the community and attract larger-scale sporting events. The staged completion of the project will greatly enhance the recreational offering in the region and support the attraction of young families (who likely have access to similar facilities in their current residential location).

This project provides the required additional sporting facilities for the growing population needs. It will make the region more attractive for young families and young professionals.

MARINE INTERPRETIVE CENTRE

A marine interpretive centre would provide a land-based, all weather visitor attraction that could significantly augment the existing tourism offering. Such a Centre would also address the current challenges regarding weather impacts for whale watching tours and other traditional outdoor activities (during peak periods) as well as add a new commissionable product to the region. The Centre could augment the existing offering providing an immersive marine or whale experience, while also focusing on education, Aboriginal culture, research and/or conservation. Previous studies have highlighted the need for such a centre and its potential benefits as a major visitor attraction for the region.

This catalytic project would add a significant visitor attraction on the Fraser Coast. Importantly, it would address the lack of all-weather, landside tourism experiences. It would greatly augment existing marine-based tours and increase the commissionable product in the region.

Economic Development Strategy

5.1 WHAT DOES SUCCESS LOOK LIKE?

This strategy seeks to create a thriving, liveable and sustainable Fraser Coast region for generations to come. It seeks to build upon and leverage existing strengths of the region to enact change and growth into the future. It seeks to create a better tomorrow for all residents, by unlocking opportunities and removing barriers. Success will be more than just numbers, it will be reflected in vibrant places, innovative learning pathways, accessible recreation, protected natural assets as well as healthy and happy people.

While Fraser Coast Regional Council will play an important leadership role, the success of this strategy depends on a collaborative, region-wide effort. Partnership lies at the core of the strategy, a recognition that meaningful progress is only possible when everyone works together. A unified approach is required from government at every level, business and industry, non-profit organisations, industry associations, healthcare services and education providers. By embracing a unified 'Team Fraser Coast' approach, the region can harness its collective strengths, overcome shared challenges and deliver a better future for all residents.

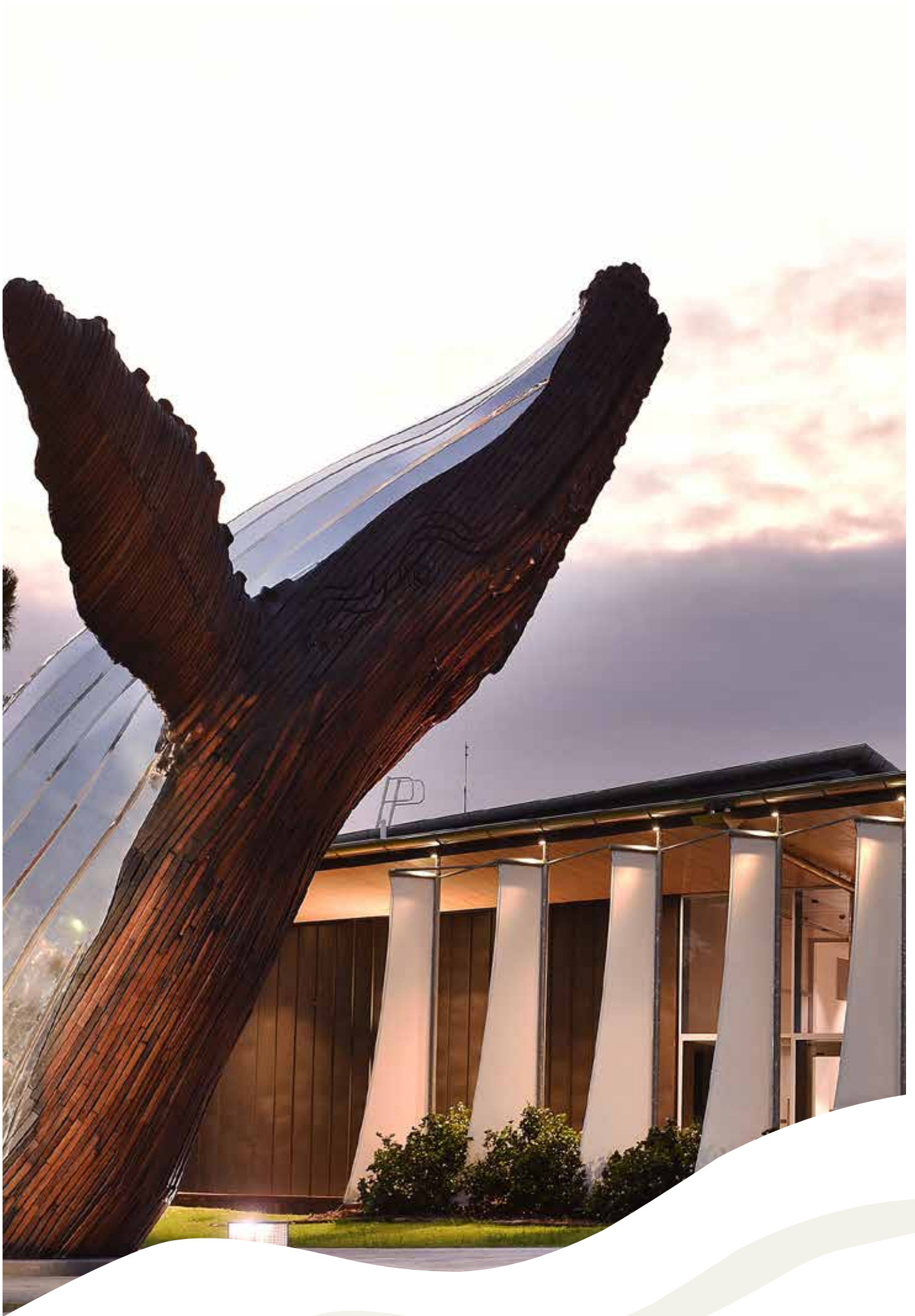
To further demonstrate the ambition of this strategy, two specific aspirational goals have been established:

