Rio Tinto Alcan Community Fund
Gladstone Regional Vision 2028 Final Project Report

Final Report, Version 2.0
20 August 2008

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Futureye Pty Ltd works to develop proactive organisations that will succeed in the new stakeholder era. Through understanding changing expectations at an international policy, government and community-level, we help organisations assess their behaviour and risks to facilitate an organisational response that will enhance its reputation and secure its social license to grow.

Our aspiration is to enable sustainable development in governments, companies and communities through developing concepts, policy, communication, cultural change and structures to deliver net human and natural capital.

Information on Futureye, recent projects and experience and capabilities can be found on the web at http://www.futureye.com or by directly contacting the office listed above.
1.0 Introduction

This report details the outcomes of the Gladstone Region 2028 Vision Project. It brings together the Gladstone Region 2028 Vision and the associated Community Action Plan developed to enable the Vision’s implementation. It also includes, as Appendices, key project outputs (e.g. Taskforce briefings).

This project has enabled community members to express their view on how the Gladstone region could and should develop over the next 20 years, and was conducted to achieve the following strategic goals:

- Help regional leaders (together with RTA) to gain a richer understanding of the community’s needs;
- Facilitate the creation of an inspiring Vision and associated Community Action Plan for “Gladstone Region 2028”;
- Provide a solid foundation for ensuring long-term alignment and partnerships between industry, community and government; and
- Create an ongoing platform for community input into industrial and local government planning.

A steering group of community leaders (the “Visioning Committee”) was assembled, drawing upon people in community, education, industry and media sectors, and this Committee has been responsible for ensuring Gladstone’s community members provide input.

**Visioning Committee members (as at 15th August, 2008)**

| Maxine Brushe – Chair of Visioning Committee | Chairperson, Gladstone Area Promotion and Development Ltd (GAPDL) and current Councilor |
| Jan Arens | Coastcare |
| Matt Cooke | Chief Executive Officer, Nhulundu Wooribah Indigenous Health and Aged Care |
| Ron Heymer | President, Heymer Metal Industries; Immediate Past President, Gladstone Engineering Alliance |
| Mandy Jones | Regional Manager, Anglicare Central Queensland |
| Graeme Kanofski, | CEO, Gladstone Regional Council |
| Pierre Viljoen | Head of Campus, CQUUniversity |

Futureye was retained to facilitate and support the work of the Visioning Committee by undertaking survey research, preparing a community profile, facilitating scenario development, visioning and community action planning processes and providing analytical services.
The project has produced a vision and action plan that has been validated by community members, and has helped to build capacity and enthusiasm within the community for collaborative approaches to planning the region’s industrial, commercial, social and environmental future.

This final project report addresses how it delivered on the project goals. In addition, the resulting information should help to:

- Provide direction to RTA’s Community Fund program, by aligning it with the clearly articulated community desires;
- Address the community desire for fuller engagement in planning that affects its future; and
- Enable community and industry leaders to take a higher-profile leadership role in the Gladstone region by more targeted initiatives and partnerships including with the new Gladstone Regional Council.

2. Project process in brief

The Gladstone Region 2028 Vision Project utilised a six phase process to develop a shared long-term Vision and a Community Action Plan. This process was designed to identify community leaders who could manage and champion the project locally, marshal knowledgeable local networks, and to encourage the kind of open community dialogue required to usefully explore regional challenges and aspirations. It drew on similar Community Visioning processes conducted overseas, as pioneered by leading practitioner Stephen Ames.

In brief, the project process was structured as follows: first it assessed the region of today, to answer the question ‘where are we now?’; second, it sought to identify key trends and emerging challenges by asking the question ‘where are we going?’; and finally, the project whilst reviewing the answers to these questions then asked ‘where do we want to be in the future?’ and ‘how can we get there?’.

3. Project findings and outcomes

3.1 Capturing community perspectives about the region’s future: present reality and outlook, specific views and concerns, and aspirations

3.1.1 Present reality and outlook

Futureye prepared a Community Profile (see Appendix 1), in consultation with the Visioning Committee members (and their networks), based on a survey conducted Market Facts in November/December 2007 (n = 700) and other available literature reviewed (including ABS statistics and State and Regional Government documents). This study revealed the following key findings on the region’s reality and outlook:
Although the Gladstone region is going through dramatic changes the vast majority (80%) of residents are currently optimistic about its prospects;
The region’s economic prospects are complex: industry is expanding, agriculture in Miriam Vale is declining, and new industries are emerging (e.g. tourism, retirement services).
There has been rapid population growth and the current population is expected to double by 2026;
Historically, the Gladstone region has been characterised by periods of high growth and state average growth. There are cycles of growth which are producing an overall pattern of steady but varied expansion (see report by SGS Economics & Planning);
There are changing attitudes to growth. It is generally considered “good” (because it stimulates development of infrastructure, services, employment). However, some people think there has been too much growth, and are concerned about social and environmental impacts (e.g. pressure on local/regional infrastructure, lack of support for newly arrived people without strong family roots in the region, and concerns about pollution from industry). Nonetheless, most (71%) felt that the pace of industrial growth was about right; and
People most value the sense of community and friendliness; and the lifestyle associated with the region’s natural environment, harbour, beaches, marina, and gardens.

Visioning Committee members provided information on what they see as the key challenges and issues for the region (See Appendix 1 pp. 27-36), reviewed the profile, and identified key challenges that needed to be explored by “Taskforces” led and coordinated by Committee members:

<table>
<thead>
<tr>
<th>Taskforce theme:</th>
<th>Leader/facilitator</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Securing and creating positive futures for children and young people</td>
<td>Pierre Viljoen</td>
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<td></td>
<td>See Appendix 2a for the Taskforce Report</td>
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<td>2. Proactive planning and management of Gladstone Regional infrastructure</td>
<td>Ron Heymer</td>
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<td></td>
<td>See Appendix 2b for the Taskforce Report</td>
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<td>3. Building, strengthening and celebrating partnerships across the Gladstone Region.</td>
<td>Maxine Brushe</td>
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<td>See Appendix 2c for the Taskforce Report</td>
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<td>4. Creating and securing sustainable equity - i.e., a fair go for all</td>
<td>Mandy Jones</td>
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<td></td>
<td>See Appendix 2d for the Taskforce Report</td>
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<tr>
<td>5. Sustainable management of the Gladstone Region’s environment - natural, social, economic and political</td>
<td>Jan Arens</td>
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<td></td>
<td>See Appendix 2e for the Taskforce Report</td>
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<tr>
<td>6. Capitalising on a flourishing cultural diversity in the Gladstone Region</td>
<td>Matt Cooke</td>
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<td></td>
<td>Initial input came from this group through their participation in the public workshops. However the Committee acknowledges that more substantive work needs to be done in this area.</td>
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</table>
3.1.2 Specific views and concerns about the region’s outlook

In addition to the above findings, the project’s community engagement processes highlighted the following views and concerns about the region’s future.

A crucial new period in the region’s history has begun
- Strong views were expressed regarding the importance of how the current period is managed. There is a clear sense that the outcomes could be dramatically different, depending on how the region and government respond to community concerns whilst accommodating rapid growth;
- Ripple effects are being felt now because of past developments and events (e.g. changed practices regarding industry contributions to local infrastructure, efforts by State government to facilitate/ensure investment in the region, lack of forethought and planning on social infrastructure/services needs, etc) have led to new attitudes and views; and
- There is a clearly perceived sense that a positive outlook depends on the region coming together, through the new Gladstone Regional Council and other mechanisms, so it can begin to “punch above its weight”.

Community involvement in decision-making
- There is a widely shared concern that the community is not given sufficient opportunities to contribute to decision-making and regional planning matters. A common, related view, was that the Visioning 2028 process needs to be seen as the starting point to realise a positive future, although there is very low confidence that the community will be given a genuine say and be listened to; and
- Issues associated with declining trust and a growing desire for involvement and consultation began with the oil shale controversy and recent State Development Area (SDA) issues appear to have worsened it. Related to this, is a concern that economic objectives and drivers will be prioritised over ensuring community wellbeing and responsibly managing the environment.

Prosperity is unevenly shared
- There is a rapidly emerging ‘working poor’ in Gladstone and a divide between industry wage earners and other people – see: the Social Equity Taskforce briefing, and related Community Action Plan theme; and
- Concerns were expressed about declining affordability and liveability due to the negative societal consequences of rapid growth. Regarding the region’s future, there is, thus, a concern about the possible negative future impacts from the current high industrial growth period. This is especially true if proactive consideration is not given to them.
Community division over environmental management/issues

- There appears to be a growing divide in the community on environmental issues. While one view is “this is an industrial region, and was flagged as such for some time, most people come here to work in industry and if you don’t like such an environment get out of the region”, others are now saying “yes, this is an industrial region and has been recognised and promoted as such, however, we came here because it has a great environment and lifestyle and we want to maintain that so we today and future residents can continue to work in industry and have the ability to live healthily and relax in that environment”; and
- There is a concern about environmental management and consultation processes. Due largely to recent events, people have less faith in Environmental Impact Study (EIS) processes, and are generally more distrustful.

Contribution of industry and all governments to the region

- There is a strong view and feeling that major industry and all governments need to be contributing more to the community (e.g. investing in essential infrastructure to support growing population) and helping to ensure that what attracts people to region – such as the lifestyle (e.g. “good fishin’ and crabbin’”) – remains in the region;

Declining trust in State government

- Associated with the declining opportunities for community input into decision-making, some community members who engaged in the project expressed little trust in the processes being used by the state government in the establishment of industry.

3.1.2 Aspirations

General aspirations

- That growth will be managed in a different way (i.e. “smart growth”, as it was termed in the public workshops), so as to maintain the very relaxed, sporty, out-doors, lifestyle that is currently enjoyed and minimise/avoid the negative social and environmental consequences of rapid growth. The associated challenge – noted in the community visioning process – is to effectively combine growth and these aspirations;
- Shift from being a good place to work, and generally also to live, to ‘a good place to work, live, and raise a family’ (note: there are associated issues here regarding skills shortages and being an attractive region for industry workers’ partners/families to move to and/or work in);
- To become more inclusive and a multicultural region;
- More local empowerment, so the region’s residents and government have greater opportunity to be the “masters of
their own destiny" rather than recipients of others’ agendas; and

- To evolve and extend the role of CQUniversity in the Gladstone regional community as provider of quality research and learning opportunities through creative partnerships.