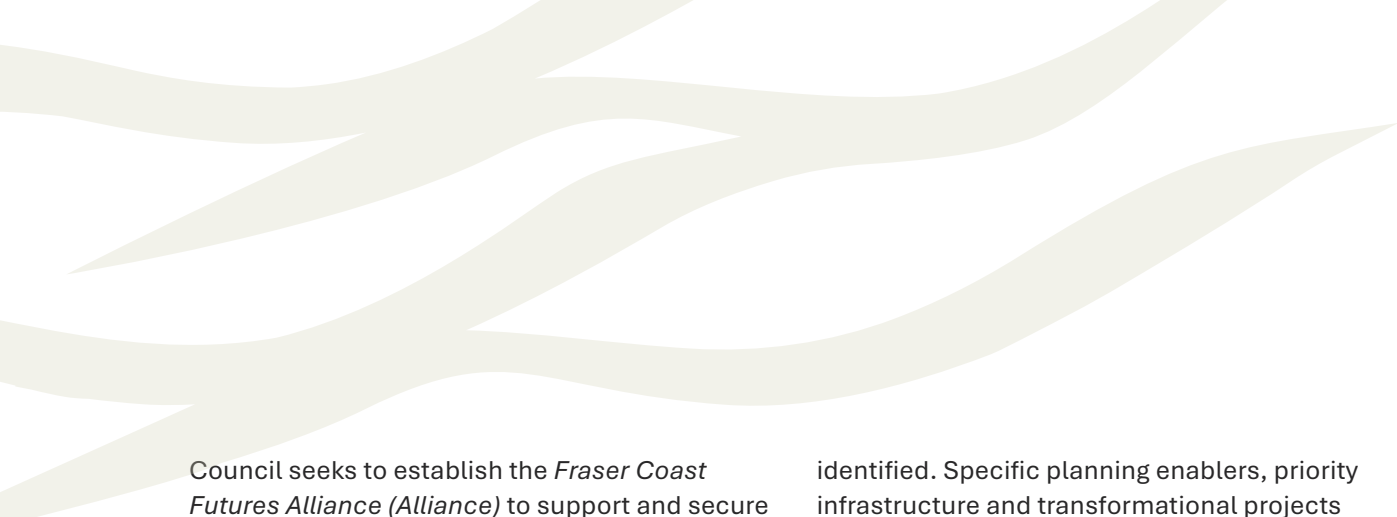
- To grow the local economy by an additional \$2 billion over the next ten years
- Diversify our local demographic base and lower the median age

Achieving such ambitious economic and demographic transformation does not happen quickly. Meaningful change requires time, commitment and dedicated efforts from all stakeholders. The process of addressing existing challenges and barriers is gradual, as is the work of fully leveraging the Fraser Coast's competitive advantages and emerging opportunities. Attracting more young families, young professionals, medical and healthcare professionals and skilled tradespeople to the region is a long-term endeavour, essential for balancing local demographics and fostering a vibrant community.

Recognising these realities, the strategy sets a horizon to 2036, providing the necessary time to embed change and monitor progress. To measure change, particularly any demographic shift, alignment to a Census year is necessary, as these points in time provide the most accurate measure of demographics, such as median age. This extended timeframe ensures that the region's efforts are both ambitious and realistically placed.

Council recognises the importance of good communication and collaboration between regional stakeholders to inform and raise awareness, build industry capacity and share a vision for a prosperous regional economy.





Council seeks to establish the *Fraser Coast Futures Alliance (Alliance)* to support and secure the opportunities the Fraser Coast region has to offer, in partnership with business and industry. Competitive strengths, combined with a range of market drivers, create a range of future growth opportunities that need to be embraced and managed effectively.

The purpose of the Alliance is to support and advocate for regional economic development, provide strategic advice and support the development of the region's economic development strategy to boost economic growth.

The Alliance are custodians of 'Team Fraser Coast' and demonstrate a unified body progressing with common purpose towards a shared goal.

5.2 STRATEGIC FRAMEWORK

The following strategic framework provides a practical roadmap to guide the Fraser Coast region towards its bold ambitions: to grow the local economy by an additional \$2 billion and to lower the median age by 2036. The framework identifies fundamental drivers of change required to achieve these goals, which includes strategic plans and policies, as well as core utility and transport infrastructure that are necessary to support future growth as well as overcome some of the development challenges

identified. Specific planning enablers, priority infrastructure and transformational projects have also been identified that possess the potential to deliver significant and lasting benefits for the region. Collectively, these drivers of change will enable future economic development and the achievement of the strategy's identified goals.

The framework also provides a range of strategies to direct and guide future activities that is organised into two distinct, yet interconnected, halves. Each designed to support a vital aspect of the region's future, strategic growth as well as lifestyle and livability. The first half focuses on enabling and sustaining economic growth, outlining strategies that foster business retention and expansion, attract new investment and strengthen the region's brand and advocacy efforts. The second half is dedicated to enhancing lifestyle and livability, encompassing strategies around livability, housing and the enrichment of arts, culture, entertainment and the environment.

Collectively, the drivers of change, strategies and initiatives provide a long-term road map to achieve the identified aspirational goals.



FRASER COAST FUTURES 2036: FOR A BETTER FUTURE, BUILT TOGETHER.

WHAT IT MEANS:
Creating a thriving, livable and sustainable Fraser Coast region for generations to come, curated by a unified Fraser Coast region (Team Fraser Coast)

WHAT WE WILL DO TO GET US THERE:



SUSTAINABLE GROWTH

- 1 Support our local businesses to grow and expand
- 2 Promote and market the region to attract businesses, a younger demographic and increased visitation
- 3 Attract new investment into the region to grow and sustain our economy and build up our night time economy
- 4 Advocate for Government funding into infrastructure, regulatory reform and more land for business



LIFESTYLE AND LIVEABILITY

- 1 Encourage and directly support more housing development and more diversity in housing options
- 2 Support and encourage entertainment, arts and culture to attract and retain a younger demographic
- 3 Enhance educational outcomes for our residents through partnerships and career pathways
- 4 Continue to practice environmental stewardship and increase our sustainability

LEVERS WE WILL USE TO GET US THERE

Priority Enablers:
Required planning works to support future land use, development and investment

Enabling Infrastructure:
Hard Infrastructure required to support growth and sustainability

Transformational Projects:
Specific projects that have the potential to significantly impact and enhance the local economy

CURRENT GROSS REGIONAL PRODUCT:

\$6.2 BILLION

MEDIAN AGE: 51

FUTURE 2036 GROSS REGIONAL PRODUCT:

\$8.1 BILLION

LOWER MEDIAN AGE

Figure 5.1. Fraser Coast Futures 2036 Strategic Framework
 Source: Lucid Economics

5.3 SUSTAINABLE GROWTH

This section of the economic development strategy supports the growth of the economy, focused on the key industry opportunities. This aspect of the economic development strategy seeks to deliver on the aspirational goal of adding \$2 billion of economic activity (in Gross Regional Product terms).