Aspirations expressed by Taskforces

- To build opportunities and structures that support children and young people in the region and allow them to have access to a variety of quality education opportunities, have a say in the region’s development, as well create support for families and community-friendly spaces (see Appendix 2a);
- To see more proactive planning of “soft” and “hard” infrastructure, which keeps pace with population and industrial growth and brings the region into the 21st century to offer a modern lifestyle (see Appendix 2b);
- To develop greater recognition of the power of partnerships and move further along the “partnerships continuum” so that government, industry and community organisations jointly address regional problems (see Appendix 2c);
- To see more effective industry and community collaboration and the Gladstone Area Industry Network (GAIN) take on a strong leadership role in partnering with the community to bring about real change around issues affecting their employees and the community more generally (see Appendix 2c);
- To see the region working for everybody and all generations, and not just those with “high paying industry jobs” by ensuring future growth is guided by careful planning that anticipates the likely social consequences (see Appendix 2d);
- To ensure that a more integrated, “joined-up” approach, is taken to planning so that complex social problems can be better addressed in the region (see Appendix 2d);
- Environmentally-responsible industrial growth: that is, the growth which involves commensurate investments in social support services and environmental health (see Appendix 2e); and
- To become environmentally sustainable by fostering new on-the-ground actions and behaviour (by all sections of the community) and incorporating environmental issues, such as biodiversity, in planning (see Appendix 2e).

Note: a lot of what was encountered in the visioning process is likely to be the result of major shifts over the past decade. Before this, Gladstone was a “pro-industry town” (get as much in as we can!), however, in recent times you could put a cross against many of the past perceptions and contributions (e.g. that industry meets best-practice environmental standards, invests in local community needs/services, is good for local commerce, and so forth). The region’s future is now being debated more openly and intensely.
3.2 Gladstone Region 2028 – Vision and Action Plan

The views and aspirations of Taskforce leaders were used to frame and inform the Community Visioning workshop which Futureye convened and facilitated at the CQUniversity campus in Gladstone on Thursday 29th May, 2008.

At this workshop, participants deliberated on community issues, following presentations by Taskforce leaders and guest speakers as well as the sharing of thought-provoking alternative scenarios of the region’s future (see Appendix 3 for a brief report on the scenarios developed in an earlier half-day workshop attended by the Committee). An example of the sort of creative thinking that was produced in discussion groups is provided below:

![Image of workshop discussions output]

**Figure 1 – example output from workshop discussions**

A draft 2028 Gladstone Region Vision Statement was subsequently drafted and validated with participants of the community workshops that were open to the public. In addition public comment was sought on the draft vision through local newspapers. The final Vision Statement (including an aspirational statement looking ahead to the year 2028, ten supporting strategic community goals, and underlying values) is as follows:
2028 Gladstone Region Vision Statement

The Gladstone region will be recognised, nationally and internationally, as a sustainable ‘region of choice’ for achieving the best integration of large industry and commerce, environmental protection and community wellbeing. We will be renowned for balance: a friendly, clean and vibrant place in which to work, live and raise a family.

We will achieve this vision by:
- Providing the opportunity for everyone in our urban and rural communities to participate fully in the life of the region;
- Acknowledging the Indigenous caretakers of our region and their continued custodianship and spiritual connection to our land;
- Valuing our diversity: celebrating our cultural and natural diversity, and protecting them so they can be enjoyed by residents and tourists; and
- Aspiring to be a region that retains, develops and provides safe environments for its people across all generations (young and old), creates and manages a sustainable economy, and maintains its unique lifestyle (such as good fishing and crabbing) by ensuring we grow in a smart way.

We recognise this will involve:
- Maintaining our natural assets, “small town” feel, green belts, employment opportunities, “can do” attitude, university and wide range of recreational options; and
- Planning, managing and reducing the environmental impact of our industries while building a community where everyone takes responsibility for, and is helped in, living sustainably.

We want our new regional council and other levels of Government to work in partnership, with each other, and with us, so we can have the predominant say over how and where Government resources are allocated within the wider region to meet local and regional needs. Our regional voice will be prominently established.

The following 10 long-term goals are central to realising this vision

1. To be responsive to emerging climate change and sustainability requirements. Doing this will equally require action from industry and government as well as households, and may potentially include the following sub-goals:
   - To develop, embrace and implement carbon emission reduction policies for our regional community and industry in line with state and federal policies;
   - Cleaner production in our existing heavy industry;
• To be a world leader in clean coal technology;
• To encourage and develop new environmental/carbon neutral industries (e.g. in energy production – solar, wind, biomass, geothermal – and ecotourism);
• To ensure the region embraces best-practice sustainable urban development;
• To ensure environmental health and human wellbeing are considered by industry and government (including resolving air quality issues) as much as economic development and social issues; and
• Ensuring, through conducting detailed “sustainability checks”, that world’s best-practice is proven before new industries and companies come to the region.

2. To grow smartly; in a controlled, measured way. Doing this may potentially include the following sub-goals:

• Having facilities for all people and generations, and proactively planning the infrastructure that growth will require (social support and human services as well as roads, rail, ports and other physical infrastructure – i.e. “soft” and “hard” infrastructure). Proactive planning should address growing issues of social disadvantage and inequality;
• Developing a diversity of industries – including creating options and attractions for tourists, and establishing value-adding businesses;
• Developing our skilled workforce across all areas, especially in the arts and through personal development (including through local research and training pathways); and
• Maintaining and growing smaller communities around the greater Gladstone city area such as Miriam Vale, Agnes Water and Mount Larcom.

3. To promote ‘work/life balance’ and social inclusiveness so the region is a great place to raise a family;

4. To ensure all key local icons are protected – including our region’s natural and built environment heritage;

5. To have a clean, green environment and a healthy community. This includes the following key sub-goals:

• Encouraging sustainable behaviours and lifestyles (e.g. recycling, reusing, etc);
• Protecting and developing the ‘green spaces’ in our region; and
• To become smarter about how we manage, use and recycle water.

6. To increase “corporate citizenship” – including involvement in partnerships, contributing to infrastructure (“soft” and “hard”), and greater reporting and monitoring through the use of environmental and social scorecards. This will include the following sub-goals:
Ensuring that business contributions and corporate citizenship activities are targeted at promoting community wellbeing;
- Having independent best practice emissions monitoring and reporting systems in place throughout the region; and
- Making monitoring information on all kinds of emissions (air, land, water) readily available to the public and in an easily understandable format.

7. To ensure that there is affordable housing and appropriate facilities and services for all people who want to live or retire in the Gladstone region;

8. To become more resilient through strengthening our essential local services (such as health), building a tight-knit community and enhancing our capacity to be more self-sufficient such as by growing our own food, whilst becoming a globally-connected ‘21st century region’;

9. To be thinking and acting regionally while maintaining the local feel and unique identities of particular towns and places. This includes the following sub-goals:
   - Planning for the whole Gladstone region – considering its interlocking parts, developing areas for specific purposes, and through consulting with affected residents and people; and
   - Exercising our regional voice.

10. To ensure effective regional governance is developed, including the following sub-goals:
   - Creating new mechanisms for the Gladstone region to have community input into government and industry planning;
   - Setting parameters for environmentally and socially responsible development; and
   - Using local partnerships to design and deliver local services, such as public transport, medical services and community “hubs” that provide a full range of services as the region grows.

Core values underpinning the vision
- Honesty and integrity
- Innovativeness and lifelong learning
- “Can do” attitude / pragmatic commitment to help out and solve problems
- Environmental and social responsibility
- Appreciation of the region’s natural environment
- Community and sense of belonging
- Equity of access and opportunity
- Community openness
- Partnerships.
A separate copy of the vision is also provided as **Appendix 4**.

An early draft of this vision was reviewed by Committee members and the public (through publication) and was further considered at the second public forum – the Vision Validation and Community Action Plan workshop held on Saturday 28th June 2008. At this forum, community participants were asked to consider a near-final draft of the vision and to then comment on how the Gladstone region of today compares to ‘2028 Vision’, in order to identify key gaps and current areas of alignment.

Following table-based discussions, a range of gaps and current areas of alignment were identified in a plenary session:

<table>
<thead>
<tr>
<th>Gaps mentioned</th>
<th>Areas of alignment mentioned</th>
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</thead>
<tbody>
<tr>
<td>1. Lack of community engagement in planning – e.g., low level of awareness and understanding in the Community Visioning process;</td>
<td>1. The region is attractive to large industry;</td>
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<tr>
<td>2. Youth not well involved in planning processes, as well as in the future of the region more generally;</td>
<td>2. High level of recreational and festive activity;</td>
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<tr>
<td>3. A regional focus is not taken when planning to meet people’s needs;</td>
<td>3. Positive cultural elements:</td>
</tr>
<tr>
<td>4. Over-reliance on large industry for the region’s economic future may threaten the region’s long-term resilience;</td>
<td>a. ‘Can do’ attitude</td>
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<td>5. Insufficient planning for community infrastructure;</td>
<td>b. Friendliness</td>
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<td>6. Current infrastructure does not adequately meet the needs of people with a disability;</td>
<td>c. Work ethic</td>
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<tr>
<td>7. Lack of support for enabling community input into government planning;</td>
<td>4. Natural features (including deep water port, mineral resources, natural beauty/attractions);</td>
</tr>
<tr>
<td>8. Lack of access for people to information on government plans for the region.</td>
<td>5. Existing systems for environmental monitoring and reporting in the harbour are good and provide a model that can be replicated more broadly;</td>
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<tr>
<td></td>
<td>6. Good balance between industry and the community;</td>
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<tr>
<td></td>
<td>7. A clear will to act regionally;</td>
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<tr>
<td></td>
<td>8. The 2028 Community visioning process;</td>
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<td></td>
<td>9. High employment enables good quality of life in the region; and</td>
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<td></td>
<td>10. Commitment to understanding the diverse needs of the community – e.g., for sports grounds, activity centres, and so on – and providing for these.</td>
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These were then synthesised into five key themes for action planning, which provided structure to the resulting plan:

1. Ensuring attractiveness of the region to business and workers;
2. Improving environmental management in the region;
3. Valuing the region’s cultural diversity and vibrancy;
4. Enabling regional community input into planning; and
5. Ensuring broader engagement and social inclusion (with a focus on children, youth, families, the aged, homeless, and people with a disability) when planning the region’s services and infrastructure.
Following a consultation process with Visioning Committee, as well as participants who had attended the workshops and the general public who responded to the précis published in the local paper, Futureye finalised the four-year Community Action Plan (please see Appendix 5). For a fuller description of the process described above see Appendix 6 on methodology.

3.3 Opportunities and challenges for cross-sectoral partnerships

A number of key opportunities and challenges were identified during the project. These are instructive for the development of future cross-sectoral partnerships and alignment.

- The first of these opportunities is simply to view the current visioning process as a starting point for such partnerships, through the contacts made and ideas developed.

- There is an already-existing capacity, and an emerging desire, in the region for ongoing and increased cross-sector collaboration. This has been further deepened as a direct result of the project. There is a clear desire for collaborative planning for social infrastructure to meet the needs of community associated with growth. There is also a pre-existing “can-do” culture that lends itself to these sorts of collaborations, as well as instances where this is already occurring.

- The project has also identified many opportunities for these sorts of collaborations, which are included in the Community Action Plan (Appendix 5). The focus of these opportunities is on creating partnerships that bring benefits to all parties and alignment of all stakeholders’ interests.

- A related opportunity is to reframe major challenges facing the region, such as the scheduled introduction of carbon trading, as positive stimuli for collective action to develop workable solutions.

- Without appropriate enabling frameworks or models for collaborative planning, it will be difficult to realize the valuable synergies that can arise from industry, community and government partners working closely together in planning the region’s future. This requires acknowledgement that the region can only go forward if it brings the community with it. A related challenge is how to involve industry and governance organisations (local, state and federal governments, as appropriate) in this framework.
3.4 Capacity for community influence on implementing the Vision: an ongoing community platform

Futureye facilitators discussed with the Visioning Committee members the sort of platform that would be appropriate for providing ongoing community input into industrial and other planning that affects the region. Visioning Committee members unanimously agreed that rather than continuing the life of the existing Visioning Committee group (as was initially envisaged as a possible project outcome) a more inclusive ongoing platform with institutional support – provided by the Gladstone Regional Council – should be created. This would take the form of a Community Consultation Group (CCG). Such a mechanism was an important topic of discussion at the Action Planning Workshop, where people asked that it be reflected in the Community Action Plan. (See Theme 4 in the Action Plan.)

Committee members discussed the sorts of principles that could inform the objectives, composition and operations of such a CCG platform. These are as follows:

**Objectives**

- The aim of the CCG is to harness and build on the energy that was generated through the Vision 2028 process. A specific objective of the CCG in this respect would be to achieve a dialogue similar to that engendered by the project – i.e., “a conversation with a centre, not sides”.
  
  This sort of dialogue requires building relationships and skills over time so that CCG participants are able to ‘think together’ rather than separately. The outcome would be achievement of consensus rather than adversarial position-taking on planning.

- The Group will become recognised as the forum where everyone can have their say, and what it develops will be seen as a community consensus. At present there are different aspects of the community that have different agendas on specific issues. The CCG could draw from the full spectrum of community views, with the aim of allowing a middle voice to be established through the sort of ‘thinking together’ or ‘conversation with a centre, not sides’ process as described above. A balanced expression of views would be the result. (The 2028 Vision Statement represents a foundation stone upon which a community consensus can be built through an ongoing consultation process.) People who join the CCG will sign up to the principles in the 2028 Vision Statement.

- The CCG would generate outputs – concrete results (reports, initiatives and so on). As such, its work would need to be linked to evaluation and reporting frameworks.

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associated with the 2028 Vision Statement and Action Plan and, ultimately, also would have to be mindful of the GRC corporate plan (when this is developed).

**Composition**
- The CCG would be open to all members of the public. They could join by simply filling out a contacts form and signing a declaration to comply with the objectives as set out in a charter.
- Once people have signed up to the Vision Statement principles and joined the CCG, they can then register to participate in a thematic sub group if they so desire, such as “environmental issues”, “multicultural and indigenous issues, or “major projects and infrastructure”.
- An ongoing challenge is: how to engender equal participation.
- The GRC and community members would jointly champion and drive the work done to implement the Vision and Action Plan. **People in the current Vision 2028 Committee would be invited to play champion roles and suggest who else might valuably be invited to contribute to the CCG’s work.**

**Operation**
- CCG should operate in partnership with the Gladstone Regional Council (GRC), with GRC taking a strong leadership role. That is, the GRC and community members would jointly champion and then steer the work done to implement the Vision and Action Plan. The champions would perform this steering role by liaising with their established networks and organisations identified as drivers in the Community Action Plan and advocating the need for them to contribute time and effort towards achieving the Plan’s goals. In addition, Committee members believed that GRC should employ someone appropriately qualified to drive the work of the CCG, and to ensure a balanced representation of views in CCG meetings.
- A Councillor and a community member would collaborate as co-champions of work in a particular area of interest, to implement the Vision and Action Plan.
- The CCG would use specific ground rules to ensure constructive dialogue. For a fuller outline of the sorts of ground rules that would be used see **Appendix 7**.
- Committee members felt that, to ensure it is attractive as a group and has ongoing status, it will be important to invite higher level participants (including from the Coordinator General’s office and other state government agencies) to be part of the CCG. By the CCG having standing and high level participation, interested community members are more likely to see involvement in it as providing professional development as well as opportunities to link into and network with key decision makers. In turn, key decision
makers would gain the benefit of regular connections with community members to gain understanding of issues of concern and a greater legitimacy for the decisions they subsequently make.

- Once, established, the CCG could:
  - Meet via emails and biennial meetings, using email as a primary means of ongoing communication as well as – if established – an independent Vision 2028 community website.
  - Convene bi-annual meetings in order to consider news from special interest groups, general current issues, and develop the ability for the CCG to consider together the major regional and local community issues.

The proposed Community Consultation Group – and its operating principles – provides a workable, community-based mechanism that should ensure that the Gladstone Region 2028 Vision project leaves a lasting legacy.

There is a risk that a project such as this one might end up generating a Vision and a Plan which end up in a report that sits on a shelf somewhere and goes no further. People expressed this concern from time to time during the course of the project. Establishing the CCG soon after the project has been completed will therefore be an important means for giving the project ongoing visibility and generating the momentum required to generate outcomes over time.

The Gladstone Region is at an exciting but increasingly complex point in its history. There are not only significant economic opportunities to be seized but also a willing and able regional community who want to ensure that future economic growth is balanced by due consideration of environmental health and community wellbeing. This project has stimulated forward thinking and delivered a range of outputs that can be drawn upon to inform regional planning and is helping to position the regional community to be future makers, not future takers.
Appendix 1 – Community Profile

The Gladstone Region 2028 Community Visioning Project

Community Profile

FINAL VERSION 2.0

Prepared by: Stephen McGrail and Dr Scott Phillips (in consultation with Gladstone Region 2028 Visioning Committee*)

25th January, 2008

*Note: Visioning Committee members at this time were

Jan Arens, Boyne Tannum Coastcare

Maxine Brushe, Chairman, Gladstone Area Promotion and Development Ltd (GAPDL) and Councillor

Matt Cooke, Chief Executive Officer, Nhulundu Health Services

Ron Heymer, President Gladstone Engineering Alliance (2008 Management Committee), and President, Heymer Metal Industries

Mandy Jones, Acting Chief Executive Officer, Anglicare Central Queensland

Graeme Kanofski, Chief Executive Officer, Interim Regional Gladstone Council

Matt Ovenden, Editor, Gladstone Observer

Judy Reynolds, Rio Tinto Community Fund Board member

Pierre Viljoen, Head of Campus, CQUUniversity

Helen Hoban, Miriam Vale shire representative
1. Introduction

This document contains a profile of the regional community based on data sourced from the Australian Bureau of Statistics, the Gladstone Regional Visioning Community Survey, the Gladstone Regional Council ‘Draft Transition Action Plan’ (which was developed by the Local Transition Committee), information provided by the project’s steering committee (the Visioning Committee) and other web-based research. It aims to help inform initial discussions that are focused on ‘where are we now?’ These discussions will be used to identify key challenges and questions that will frame subsequent stages of the Gladstone Regional Community project.

Unless otherwise stated the information presented below is for broader population of Gladstone City, Calliope Shire and Miriam Vale shire – with a view to the amalgamation in March 2008 and creation of the Gladstone Regional Council.

This profile has three major sections:
- The Gladstone Region today:
  - SOCIETY
  - ECONOMY
  - ENVIRONMENT
- People’s sense of living in the Gladstone region; and
- Looking forward: some key challenges and issues for the Gladstone region.

Following these sections are Appendices, including an outline of the key issues chosen by the Gladstone Region 2028 Visioning Committee to be focused on by the Key Issue Taskforces.

2. The Gladstone Region today

The Gladstone Region has developed enormously over the past three decades, since Gladstone was declared a City in 1976. It is surrounded by natural resource-rich areas and is a major processing centre for the region. In the past 12 months, the major changes noticed by the community (Community Survey, November-December 2007) have been ‘growth’ (73.3% of respondents mentioned growth as the main change), ‘more industry’ (19.6%) and ‘more trucks/traffic’ (12.9%). In Calliope, ‘housing affordability’ (24.8%) and ‘population increase’ (16.3%) were seen as major changes.

In addition to the major city of Gladstone – which has been termed ‘the Engine Room of Industry’ – the region is comprised of 17 towns including the major urban centres of Tannum Sands, Boyne Island, Calliope, Miriam Vale, and Agnes.
Water. Indeed, diversity is a major feature of the region. Whilst major industrial facilities dominate Gladstone and Boyne Island, the region also features coastal towns and rural farming areas.

Figure 1 – Map of the Gladstone Region
2.1 SOCIETY

2.1.1 Population size

Table 1 – Population size (present, past and forecast)

<table>
<thead>
<tr>
<th></th>
<th>Miriam Vale Shire</th>
<th>Calliope Shire</th>
<th>Gladstone City</th>
<th>Gladstone Regional Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population: 2007</td>
<td>5,513</td>
<td>17,007</td>
<td>29,000</td>
<td>51,520</td>
</tr>
<tr>
<td>Population Growth (2001 – 2005)</td>
<td>5.1%</td>
<td>2.2%</td>
<td>1.6%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Population Density (people per km²)</td>
<td>1.44</td>
<td>2.8</td>
<td>176.7</td>
<td>4.9</td>
</tr>
<tr>
<td>Population: 1996 (Census data)</td>
<td>4,331</td>
<td>13,954</td>
<td>26,454</td>
<td>44,739</td>
</tr>
<tr>
<td>Population: 2026 (Forecast)</td>
<td>10,340</td>
<td>29,981</td>
<td>49,694</td>
<td>90,015</td>
</tr>
</tbody>
</table>

Over the last decade there has been healthy population growth across the three shires in the Region. The 2.2% growth rate, which is similar to the average Queensland growth rate, compares with the average annual growth rate of 1.3% across Australia between 2001 and 2006. Further, the Queensland government’s ‘Stronger Councils’ group has forecast accelerated growth over the next two decades. Gladstone is the fourteenth fastest growing city in Australia which demographer Bernard Salt partially attributes to Australians being driven partly by “the pursuit of lifestyle on the beach or up in the hills.” (This highlights that drivers other than industrial growth are having an impact on the local population levels.)