5.3.1 SUPPORT OUR LOCAL BUSINESSES TO GROW AND EXPAND

What is it?

While individual business owners will make decisions regarding any future growth, these decisions can be supported in several ways. As both the local regulator and changemaker, Council can facilitate business retention and expansion through its own regulatory frameworks as well as make introductions to other regulatory bodies. Council can further assist as a

changemaker through providing information and advocating for government grants and by making connections with other businesses in the local community that can provide support. To support business retention and expansion, it is necessary to engage and form strong relationships, with local businesses.

Why is it important?

In a local economy like the Fraser Coast region, 60%-80% of new investment and jobs will come from existing businesses, so supporting and encouraging local businesses to grow is critical to achieving the goals of the strategy. By focusing on local businesses, existing local supply chains can also expand, contributing to growing local wealth and further increasing local economic activity.

WHAT WE WILL DO:

- Engage proactively with local businesses to build strong relationships and support their growth (includes supporting Chambers of Commerce and Industry Associations.)
- Provide a concierge service to our local businesses, investors and developers to streamline any Council regulatory process and reduce red tape, by conducting concept meetings and providing a positive, client focused experience
- Facilitate access for local businesses to government and business grants
- Support local businesses to build greater capability through facilitating workshops, seminars and business training
- Champion local procurement through encouraging all businesses to understand how to do business with council, buy local and participate in the local gift card program
- Keep the business community up-to-date through regular communications, distribution of business and industry e-News, timely economic and socio-economic statistics and holding an annual state of the economy event to engage with businesses driving the conversation on how we can collectively advance the region's economy

5.3.2. PROMOTE AND MARKET THE REGION TO ATTRACT BUSINESSES, A YOUNGER DEMOGRAPHIC AND VISITORS

What is it?

Branding, marketing and promotion involve creating a strong and cohesive identity for the Fraser Coast and actively communicating the region's unique advantages to potential investors, visitors, businesses and new residents. These efforts encompass a strong narrative, coordinated campaigns and strategic outreach efforts across various platforms to ensure the Fraser Coast enjoys a high profile and level of awareness regarding its lifestyle, jobs and investment offering, as well as its appeal as a destination to live and work. This is distinctly different from the tourism destination branding, marketing and promotional tactics.

Why is it important?

A powerful regional brand and targeted promotion are essential in a competitive landscape, helping the Fraser Coast stand out to prospective investors, visitors, skilled workers and families. Effective branding and promotion not only attract external interest but also fosters local pride and confidence. By marketing and promoting the region's competitive advantages, investment opportunities and economic performance, the Fraser Coast region can drive investment, job growth and workforce attraction. In a crowded and competitive environment, it is important that the profile of the Fraser Coast and awareness of the region's opportunities are well known, understood, acknowledged and showcased.

WHAT WE WILL DO:

- Build and maintain a strong regional brand to enhance local pride and external recognition
- Develop, maintain and actively distribute a series of promotional materials, including an investment prospectus as well as various success stories about local businesses
- Promote the Fraser Coast's lifestyle and opportunities to attract residents and skilled workers
- Market and promote the Fraser Coast region to young families and young professionals as the ideal place to live, enjoy their lives, a successful career and have a prosperous future
- Market the region's unique advantages and investment potential to businesses in priority industries
- Proactively work with industry to develop new commissionable tourism product
- Support destination marketing campaigns to increase visitor numbers, length of stay and yield (e.g. expenditure per trip/per night)
- Support and promote a unified approach to economic development (Team Fraser Coast)

5.3.3. ATTRACT NEW INVESTMENT INTO THE REGION TO GROW AND SUSTAIN OUR ECONOMY AND BUILD UP OUR NIGHT-TIME ECONOMY

What is it?

Investment attraction refers to the proactive identification, engagement and support of new investors and enterprises seeking to establish or expand in the Fraser Coast region. While business retention and expansion focus on local businesses, investment attraction focuses on businesses outside the region. It involves building targeted relationships, offering clear and relevant information as well as creating a welcoming and seamless experience for potential investors to realise their project in the Fraser Coast region. Through a mix of direct outreach, dedicated services and strategic partnerships, the region positions itself as a contemporary and appealing powerhouse ripe for capital investment across key priority sectors.

Why is it important?