2.1.2 Length of time spent in the Gladstone region

Almost half of the respondents to the Community Survey had been living in the Gladstone area for more than 20 years. One third of the population, however, has lived in the Gladstone area for 10 years or less (and 11% 2 years or less). This fact makes the community feel relatively new. On the hand the makes it open to input from all community members and can give rise to a “can do” attitude. On the other hand, Gladstone’s sense of being a tight knit community can be diluted by the introduction of new people into the areas. Also, because new families lack a family support network, they can end up becoming socially isolated – particularly those of non-English Speaking background. This breakdown is represented in the following chart:

---

2.1.3 Other key demographics

The Australian Bureau of Statistics (ABS) 2006 Census data provides the following overviews of local demographics.

Table 2 – Age groups

<table>
<thead>
<tr>
<th>Age groups:</th>
<th>Miriam Vale Shire</th>
<th>Calliope Shire</th>
<th>Gladstone City</th>
<th>TOTAL</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4 years</td>
<td>278</td>
<td>1,194</td>
<td>2,292</td>
<td>3,764</td>
<td>7%</td>
</tr>
<tr>
<td>5-14 years</td>
<td>773</td>
<td>2,919</td>
<td>4,707</td>
<td>8,399</td>
<td>17%</td>
</tr>
<tr>
<td>15-19 years</td>
<td>243</td>
<td>1,177</td>
<td>2,084</td>
<td>3,504</td>
<td>7%</td>
</tr>
<tr>
<td>20-24 years</td>
<td>141</td>
<td>746</td>
<td>2,137</td>
<td>3,024</td>
<td>6%</td>
</tr>
<tr>
<td>25-34 years</td>
<td>493</td>
<td>1,905</td>
<td>4,312</td>
<td>6,710</td>
<td>13%</td>
</tr>
<tr>
<td>35-44 years</td>
<td>758</td>
<td>2,836</td>
<td>4,528</td>
<td>8,122</td>
<td>16%</td>
</tr>
<tr>
<td>45-54 years</td>
<td>945</td>
<td>2,583</td>
<td>4,046</td>
<td>7,574</td>
<td>15%</td>
</tr>
<tr>
<td>55-64 years</td>
<td>924</td>
<td>1,739</td>
<td>2,706</td>
<td>5,369</td>
<td>11%</td>
</tr>
<tr>
<td>65-74 years</td>
<td>417</td>
<td>870</td>
<td>1,333</td>
<td>2,620</td>
<td>5%</td>
</tr>
<tr>
<td>75-84 years</td>
<td>124</td>
<td>436</td>
<td>736</td>
<td>1,296</td>
<td>3%</td>
</tr>
<tr>
<td>85 years and over</td>
<td>30</td>
<td>139</td>
<td>204</td>
<td>373</td>
<td>1%</td>
</tr>
</tbody>
</table>

Gladstone City is the youngest of the three areas, with a median age of 32. Miriam Vale is the oldest with a median age of 43 (29.3% of persons are aged 55 years and over, compared with 17.1% of persons in Gladstone City). Calliope has a median age of 36. These figures can be compared to the median for all persons in Australia of 37, and in Queensland of 35.9 years.

An earlier socio-economic study noted that the region (not including Miriam Vale) has a relatively young population, most
notably within the age groups of 0-9, 10-19 and 30-39\textsuperscript{7}. It also noted that, compared to the Queensland average, the Gladstone region has a high proportion of residents in “what could be considered the prime working age” group of 20-39.\textsuperscript{8}

Table 3 – Sex

<table>
<thead>
<tr>
<th></th>
<th>Miriam Vale Shire</th>
<th>Calliope Shire</th>
<th>Gladstone City</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males</td>
<td>2,736</td>
<td>8,551</td>
<td>14,832</td>
<td>26,119</td>
</tr>
<tr>
<td>Females</td>
<td>2,390</td>
<td>7,992</td>
<td>14,254</td>
<td>24,636</td>
</tr>
</tbody>
</table>

Table 4 – Families in the Gladstone region

<table>
<thead>
<tr>
<th></th>
<th>Miriam Vale Shire</th>
<th>Calliope Shire</th>
<th>Gladstone City</th>
<th>Total</th>
<th>Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total families</td>
<td>1,397</td>
<td>4,580</td>
<td>7,670</td>
<td>13,647</td>
<td>45.3%</td>
</tr>
<tr>
<td>Couple families with children</td>
<td>481</td>
<td>2,383</td>
<td>3,663</td>
<td>6,527</td>
<td>48%</td>
</tr>
<tr>
<td>Couple families without children</td>
<td>731</td>
<td>1,731</td>
<td>2,746</td>
<td>5,208</td>
<td>38%</td>
</tr>
<tr>
<td>One parent families</td>
<td>173</td>
<td>446</td>
<td>1,174</td>
<td>1,793</td>
<td>13%</td>
</tr>
<tr>
<td>Other families</td>
<td>12</td>
<td>20</td>
<td>87</td>
<td>119</td>
<td>1%</td>
</tr>
</tbody>
</table>

The earlier socio-economic study also noted the “strong ‘nuclear family’ orientation” profile of the region.

Table 5 – Dwelling characteristics: occupied private dwelling

<table>
<thead>
<tr>
<th></th>
<th>Miriam Vale Shire</th>
<th>Calliope Shire</th>
<th>Gladstone City</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family household</td>
<td>1377</td>
<td>4500</td>
<td>7551</td>
<td>13428</td>
</tr>
<tr>
<td>Lone person household</td>
<td>462</td>
<td>859</td>
<td>2121</td>
<td>3442</td>
</tr>
<tr>
<td>Group household</td>
<td>49</td>
<td>101</td>
<td>374</td>
<td>524</td>
</tr>
</tbody>
</table>

Compared with the dwelling characteristics of the ‘total occupied private dwellings in Australia’, family households are a slightly larger percentage (69% compared with 67.4% in Australia). The average household size is largest in Calliope (2.9), followed by Gladstone (2.7) and Miriam Vale (2.4).

\textsuperscript{7}Gladstone Socio-Economic Profile: A socio-economic profile and assessment of the economic contribution of Comalco to the Gladstone region’, SGS Economics & Planning, October 2006.

\textsuperscript{8}Note this use of ‘prime working age group’ is different from the more usual International Labour Organization (ILO) usage which covers people between the ages of 25 and 54 - ‘the age range in which people are generally expected to be economically active’. See ILO, Participation in the World of Work at http://www.ilo.org/public/english/employment/strat/kilm/download/kilm01.pdf (accessed 11/108).
Table 6 – Country of birth

<table>
<thead>
<tr>
<th></th>
<th>Miriam Vale Shire</th>
<th>Calliope Shire</th>
<th>Gladstone City</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>3,946</td>
<td>13,768</td>
<td>24,227</td>
<td>41,941</td>
</tr>
<tr>
<td>Born overseas</td>
<td>642</td>
<td>1,899</td>
<td>2,804</td>
<td>5,345</td>
</tr>
<tr>
<td>Country of birth not stated</td>
<td>539</td>
<td>877</td>
<td>2,055</td>
<td>3,471</td>
</tr>
</tbody>
</table>

Just over one in ten Gladstone region residents were born overseas. This is smaller than the Australian average, of just over one in five residents being born overseas. Of those born overseas, the five largest segments are those born in the United Kingdom (1728 persons), New Zealand (1391), South Africa (289), Philippines (199) and in Germany (183).

2.1.4 Community values and perceptions of the future

A series of questions was asked in the Gladstone Regional Visioning Community Survey to gain a sense of the values that are prevalent in the community and how people felt about the Gladstone region’s future. The results are presented below:

- Nearly two-thirds of the regional Gladstone community (64.3%) believes that ‘community members care about the natural environment’ and only 4.2% disagreed with this statement. 31.6% were unsure;
- Over half of the community (54.7%) believes that ‘the community tends to have traditional family values’ and only 4% disagreed with this statement. 47% were unsure; and
- Over half of the community (53.8%) believes that ‘Gladstone people embrace multiculturalism’ and only 5.5% disagreed. 40.7% were unsure.

With respect to people’s views about the Gladstone region’s future, the vast majority of respondents were optimistic.

**Figure 3 – Perception of the Gladstone region’s future**
2.1.5 Community health

The community satisfaction survey conducted by Gladstone City Council in 2005, found that the community placed high importance on community health issues. However, these issues are among those about which the community is least satisfied.\(^9\)

At an overall level, one indicator of community health is to be found in the Child Protection statistics for the region.

Queensland’s Department of Child Safety (DCS) statistics for 2004-2005 indicate that Central Queensland (which includes the Gladstone region) has the third highest incidence of child protection notification reports across the State’s seven Child Safety Centres:

- Central Queensland accounted for 2,410 reports in that period;
- Brisbane South/Gold Coast accounted for 3,395 (second highest); and
- Brisbane North/Sunshine Coast accounted for 3,724 (highest).

Within the Central Queensland Region Child Safety Service Centre, the Gladstone region had the third highest rate of Child protection notification reports – 355 compared with 554 for Bowen/Mackay region (second highest) and 711 for Rockhampton region (highest). There are seven regions within DCS’s Central Queensland. The Gladstone region also has the highest rate of reported physical abuse of children in Central Queensland, the second highest rates for emotional abuse and neglect and the third highest for sexual abuse.\(^10\)

Other areas of concern include potential health implications associated with industrial development and pollution. Concerns about air pollution have been linked by some commentators to the abnormal rate of Chronic Lymphoid Leukaemia (CLL) in the Gladstone Calliope area, but a Queensland Health study in 2007 found no causal links between air emissions and CLL rates. The study’s literature review specifically reviewed toxicological information on the emissions listed for Gladstone-Calliope by the National Pollutant Inventory, and found no links between the emissions known to occur in Gladstone-Calliope and CLL. Nonetheless, community members remain concerned and are not necessarily convinced by the study findings. In this context, the study recommended that broader concerns about emissions be addressed by a separate joint Environmental Protection

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\(^9\) Benchmark Community Satisfaction Survey 2005, reported in Gladstone City Council Corporate Plan 2005, p 47.

Agency/Queensland Health project on air quality, which commenced in Gladstone in mid July 2007.\textsuperscript{11}

2.1.6 Community organisations and facilities

There is a wide range of community organisations and facilities in the Gladstone region. These provide sources of social interaction and community development. However, public transport facilities are not well developed or readily accessible for some people in the region, who consequently experience transport disadvantage unless they can afford to own and run a private car. This is an issue that was noted by the Visioning Committee.

In 2006, the Gladstone City Council conducted an extensive review of open spaces and recreational facilities. As part of the review a survey found that 49\% of people were “very satisfied” or “satisfied” with their facilities, but approximately 27\% were either “dissatisfied” or “most dissatisfied”. A detailed table outlining the review’s findings, including which community organisations and facilities were considered satisfactory or unsatisfactory, is available in Gladstone City Council’s Open Space and Recreation Plan (2006).

2.2 ECONOMY

The Gladstone region is a centre of major minerals processing and exports. As such, the Gladstone Economic and Industry Development Board focuses on the city’s exporting capabilities and promotes Gladstone as being ‘the global location of choice’ for large manufacturing, resource processing and chemical companies and exporters.\textsuperscript{12} This industrial development is also feeding a burgeoning retail sector.

The Gladstone Regional Council’s ‘Draft Transition Action Plan’ clearly states that “a key component of the region’s economy comes from major industrial development\textsuperscript{13}, and that Gladstone is home to Queensland’s largest multi-commodity port. The Action Plan also notes that, in the broader Gladstone region, primary production (such as beef cattle and timber production, tropical fruit, macadamia nuts, and flower crops) continues to play a valuable part in its economic status. Tourism is a small, but emerging, industry within the region due to its wide array of attractions (such as many unspoilt beaches, abundant fishing, island and reef trips as well as bushwalking in national park

\textsuperscript{11} Queensland Department of Health, Investigation of Chronic Lymphoid Leukaemia Gladstone - Calliope 1996 – 2004 FULL TECHNICAL REPORT August 2007
\textsuperscript{12} Gladstone Economic and Industry Development Board, Corporate Plan 2004-2007
\textsuperscript{13} Existing major industry includes one of the worlds largest Alumina Refineries, Queensland Alumina Ltd; Rio Tinto Aluminium Boyne Island; Rio Tinto Aluminium Yarwun; Qld Cement Limited; Orica; Transpacific Industries; Queensland Energy Resources Limited; Australian Magnesium Corporation; NRG Power Station; and Austicks Timber Manufacturing
ranges, exploring historical sites and experiencing the rural lifestyle at a farm stay). During 2006:

- Approximately 356,300 visitors travelled to the Gladstone region in the year to December 2006, with 86% of these being Australians. The Gladstone region, as with many other regional destinations in the Queensland attracts only a relatively small proportion of visitors from overseas. (Indeed, only 2% of international visitors to Queensland visited the Gladstone region.);
- Gladstone’s domestic holiday market was dominated by those from within Queensland, who account for 75 per cent of all domestic holiday visitors to the region;
- Gladstone received 2% of the domestic visitors to Queensland and Visits to Friends and Relations (VFR tourism) accounted for almost half of these. This would seem to be associated with Gladstone attracting large number of families to the region who consequently lack other family or relatives living nearby; and
- Improvements to air capacity into the Gladstone region saw arrivals grow by 16 per cent over the last year.\textsuperscript{14}

The Local Government Reform Commission’s amalgamation rationale paper predicts that “significant development over the next 20 years is expected”, with respect to:

- Port, road and rail transport infrastructure;
- Processing smelters and refineries;
- Power stations;
- Gas pipelines;
- The region’s oil shale deposits;
- Explosives; and
- Tourism, particularly around the coastal towns and islands.

The paper also provides key information on the economy of the Gladstone region and how it currently functions:

- Gladstone City is considered the future major centre for the lower Surat Basin due to it being the rail head and deep water port for the coal and gas fields as well as for alumina. The rail network for the entire lower Surat Basin terminates or commences at Gladstone;
- Gladstone City is seen as a hub for employment in the region’s commercial, industrial, banking, retail, government and health services sectors;
- There is a heavy dependence on the alumina refinery, coal and gas fields, power station and related manufacturing industries. Central Queensland Port and Queensland Rail are other large employers;
- Calliope Shire is a dormitory area for Gladstone with 41 percent of employed people working in Gladstone. Less than 10 percent of Gladstone’s permanent employees work in Calliope Shire;

\textsuperscript{14} Tourism Queensland – Regional Update Year Ended December 2006.
• There are good transportation linkages in the region, with most towns no more than 60 minutes drive from Gladstone;
• Beef cattle production is by far the most significant form of agricultural production undertaken; and
• Tourism is growing in significance.

Related to these points, the Gladstone City Council has asserted that:

The City suffered for some years with the images associated with an industrial boom town; however, the community has overcome these stresses… After years of headlong development, the City is now at a stage where it is actively seeking new directions. While Gladstone is, and will remain predominantly an industrial city, the close proximity to the Great Barrier Reef and many deserted beaches make the area an attractive tourist destination. [Emphasis added]

The earlier socio-economic study of the Gladstone region (not including Miriam Vale) detailed how, historically, Gladstone has been a 'boom-bust' town defined by the overwhelming impact of the construction of major manufacturing plants on the region (i.e. prosperous period, followed by declines and economic troughs after completion). Continuing growth has led to the region’s economic maturity and greater diversification into more service-oriented industry sectors, which would be expected to help the region to absorb and withstand the impact of major development projects.  

Indeed, recent figures compiled by Gladstone Area Promotion and Development Limited (GAPDL), in its Gladstone Region Project Status Report (July 2007), show that over $32 billion of projects are under construction, recently completed or under investigation:

<table>
<thead>
<tr>
<th>Status</th>
<th>Value</th>
<th>Recent announcements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects Under Construction</td>
<td>$7,764,590,000</td>
<td>• Rio Tinto Alumina Refinery Yarwun Expansion</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Monto Minerals Goondicum Industrial Minerals</td>
</tr>
<tr>
<td>Projects Under Investigation or Planned</td>
<td>$23,912,018,000</td>
<td>• Santos Gas Pipeline</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Gladstone Nickel Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hummock Hill Residential &amp; Tourism</td>
</tr>
<tr>
<td>Projects Completed in the Last 12 Months</td>
<td>$695,732,000</td>
<td>• Orica Ammonium Nitrate Plan Expansion</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Calliope Crematorium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Agnes</td>
</tr>
</tbody>
</table>

The section below provides a brief out of the three areas that will form part of the new Gladstone Region, as described by the respective current local governments. A selection of ABS data on employment, income and education follows this.

2.2.1 The City of Gladstone

Economy: As home to Queensland’s largest multi-commodity port, it is no surprise that Gladstone is recognised as the ‘port city to the world’. The port plays a significant role in the economic development of the City and the region generally. The City of Gladstone and its natural deepwater port is a proven strategic location for future growth and is a key area of National and State economic development.

In addition to the significant port infrastructure and associated connecting transport corridors, other major industries in Gladstone include the world’s largest alumina refinery, Queensland Alumina Ltd, the NRG Gladstone Power Station and Austicks timber product manufacturing plant. Medium and light industry supplying services to the surrounding major industries in Calliope Shire and the Central Queensland mining operations located in Banana Shire, are also significant contributors to the City’s economy, as is fishing and boating activity.

Retail, tourism and business related travel also play an important role to the City’s economy. A CQUniversity campus is located in the marina precinct which attracts investment in education.

Tourism, Attractions and Events:
- Tondoon Botanical Gardens;
- Gladstone Marina and Associated Parklands;
- Harbour & Harbour Islands;
- Industry Tours;
- Gladstone Regional Art Gallery and Museum;
- Gladstone Entertainment Centre;
- Maritime Museum;
- Gecko Valley Winery;
- Potters Place;
- Gladstone Harbour Festival;
- Gladstone Seafood Festival; and
- Australia Day Celebrations.

2.2.2 Calliope

Economy: The Shire has a strong agricultural economy with over 477,000 hectares of land under rural production - consisting mainly of beef grazing, some dairy cattle, fodder cropping, timber, and tropical fruit production. Fishing in surrounding local waters also contributes to the local economy.
The Shire is rich in mineral resources, including limestone and oil shale. A significant component of the Shire’s economy comes from major industrial development. Existing major industry includes:

- Rio Tinto Aluminium Boyne Island producing aluminium from alumina from a refinery located within the Gladstone City Council area;
- Rio Tinto Aluminium Yarwun producing alumina from bauxite;
- Qld Cement Limited producing cement clinker and cement from local limestone deposits;
- Orica producing sodium cyanide, ammonium nitrate, caustic soda, chlorine and nitric acid;
- Transpacific Industries liquid waste recycling facility;
- Queensland Energy Resources Limited Oil Shale Pilot Refinery; and
- Australian Magnesium Corporation Pilot Plant.

The State Government’s designation of 24,000 hectares of land within Calliope Shire as a State Development Area has assured that major industrial development will continue to be an important factor in the Shire’s future economic development.

Tourism, Attractions and Events:

- Heron Island;
- Kroombit Tops National Park and the “Beautiful Betsy” World War II Aircraft Crash;
- Site;
- Millennium Esplanade Tannum Sands;
- Canoe Point Botanic Reserve Tannum Sands;
- Lake Awoonga;
- Calliope River Historical Village;
- Cedar Galleries Artists Colony;
- The Old Station Fly In Airshow;
- Boyne Tannum Hook Up Fishing Competition;
- “Aussie Day Out” Australia Day Celebrations at Millennium Esplanade;
- Calliope River Historical Village Market Days; and
- Mt Larcom Annual Agricultural Show.

2.2.3 Miriam Vale

Economy: Industry in Miriam Vale Shire relies on the natural features of the land and coast for its commercial activity. Thus, primary production and tourism are the Shire’s main economic drivers. As well as cattle and timber, small crops are grown mainly in the southern part of the Shire, including mangoes, macadamia nuts, flowers and exotic fruits. Aquaculture includes prawn farms and live fish storage.

The major industries employing people in the Miriam Vale Shire area include Agriculture, forestry and fishing, retail trade,
construction, accommodation, cafes and restaurants, and to a lesser extent, manufacturing.