Attracting new investment is essential to diversify and strengthen the Fraser Coast's economic base, stimulate and support innovation and create new jobs. New investment injects fresh capital, introduces new technologies and skills and can spark growth in emerging industries. By actively facilitating and supporting investment, the region can accelerate the achievement of its economic goals, foster greater resilience and ensure sustained prosperity. In a very competitive environment, successful investment attraction requires a coordinated approach, a compelling value proposition and a commitment to removing barriers and streamlining processes for investors and new businesses.

WHAT WE WILL DO:

- Aggressively market the Fraser Coast as an ideal investment destination in targeted areas
- Conduct a range of business development initiatives to promote opportunities and engage with potential investors
- Meet and network with various Queensland and Australian Government departments, industry associations and other contacts to identify potential investors for the region
- Generate investment interest from investors and businesses outside of the Fraser Coast
- Facilitate investment into the region through clear information provision, a customer focused approach and a dedicated concierge service to make investing into the region as efficient as possible
- Attract targeted operators, including those in the retail and night-time economy, to enhance vibrancy and job growth
- Maximise the legacy from the Brisbane 2032 Olympic and Paralympic Games to attract investment into the region
- Proactively identify and engage with accommodation investors and other tourism operators to attract tourism investment into the region





5.3.4. ADVOCATE FOR GOVERNMENT FUNDING INTO INFRASTRUCTURE, REGULATORY REFORM AND MORE LAND FOR BUSINESSES

What is it?

Advocacy in economic development refers to the deliberate efforts to represent and advance the interests of the Fraser Coast region by engaging with Queensland and Australian Governments at the elected, executive and bureaucratic level. These activities involve identifying key issues, articulating appropriate solutions and securing funding for the identified solution. They can also influence policy and regulatory environments to become more supportive of sustainable economic growth. Through strategic advocacy, the region ensures that its priorities are recognised and addressed by the Queensland and Australian Governments.

Why it is important?

Most of the identified infrastructure required is beyond the means of Council to fund and must have either Queensland Government and/or Australian Government funding support. For this reason, effective advocacy is essential for unlocking external resources and the support necessary for the realisation of major projects and initiatives. By championing the region's needs, advocacy helps to raise awareness of current issues and infrastructure constraints as well as secure the funding to address these issues and contribute to the future strategic growth of the region. In a competitive investment environment, proactive advocacy ensures that the Fraser Coast remains at the forefront of policy decisions, receives appropriate attention from decision-makers and reduces barriers for local industry and new investors.

WHAT WE WILL DO:

- Develop and maintain a priority projects advocacy plan, highlighting and promoting key enabling projects, including infrastructure, master plans and other important initiatives
- Advocate for funding for enabling infrastructure and key transformational projects and initiatives that will drive regional growth and improve liveability
- Advocate for the release of additional industrial land to support industry expansion and attract new investment
- Support local industries by advocating for a streamlined regulatory environment and the reduction of unnecessary red tape, particularly for businesses operating in the marine environment or on K'gari
- Conduct regular meetings with local Queensland and Australian government political representatives to keep them informed and aware of business requirements and support from Government

5.4 LIFESTYLE AND LIVABILITY

This section of the economic development strategy focuses on enhancing the region's lifestyle and livability to attract young families, young professionals and skilled tradespeople to the Fraser Coast region. By supporting these strategies and initiatives, the region will become more attractive for strategic economic growth and attract a younger demographic, rebalancing the population profile.

5.4.1. ENCOURAGE AND DIRECTLY SUPPORT MORE HOUSING DEVELOPMENT AND MORE DIVERSITY IN HOUSING OPTIONS

What is it?

Boosting housing supply is crucial for the region's economic future. A holistic approach is needed to ensure a sufficient, diverse and affordable housing supply for the Fraser Coast's growing (and changing) population. These activities involve planning new developments, promoting various housing types and supporting homeownership and rental opportunities for all age groups and incomes. A strong partnership between government, industry and landowners is essential to address this issue.

Why is it important?

Without available and affordable housing, the Fraser Coast cannot attract new residents or workers, hindering economic growth. The region needs a diverse housing supply to appeal to young families, professionals and tradespeople, including housing targeting key service workers (often on lower wages). Population growth has driven economic expansion over the past four years, but without more residential land and housing, the economy will struggle to thrive.