Tourism, Attractions and Events:
- Lady Musgrave Island, often described as the ‘jewel in the crown’ of the Great Barrier Reef;
- Lady Elliot Island;
- Hoskyn Island;
- Fairfax Island;
- Boul Reef;
- Turkey Beach – a fisherman’s paradise;
- Baffle Creek – renowned for its fishing and crabbing;
- Bustard Head Lighthouse;
- Tours to Middle Island;
- Bulburin, Warro and Polmaile Forest Reserves;
- Watalgan and Mount Tom State Forests;
- Mount Colosseum, Bustard Head, Eurimbul, Deepwater, Rodds Peninsula, Round Hill and Lady Musgrave Island National Parks;
- Tranquil beautiful coastal towns of Seventeen Seventy and Agnes Water;
- Seventeen Seventy Festival held in May each year to celebrate the arrival of Captain Cook;
- 4 Wheel Driving;
- Surfing;
- Fishing;
- Bushwalking; and
- Eco-Tourism.

2.2.4 The Gladstone Region’s economy (ABS Census data)

<table>
<thead>
<tr>
<th></th>
<th>Miriam Vale Shire</th>
<th>Calliope Shire</th>
<th>Gladstone City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total labour force (includes employed and unemployed persons)</td>
<td>2089</td>
<td>8181</td>
<td>14922</td>
</tr>
<tr>
<td>Employed full-time</td>
<td>1116</td>
<td>5426</td>
<td>9704</td>
</tr>
<tr>
<td>Employed part-time</td>
<td>624</td>
<td>1902</td>
<td>3477</td>
</tr>
<tr>
<td>Employed away from work</td>
<td>94</td>
<td>279</td>
<td>522</td>
</tr>
<tr>
<td>Employed hours not stated</td>
<td>71</td>
<td>219</td>
<td>409</td>
</tr>
<tr>
<td>Unemployed</td>
<td>184</td>
<td>355</td>
<td>810</td>
</tr>
<tr>
<td></td>
<td>9%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>Not in the labour force</td>
<td>1631</td>
<td>3586</td>
<td>5696</td>
</tr>
<tr>
<td>Status not stated</td>
<td>360</td>
<td>662</td>
<td>1463</td>
</tr>
</tbody>
</table>

Whereas the unemployment rate is Calliope Shire is slightly under the national unemployment rate of 4.3% (December, 2007), Gladstone and especially Miriam Vale are higher.
Figure 3 – Employment by industry in the region (2006)

Employment by industry type

% of employment

Figure 4 – Employment by industry: Gladstone City (comparison of 1996 and 2006)

Gladstone City Employment (1996 and 2006)

% of Employment
Figure 5 – Employment by industry: Miriam Vale (comparison of 1996 and 2006)


Figure 6 – Employment by industry: Calliope (1996 Vs 2006)

Calliope Shire Employment (1996 and 2006)
Table 8 – Median income (2006)

<table>
<thead>
<tr>
<th></th>
<th>Miriam Vale Shire</th>
<th>Calliope Shire</th>
<th>Gladstone City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median individual income ($/weekly)</td>
<td>337</td>
<td>510</td>
<td>534</td>
</tr>
<tr>
<td>Median family income ($/weekly)</td>
<td>780</td>
<td>1,429</td>
<td>1,407</td>
</tr>
<tr>
<td>Median household income ($/weekly)</td>
<td>638</td>
<td>1,278</td>
<td>1,189</td>
</tr>
</tbody>
</table>

Incomes are highest in Gladstone City and lowest in Miriam Vale. These medians can be compared the median for all persons living in Australia: individual income – $466; family income – $1,171; and household income – $1,027.

Table 9 – Household income composition (2006)

<table>
<thead>
<tr>
<th></th>
<th>Miriam Vale Shire</th>
<th>Calliope Shire</th>
<th>Gladstone City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negative/Nil income</td>
<td>37</td>
<td>54</td>
<td>79</td>
</tr>
<tr>
<td>$1-$149</td>
<td>50</td>
<td>61</td>
<td>95</td>
</tr>
<tr>
<td>$150-$249</td>
<td>122</td>
<td>162</td>
<td>395</td>
</tr>
<tr>
<td>$250-$349</td>
<td>164</td>
<td>248</td>
<td>572</td>
</tr>
<tr>
<td>$350-$499</td>
<td>200</td>
<td>232</td>
<td>373</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500-$649</td>
<td>271</td>
<td>395</td>
<td>773</td>
</tr>
<tr>
<td>$650-$799</td>
<td>111</td>
<td>247</td>
<td>492</td>
</tr>
<tr>
<td>$800-$999</td>
<td>120</td>
<td>299</td>
<td>634</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$1,000-$1,199</td>
<td>202</td>
<td>531</td>
<td>1,040</td>
</tr>
<tr>
<td>$1,200-$1,399</td>
<td>74</td>
<td>291</td>
<td>502</td>
</tr>
<tr>
<td>$1,400-$1,699</td>
<td>98</td>
<td>579</td>
<td>1,151</td>
</tr>
<tr>
<td>$1,700-$1,999</td>
<td>79</td>
<td>525</td>
<td>925</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$2,000-$2,499</td>
<td>45</td>
<td>454</td>
<td>833</td>
</tr>
<tr>
<td>$2,500-$2,999</td>
<td>43</td>
<td>357</td>
<td>536</td>
</tr>
<tr>
<td>$3,000 or more</td>
<td>20</td>
<td>249</td>
<td>415</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partial income stated(c)</td>
<td>182</td>
<td>640</td>
<td>956</td>
</tr>
<tr>
<td>All incomes not stated(d)</td>
<td>72</td>
<td>137</td>
<td>278</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>17400 households</td>
</tr>
</tbody>
</table>

This regional income composition above has been compared with the Australian average gross household income. Overall, the Gladstone Region has a wealthier profile. The biggest difference is in the $1,000-$2,000 bracket, with the Region having a significantly larger percentage of households.
Table 10 – Education (Gladstone City only)

<table>
<thead>
<tr>
<th>Education Level Gladstone City (by Sex)</th>
<th>Males</th>
<th>Females</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postgraduate Degree</td>
<td>147</td>
<td>116</td>
</tr>
<tr>
<td>Graduate Diploma and Graduate Certificate</td>
<td>117</td>
<td>173</td>
</tr>
<tr>
<td>Bachelor Degree</td>
<td>990</td>
<td>1,365</td>
</tr>
<tr>
<td>Advanced Diploma and Diploma</td>
<td>655</td>
<td>827</td>
</tr>
<tr>
<td>Certificate:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate nfd</td>
<td>128</td>
<td>306</td>
</tr>
<tr>
<td>Certificate III &amp; IV(c)</td>
<td>5,329</td>
<td>1,404</td>
</tr>
<tr>
<td>Certificate I &amp; II(d)</td>
<td>139</td>
<td>276</td>
</tr>
<tr>
<td>Total</td>
<td>5,596</td>
<td>1,986</td>
</tr>
<tr>
<td>Level of education inadequately described</td>
<td>198</td>
<td>204</td>
</tr>
<tr>
<td>Level of education not stated</td>
<td>1,695</td>
<td>1,599</td>
</tr>
<tr>
<td>Total</td>
<td>9,398</td>
<td>6,270</td>
</tr>
</tbody>
</table>

2.2.5 Property values and cost of living

The Gladstone Socio-Economic study, referred to above in this document, reviewed changes in house prices in the Gladstone region. Table 11 below, reproduced from the study, shows median house prices for the two Local Government Areas (LGAs) in the Gladstone region – the Gladstone LGA and the Calliope LGA - and compares these with selected surrounding LGAs in the wider Central Queensland region – Miriam Vale, Fitzroy, Banana and Mount Morgan. The study found that, according to the Real Estate Institute of Queensland, the median house price for the Gladstone and Calliope LGAs is above that of the surrounding LGAs for the December 2005 quarter. The Gladstone and Calliope LGAs have experienced significant levels of growth in median house prices over the five years to December 2005. Although from lower bases, rates of growth have been greater in surrounding LGAs.
Table 11 – Median House Cost, Gladstone LGA, 
Calliope LGA and Surrounding LGAs

<table>
<thead>
<tr>
<th>Local Government Area</th>
<th>Total % Change, 5 years</th>
<th>12 mths to end of Dec 2005</th>
<th>12 mths to end of Dec 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gladstone</td>
<td>100%</td>
<td>$215,000</td>
<td>$107,750</td>
</tr>
<tr>
<td>Calliope</td>
<td>111%</td>
<td>$259,750</td>
<td>$122,975</td>
</tr>
<tr>
<td>Miriam Vale*</td>
<td>113%</td>
<td>$226,250</td>
<td>$106,000</td>
</tr>
<tr>
<td>Fitzroy</td>
<td>114%</td>
<td>$195,000</td>
<td>$91,000</td>
</tr>
<tr>
<td>Banana</td>
<td>134%</td>
<td>$160,000</td>
<td>$68,250</td>
</tr>
<tr>
<td>Mount Morgan</td>
<td>210%</td>
<td>$76,000</td>
<td>$24,500</td>
</tr>
</tbody>
</table>

* Denotes acreage house sales (land size greater than 2,400m²)
Source: Queensland Property and Lifestyle Magazine (Autumn 2006), Real Estate Institute of Queensland

Anglicare Central Queensland has monitored the rent increases in Gladstone that have been sustained by its Community Rent Scheme\(^\text{16}\). Of the 47 properties which are rented from the normal rental market, Anglicare has sustained 50% rent increases in 2007 - which equates to an extra $920/week or $47,840 per annum. A shortage of available rental properties in the private market has seen rental prices grow sharply. As at December 2006, there were 92 households on its list, waiting for allocation of affordable and appropriate housing in the Gladstone, Boyne Island and Tannum Sands region.

The jump in median house prices and rise in rental costs noted by Anglicare illustrate that access to affordable housing has become a bigger issue in the region over the last five years.

2.3 ENVIRONMENT

2.3.1 Description of the region

The Gladstone region is comprised of both Coastal and Inland sub regions. The region which will be governed by the new amalgamated Regional Council is 10,488 sq km – including 20 islands. The Gladstone Region ‘incorporates rugged national parks, long sandy beaches, picturesque islands and one of the Seven Wonders of the World, the Great Barrier Reef.’\(^\text{17}\)

\(^{16}\) Anglicare Central Queensland Gladstone Community Rent Scheme program portfolio comprises 26 houses and 42 unit/duplexes.