WHAT WE WILL DO:

- Promote and support a variety of housing development opportunities that match the region's growth ambitions and demographic needs
- Develop an incentive strategy that will encourage developers to build more diverse housing options, including apartments, townhouses, detached homes, higher density, and affordable and social housing options
- Update the Investment Attraction Incentive Policy to ensure it is relevant, current and supports an environment that is conducive to investment in the sectors and areas needed for strategic growth
- Proactively target and approach developers to encourage investment into more housing/options in the region
- Support the development of key worker housing to ensure that essential service providers, such as teachers, healthcare workers, emergency responders and hospitality workers, can live and work locally
- Develop structure plans for the Nikenbah and Dundowran Urban Growth Investigation Areas to increase residential land supply and support the future development of more housing
- Keep abreast of urban housing trends and engage with major urban planners to provide guidance on strategic growth strategies for regional areas



5.4.2. SUPPORT AND ENCOURAGE ENTERTAINMENT, ARTS AND CULTURE TO ATTRACT AND RETAIN A YOUNGER DEMOGRAPHIC

What is it?

Fostering a vibrant local arts scene, enhancing cultural facilities and activities and expanding entertainment options will enrich community life, support vibrancy and attract visitors and new residents. It involves supporting both grassroots creativity and major events, preserving heritage and providing diverse opportunities for participation and expression. It's about enhancing the region's existing offerings by increasing the range and diversity of cultural and recreational activities.

Why is it important?

Enhancing the local arts, culture and entertainment offerings will increase the attractiveness and appeal of the region for new families, young professionals and tradespeople. It will contribute to community identity, social cohesion and economic vitality. Increasing the arts, culture and entertainment will position the Fraser Coast as a dynamic and attractive destination for new residents and visitors.

WHAT WE WILL DO:

- **Support arts and culture development across the region through grants, partnerships and capacity-building for local creatives**
- **Sponsor public art and work with landlords of vacant retail properties to stimulate temporary art, culture and music uses**
- **Develop an annual calendar of placemaking and place activation initiatives for the Hervey Bay Foreshore and Maryborough CBD**
- **Continue to invest in, and expand, the Fraser Coast Sports and Recreation Precinct**
- **Encourage greater utilisation and activation of public open spaces, such as the Seafront Oval, parks along the Hervey Bay Foreshore, Hervey Bay Botanic Gardens, Queens Park and the Maryborough Showgrounds and Equestrian Park**
- **Support pop-up venues and regular, seasonal live music performances along the Foreshore, in Maryborough and the smaller townships to create new entertainment experiences**
- **Target specific initiatives to encourage and support the night-time economy**
- **Support and ensure a full calendar of**

5.4.3. ENHANCE EDUCATIONAL OUTCOMES FOR OUR RESIDENTS AND CONTRIBUTE TO SKILLS DEVELOPMENT AND TALENT ATTRACTION

What is it?

Education initiatives focus on creating robust learning pathways from school through to vocational training and higher education. Strong education and training foundations ensure that residents have access to quality education and skills development opportunities that align with the region's economic needs. These initiatives will ensure that the region has sufficient infrastructure and resources to support its residential population on their individual learning journey.

Why is it important?

A strong educational offering attracts and retains families, prepares young people for local careers and can address local skills shortages (if pathways are aligned to local workforce needs). Expanding local tertiary and vocational offerings can stimulate innovation, support business growth and reduce the need for young people to leave the region to pursue further study, thereby contributing to demographic renewal. Securing an education pathway that leads to local employment is the greatest opportunity a young person has, to start their adult journey and become a productive citizen of the community.

WHAT WE WILL DO:

- Continue to seek funding to deliver the Jobs Ready Program: supporting residents to upskill and be ready for new employment opportunities; and assisting business owners to recruit and retain staff
- Work with schools, TAFE, universities and other institutions to develop meaningful education pathways linked to local industry and training needs
- Encourage the expansion of tertiary and vocational programs offered locally, with a focus on health, education, trades, technology and tourism
- Coordinate a Principals Roundtable to better connect local school principals, student bodies and ensure educational needs of young people are being met
- Leverage the existing Hervey Bay Library building (once vacated) to enhance educational outcomes of residents
- Analyse workforce skills deficits, together with industry, and make the results available to education and training partners (to fill identified gaps)
- Develop a relocation guide to support targeted talent attraction in key areas of skills shortages



5.4.4. CONTINUE TO PRACTICE ENVIRONMENTAL STEWARDSHIP AND INCREASE OUR SUSTAINABILITY

What is it?