2.3.2 Climate

The Gladstone Region enjoys, on average, 267 days of sunshine and an annual rainfall of approximately 902mm (36 inches) a year. Heavy rain falls during the summer months (December to February) due to the influence of the northern tropical monsoon season. The table below indicates the average daily temperature and monthly rainfall from January to December 2004.

<table>
<thead>
<tr>
<th>Month</th>
<th>Mean Daily Maximum</th>
<th>Mean Daily Minimum</th>
<th>Mean Daily Humidity Rain and 3pm</th>
<th>Mean Monthly Rainfall</th>
<th>Mean Number of Rain Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>31.1</td>
<td>22.4</td>
<td>70/64</td>
<td>154.5</td>
<td>12.8</td>
</tr>
<tr>
<td>February</td>
<td>39.9</td>
<td>22.3</td>
<td>72/64</td>
<td>143.2</td>
<td>12.4</td>
</tr>
<tr>
<td>March</td>
<td>30.2</td>
<td>21.5</td>
<td>71/63</td>
<td>68.8</td>
<td>11</td>
</tr>
<tr>
<td>April</td>
<td>28.3</td>
<td>19.0</td>
<td>69/61</td>
<td>51</td>
<td>7.1</td>
</tr>
<tr>
<td>May</td>
<td>25.5</td>
<td>17</td>
<td>71/60</td>
<td>69.6</td>
<td>7.6</td>
</tr>
<tr>
<td>June</td>
<td>23.1</td>
<td>14.2</td>
<td>68/55</td>
<td>34.4</td>
<td>4.6</td>
</tr>
<tr>
<td>July</td>
<td>22.6</td>
<td>13.2</td>
<td>67/53</td>
<td>39.8</td>
<td>5</td>
</tr>
<tr>
<td>August</td>
<td>23.9</td>
<td>14.2</td>
<td>66/54</td>
<td>30.9</td>
<td>4.8</td>
</tr>
<tr>
<td>September</td>
<td>28.3</td>
<td>16.4</td>
<td>63/55</td>
<td>24.4</td>
<td>4.2</td>
</tr>
<tr>
<td>October</td>
<td>29.3</td>
<td>18.7</td>
<td>63/60</td>
<td>60.3</td>
<td>7.6</td>
</tr>
<tr>
<td>November</td>
<td>29.8</td>
<td>20.5</td>
<td>64/62</td>
<td>78.1</td>
<td>9.3</td>
</tr>
<tr>
<td>December</td>
<td>30.9</td>
<td>21.8</td>
<td>67/63</td>
<td>135.5</td>
<td>11.1</td>
</tr>
<tr>
<td>Year Average</td>
<td>27.6°C</td>
<td>18.5°C</td>
<td>68/60°C</td>
<td>918mm</td>
<td>97.5 days</td>
</tr>
</tbody>
</table>

Source: Australian Government Bureau of Meteorology 2004

2.3.3 Key environmental issues and priorities

The region as a whole faces issues several environmental issues. Environmental issues are so important that, in the community satisfaction survey conducted by Gladstone City Council in 2005, environmental issues were noted as the top three priorities by Gladstone residents for ‘a future Gladstone community’. The three priorities were:

1. Quality of the air and water;
2. Conserving energy and water resources and reducing/recycling waste; and
3. Balance between environmental protection and industrial development.18

Additionally, when Gladstone residents were asked to nominate the most critical issue facing Gladstone, the top two responses were environmental issues; namely: “environmental protection / conservation”, and “balanced (green – clean) urban development”.

Key issues include:

- **Lack of water** has been described by the Queensland Government as the major immediate constraint to future

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18 Benchmark Community Satisfaction Survey 2005, reported in Gladstone City Council Corporate Plan 2005, p 47.
development in the Gladstone region. Expansion of agricultural production, mining, meat processing, power generation and general industrial development will be assisted by expansion of the water supply. Augmentation of Gladstone’s existing water storage commenced in 2001 to meet future industrial demands for water and to enhance security of supply to existing industry.\(^{19}\)

- **Air quality** is another environmental issue for the region. Accurate information about the Gladstone air shed is required to provide the confidence for existing industries in the region to expand existing operations and for new industries to establish in Gladstone. The Environmental Protection Agency has been investigating the capacity of the air shed to accommodate existing industry expansion as well as providing for additional industry.\(^{20}\)

- **Pollution from industrial sources** (NOTE: this issue is also described more fully in Section 4).

  People in the region generally refer to concerns about industrial and other forms of pollution that threaten the environment and human health. For example, the largest proportion of respondents to the Calliope Shire Community Survey in 2006 expressed concerns about pollution (including noise pollution) in their Shire.\(^{21}\)

- **Loss of remnant native vegetation** (NOTE: this issue is also described more fully in Section 4).

  Gladstone region should comply with the commitments made by the Australian Government to protect 10% of ecosystem types by 2010 (consistent with the Biodiversity Convention, which Australia signed in 1992). To date, less than 4% of Queensland is formally protected. If the burden of protection is to be equally shared by States and Territories, then Queensland (and ipso facto Gladstone) is considerably short of the 2010 target.

- Issues associated with **sanitary landfill sites** and other **waste management** are the major environmental priority of the Miriam Vale Shire Council.

- **Climate change** is a further environmental challenge for the Gladstone region, especially when looking out over the next two to three decades. This issue is a macro challenge which has social, environmental and economic implications. In short, it impacts on every other environmental issue noted so
far in this section of the Profile, making adaptation to climate change a priority alongside mitigation.

Legislative changes at the international and national levels will likely have an impact on the local level of the Gladstone region. Given that greenhouse emissions associated with industrial and domestic energy demand are very high for the region (which made the Gladstone region a point of focus for the Australian Greenhouse Office), it will be important for the new Regional Council to give high priority to actions aimed at mitigating climate risk and reducing emissions.  

3 People’s sense of living in the Gladstone region

One Visioning Committee member noted that Gladstone is a vibrant place to live because of its sense of community, embrace of multiculturalism, “Can Do” attitude, optimism for the future, and wonderful blend of major industrial development, exquisite environmental gems and its people. Gladstone Region residents are largely not generational locals, but have moved here with their experiences and cultures, and it is this mix that makes Gladstone different from Rockhampton and Bundaberg.

Just over half of Gladstone Region residents, 57%, agree with the statement, “I would always live in Gladstone”, with 20% disagreeing (2028 Gladstone Community Visioning survey). 22.9% of residents are currently undecided.

The spirit of Gladstone is all about people coming into the region and mucking in together. While this regular inflow of new arrivals is a positive for the community, there is a downside: spouses and families of newly arrived workers can become socially isolated – especially when they come from non-English speaking backgrounds. The Visioning Committee noted that local multicultural organisations do a very good job in providing assistance to these families – but more support is needed if these people are to feel included.

Another Committee member observed that the Gladstone region is valued by people because of its:

- Industry and employment opportunities;
- Infrastructure;
- Lifestyle;
- Climate; and
- Accessibility to the Great Barrier Reef and natural environment along the coastal areas.

Employment opportunities are greater in Gladstone and Calliope because of major industries being located there. Employment

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opportunities are fewer in the Miriam Vale Shire (MVS) due to the nature and size of businesses and lack of infrastructure.

Gladstone and Calliope Shires provide the necessary infrastructure to service the needs of business and residents, however, infrastructure in MVS needs to be addressed. The lack of infrastructure and rates are also of concern and impact on resident’s long term stay in the Agnes Water/1770 area.

The laidback lifestyle and climate are attractive to the working and more senior/retired sectors of the MVS community. Socially, the Great Barrier Reef and the natural coastal environment offer relaxation and sporting opportunities for well being and enjoyment.

3.1.1 Things the regional Gladstone community hope will never change in the region

Respondents to the Community Visioning survey were asked to specify what they hope will never change, key responses were:

![Figure 7 -- Features people wish to retain in the Gladstone Region](image)

By far the most important feature to retain is “Community spirit / friendliness / lifestyle” (this was highest in Miriam Vale, with 44% of respondents mentioning this), followed by “Access to waterfront / harbour / beach / marina” (highest in Gladstone City, mentioned by 18.8%), and “Natural environment / gardens” (highest in Calliope, mentioned by 34.7%). “Industry and job opportunities” was mentioned by 14.4% of people in Gladstone City, but was barely mentioned in Calliope and Miriam Vale.
3.1.2 Most important social and economic issues currently facing the area

Respondents to the Gladstone 2028 Community Visioning survey were asked to specific what they say as the three most important social and economic issues facing the area:

Figure 8 – Most important social and economic issues

3.1.3 Perceptions of industrial growth and the importance of ‘industry’ to the future of the Gladstone region

Figure 8 – Feelings regarding industrial growth the Gladstone area
Residents of Gladstone City were much more likely to be concerned about industrial growth, with 23% of respondents from Gladstone asserting that there has been too much. This highlights an important emerging issue for regional planning and the Gladstone Region 2028 project. This compares to residents from Calliope Shire (16%) and Miriam Vale (2%).

The general support for industry in the region – with 94% of respondents thinking industry was either very important (70%) or important (24%) to the future economy of Gladstone – is reflected in what respondents see on the horizon as opportunities for the Gladstone region:

Figure 9 – Opportunities seen on the horizon for the Gladstone Region, looking out to 2028

- Respondents identified ‘more jobs’ (55%) and ‘industrial growth’ (34%) as the main opportunities that will present themselves in the Gladstone region between now and 2028. It is worth noting, however, that the vast majority of residents (74%) agreed with the statement “We need to give more serious consideration to other business options in the Gladstone region, like tourism”.

- Respondents from Miriam Vale and Calliope Shires were more likely to think that ‘more development’ will present itself as an opportunity between now and 2028. 32% of respondents from Miriam Vale and 20% from Calliope mentioned it.

Respondents to the 2028 Community Visioning survey were also asked what hurdles could get in the way of this future of more jobs, industrial growth and more development. The majority, 67%, were unable to identify any hurdles – highlighting the need for the Gladstone Region 2028 project to raise community awareness of key issues and future challenges, and how these could be overcome or addressed. Other respondents identified the “environment”, “industry”, the need to “limit and develop growth properly”, and a “lack of infrastructure.”
4. Looking forward to 2028: some key challenges and issues for the Gladstone region

This material is based on input from members of the Visioning Committee that has been established (see Appendix 2 – Gladstone Region 2028 Visioning Committee for a list of its members). Challenges and issues are first listed for the Gladstone region generally, and followed by specific challenges and issues for the Miriam Vale Shire – based on information provided by the Shire’s representative.