While this strategy pursues economic growth, it also acknowledges the significant environmental values of the region. This strategy underscores the importance of balancing economic development with environmental sustainability and community values. This approach seeks not merely to accommodate growth but to integrate prosperity with respect for the region's natural assets and collective wellbeing. By positioning the environment as a central component of the region, the strategic intent is that progress benefits both people and place, now and for future generations.

Why is it important?

The Fraser Coast's natural environment is one of its greatest ecological assets, underpinning tourism, lifestyle and community health. Protecting these natural assets supports sustainable economic activity, ensures long-term resilience and maintains the area's attractiveness for current and future generations.

Protecting World Heritage Listed K'gari (formerly Fraser Island) and the UNESCO-recognised Great Sandy Biosphere are important priorities for the local community and Queensland.

Situated where the Southern Ocean meets the Coral Sea, the biodiversity of this region is profound. The region is abundant with both freshwater and marine fish species and currently boasts over 316 species, and there may be many more waiting to be discovered. This region is a marine mecca, and some say it boasts more species of marine life off K'gari than the Great Barrier Reef.

The Mary River is one of the few free-flowing rivers in eastern Australia without a big dam, rising in the Sunshine Coast hinterland and emptying into the Great Sandy Strait at River Heads, south of Hervey Bay. The Mary River is home to the prehistoric Australian lungfish, the critically endangered Mary River cod and the unique and endangered Mary River Turtle (Tortoise) - *Elusor macrurus*, famous for being able to stay underwater for up to three days by breathing through special glands inside their cloaca – their rear end.

WHAT WE WILL DO:

- **Support the Fraser Coast's exceptional natural environment through partnerships, policies and initiatives that encourages sustainable regional growth**
- **Leverage World Heritage Listed K'gari and the UNESCO-recognised Great Sandy Biosphere by supporting low-impact, high-quality nature experiences**
- **Provide better marine management arrangements to maximise environmental outcomes, reduce red tape and streamline regulatory processes**

MONITORING AND TRACKING PROGRESS

A robust monitoring framework is essential to evaluate the effectiveness of this strategy and ensure it remains responsive to the regional economy's needs. Progress will be measured and tracked through two distinct, yet interconnected, approaches:

- Tracking the actions and Key Performance Indicators (KPIs) for each strategy
- Tracking broader economic and demographic indicators

Both methods of assessment are critical, as the aspirational goals of the strategy (e.g. size of the economy and median age) are outside the control of the Fraser Coast Regional Council, Queensland Government or any other individual public or private sector stakeholder. However, the activities and tasks identified in the strategies are within the control of stakeholders and the identified KPIs can be tracked.

Tracking progress against the individual strategies ensures we remain steadfast in our commitments and transparent in our operations, while monitoring economic and demographic data keeps us focused on the bigger picture. These two approaches, when used together, will guide the ongoing refinement of the strategy, ensuring that it not only delivers on its promises but also adapts to changing circumstances and evolving community aspirations.

The results will be reported in an annual Fraser Coast Futures 2036 Report Card. There is a variety of economic information that is published on a quarterly basis that could inform how the economy is progressing, including:

- Unemployment, labour force and employment
- Building approvals (investment)
- Housing prices

There are other statistics that are available on an annual basis that can provide further insights into how the economy is progressing, including:

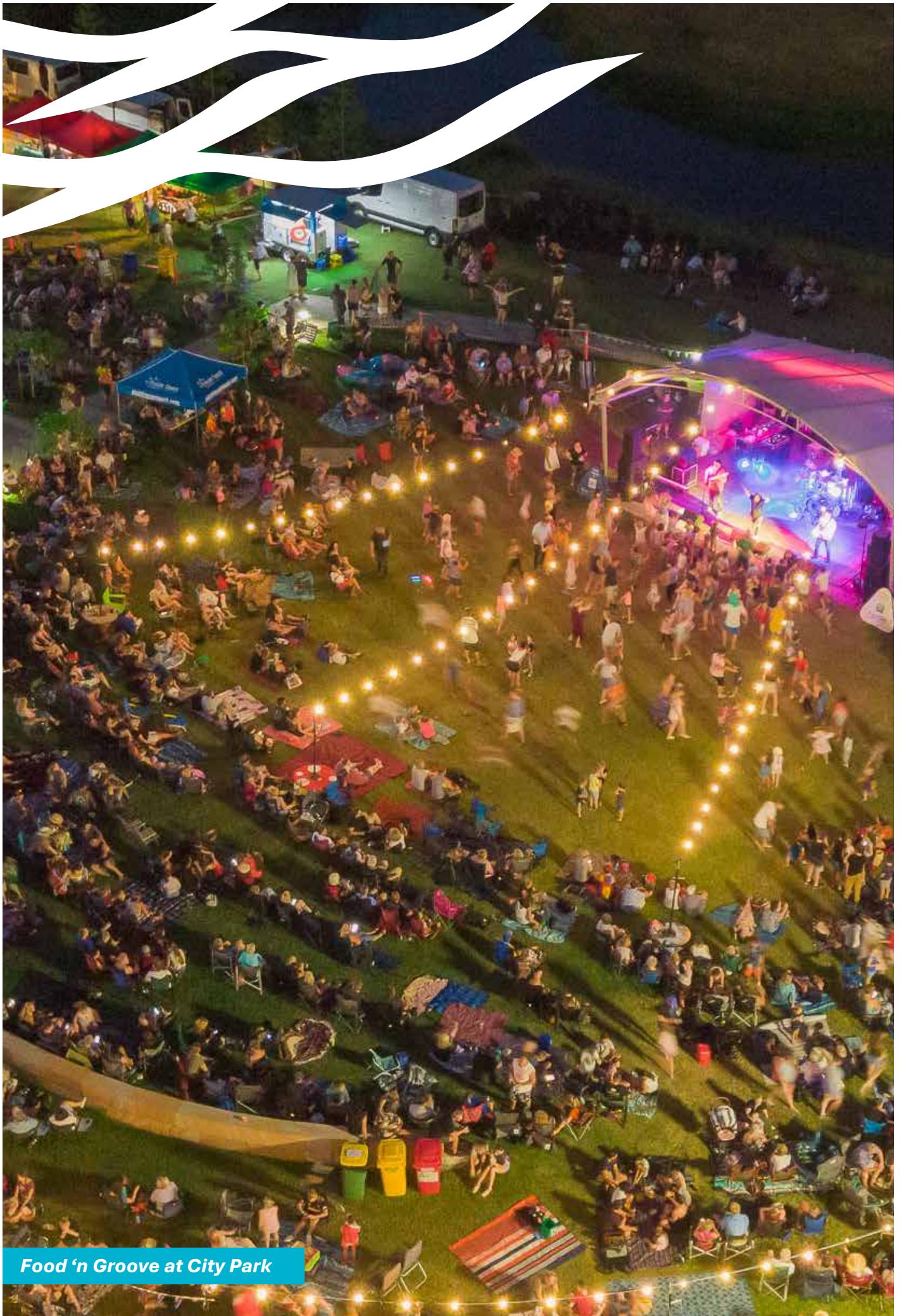
- Gross Regional Product (total and by industry)
- Employment (total and by industry)

Census data (and other modelled data from the Queensland Government) will allow for the monitoring of median age over time.

It is important to note that the Council does not control any of the economic statistics, however, through this strategy, the Council seeks to influence the economy.

As such, both sets of data (i.e. tracking progress against the strategies and tracking the economy) become important to monitor. Care should be taken to identify where Council has had a direct impact on job creation, and this data should be captured on an annual basis. All these metrics should be considered in the review and development of the Economic Development team's annual work program.





Food 'n Groove at City Park



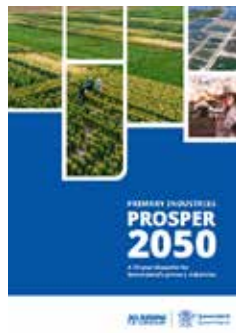
Maryborough Markets



Mary Poppins Festival

STRATEGIC ALIGNMENT

The Fraser Coast Futures 2036 has been informed by, and aligns with, numerous strategies and plans at the regional, state and federal level.



**Department of Trade,
Employment and Training**



**Department of Natural Resources
and Mines, Manufacturing and
Regional and Rural Development**



**Department of Customer
Service, Open Data and Small
and Family Business**

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Fraser Coast Regional Council acknowledges Lucid Economics and Know Howe Consulting for the care, guidance and expertise in developing this strategy.

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