Futureye has also offered some concluding remarks at the end of this section. These remarks draw together some common threads about Gladstone’s ‘current state’ and the most important issues facing its future.

4.1 Gladstone region generally

Challenges and issues facing the Gladstone region out to 2028 can be grouped under four headings: Society, Environment, Economy and Governance.

SOCIETY

General issues:

- **Affordability**: Housing costs, rentals, inequity of salaries are all contributing to the inability of some residents to afford to live in the region.

- **Recognition of our indigenous heritage** by civic leaders and community generally.

- **Gladstone’s transient population (those who come here for one or two years)**: We need to know what brought them here and what would keep them here. We need to find ways to get these people to stay and make the place their home. To do that we need them to tell us what they are thinking. The research in the draft review doesn’t really give any indication from this group.

Community services:

There is a fundamental problem with community services in the region, because government boundaries associated with different services are not aligned. The inconsistency of administrative boundaries associated with juvenile justice, mental health and education militates against developing effective whole-of-government approaches to planning and delivering co-ordinated services.
- **Childcare:** There are simply not enough childcare services available to people moving into the area. All centres are currently booked years in advance.

There is also a growing demand for the development of child and family friendly areas that assist in the integration, education, social development of young people and provide support for parents and families. This is particularly relevant in the Gladstone region as most people do not have extended family living locally. The *Courier Mail* of 10 January 2008 reported that this issue is beginning to show itself in statistics coming from the State in places such as SE Queensland and Townsville, where large proportions of people have migrated and left behind their sources of family support.

Child protection is an issue of serious concern. Further resources are required.

- **Access** is another major area of focus predominant in all quarters of the community. Currently access to public transport systems is very poor or, in some cases, non-existent. This has always been a major issue in the region, and there are some great opportunities to address it which merit thorough investigation.

- **Health services:** Residents are forced to travel to Brisbane or Townsville to receive treatment for many illnesses – particularly radium therapy. The region has one overworked visiting oncologist, and local paediatricians are not taking bookings for births from August on because they are too busy. New pregnant women are being forced to travel to Rockhampton for the duration of their pregnancy and have their babies in Rockhampton because of the shortage. Many other specialist services can only be accessed through Rockhampton. Dialysis support services need to be developed. Currently the city has dialysis equipment in its hospital but needs nursing staff with specialist skills to be resident in Gladstone.

- **Mental Health support,** and in particular support for families coping with mental health issues, is a significant issue for the region.

- **Sports facilities:** Poor quality fields are being used by a number of sporting bodies in Gladstone – for instance, junior soccer is poorly serviced by the facilities on Palm Drive, local hockey fields need more space, tennis courts are sub-standard, and the showgrounds and race track are in very poor condition. A multi-sports complex has been mooted, but funds need to be raised through the sale of the showgrounds and the race track (both Crown Land) to allow for a new complex to be built at an area known as Ash Pond 7 (also Crown Land).
There is a need to invest in ongoing maintenance of existing sport facilities so they do not become run-down and unattractive.

- **Youth activities and facilities.** 26% of the population is between 15 and 34 years but, other than sporting facilities, a cinema and a nightclub, there is little else for entertainment for this group. The only decent sized facility unlicensed for young people is Port Curtis Yacht Club (PCYC), that young people are not interested in going to. Youth need to be engaged in finding solutions to this. More generally, young people have to be empowered to be part of planning and decision making processes around youth development. (Currently there is only one Sport and Recreation Officer in Gladstone Council, but this person’s role does not include youth development).

Further, there are several skate parks in the region, and these are attractive to young people. Insurance issues have sometimes caused problems for volunteers wanting to engage young people in physical activities at these venues. Council needs to ensure that everyone understands that public facilities are covered by Council insurance arrangements.

- **Youth homelessness** is an ongoing issue that needs to be addressed through appropriate resources and programs.

- **Spiritual issues and values are reflected in the vision for Gladstone.** It will be important to engage spiritual leaders in the work of the Visioning Committee. Without this dimension, there could be a tendency for the vision to be too heavily skewed towards the language and ideas of economics.

- **Policing** is an important area of social planning to ensure Gladstone develops positively into the future.

Indigenous people have experienced difficulties with the Queensland Police Service (QPS) adopting a punitive and negative attitude rather than a positive one of co-operation and crime prevention. The Gladstone community needs to develop better ways of working with the QPS. In this context, the local indigenous centre - Nhulundu Wooribah Indigenous Health & Aged Care – is working towards developing better partnerships and dialogue with the local Police, by focusing on jointly developing crime prevention approaches and positive youth activities. Police Liaison Officers are starting to organise community outings to the cinema to create positive recreational opportunities for children and their families. In the future greater effort needs to be undertaken by the police to engage in community groups. Gladstone Police also needs to focus on recruiting local people from diverse backgrounds into the local service.
• **Aged Care** is a growing area of need. Currently packages are available only through regional hubs funded by State and Federal government agencies. In future, packages need to be allocated directly to Gladstone services and tailored to local needs.

• **Education** is an area presenting major challenges. It needs to be seen as a strand in all community planning rather than a separate issue in its own box. Currently the education system in the Gladstone region is skewed towards trades rather than university pathways. A more balanced approach is needed so local people are encouraged to develop higher education skills as well as trades skills. This will ensure that Gladstone particularly, and Queensland generally, has the skills it needs to enable the State’s development. If someone has potential to do more than a trade, they may feel frustrated by the time they are in their 40s, and at that stage it is difficult to enter higher education programs because of mortgage and family commitments.

Part of the problem with education pathways from school into post school learning is that courses are not always available in Gladstone, and so young people leave the town to get access to their courses of choice. Also, in other countries full time employees have opportunities to be assisted by the company where they work to do further education and training. By contrast, few opportunities along these lines are available to full time employees working in Gladstone. Future community planning should emphasise the synergies associated with lifelong learning.

Finally, the CQUniversity campus in Gladstone has been developing research centres in the areas of environmental management and engineering and light metals. Industry and government could help to develop these capabilities in CQUniversity over the next ten years, so the Gladstone campus builds world-class research capacity in these areas.

As well, Gladstone should also develop its social research capacity, to understand what attracts people to the region and what is needed to build social capital locally.

**ECONOMY**

*Partnership between industry, government and community organisations*

• **There is now a need to foster greater partnerships especially with respect to addressing health, education and youth development issues.** The Visioning Committee has discussed how it sees industry as having a responsibility to invest in these sorts of partnerships. Equally, the Committee acknowledged that there is a tier of business below the large corporations that
currently does not contribute to these partnerships. These second tier businesses will, therefore, need to be brought into the business and responsibility agenda. This social responsibility agenda should not be left up to large companies such as Rio Tinto Alcan.

**Education and training:**

- **Appropriate training facilities** to meet growing skill demands continues to be a significant need. The local TAFE campus is underutilized for this very obvious purpose.

  Education and training development is a very complex issue. CQUniversity has invested significantly in building international education opportunities, and now needs to develop its local education offerings in a similar way.

**Infrastructure:**

- **Gladstone airport:** There is a recognised need to upgrade the runway and terminal. It is believed that both Qantas and Virgin want to introduce lounges to the airport but the facilities aren’t up to scratch. The Aerodrome Board is also pushing to have the existing runway upgraded to ensure the region can have bigger planes land in Gladstone. The concern is, however, that where the airport is won’t allow it to grow to the level that it needs to grow as the population expands.

- **Safer roads:** The single lane Bruce Highway, ideally, needs to be dual carriageway. This would help to reduce the accidents and deaths on the region’s highways. Some black spots between Calliope and Mt Larcom have seen a number of fatalities in recent years.

- **Disability access** is an important consideration for ensuring that Gladstone develops an inclusive economy and society. Disability planning needs to be integrated effectively into planning and delivery of community and recreational services (including cinemas), businesses and transport services.

**Cost of living:**

- **Fuel prices:** Fuel comes into Gladstone through the city’s port, but the Gladstone public is paying higher prices than people in metropolitan areas. **This was noted as linking to the peaking of conventional oil supplies (i.e. “peak oil”) and resulting increased prices for food.**
ENVIRONMENT

Natural resources and environmental management:

- Protection of remnant native vegetation and biodiversity and preservation of world heritage properties especially wetlands and their associated species were raised as important priorities to be addressed in future planning.

- The importance of initiatives to clean-up and protect the local environment and prevent pollution was also noted.

- Water reliability: Awoonga Dam is a finite source of water. Plans are in place to build a pipeline from the Fitzroy barrage to Gladstone in the event of another drought to cover the needs of local residents and industry. Miriam Vale water problems are much worse with a desalination plant planned to help some residents, but won't be enough to keep the entire region covered. Another committee member referred to the current reliance on failing water infrastructure.

- Air and Water Quality: a two-year air quality study is currently taking place to establish if Gladstone’s air is safe. Coal dust and other particulates have caused great concern for many residents, including an abnormal rate of leukaemia in the region.

  There is some skepticism about the accuracy of data in relation to the Health Department study of leukaemia rates in the region, and whether community input is being taken into account in the health study.

- Accurate and open monitoring and reporting on these issues by all major players, including government, is a major issue in the immediate Gladstone area. The Gladstone Region (particularly Gladstone and Calliope Local Government Areas) have been the subject of an enormous amount of studies in the last 20 years for Environmental Impact Statements for major industry and the local population is very au fait with these documents, how they are prepared, how to question their integrity and how to generate change. They are very “development savvy”.

  There is an outrage issue as regards monitoring: currently, monitoring is done mainly by industry-funded mechanisms. Consequently, there is skepticism about the accuracy and independence of monitoring data and reports. Independent and open monitoring (including verification) processes are required. CQUniversity could play a role in relation to independent assurance of monitoring and reporting processes. The community needs to have a stronger say in what gets monitored, measured and reported, and to have
monitoring work either independently funded or funded by the companies causing the environmental risks.

- **Harbour safety:** Four shipping incidents over the past 12 months have raised concerns over the environmental impacts on the region if there is a major boating incident in the Gladstone harbour.

**Climate change:**

- One Visioning Committee member saw climate change as being a key environmental challenge, and noted the current reliance on “unsustainable CO2 intensive industry” in the region.

There is a big social angle to climate change. How does the Kyoto Protocol translate into costs for the Gladstone community? For instance, commitments to reduce carbon emissions will impose costs on family budgets. As the cost of fuel increases, low income families will experience transport disadvantage as they face greater difficulty maintaining access to affordable transport. Governments still make greater investments in road infrastructure rather than rail improvement.

**GOVERNANCE**

- It will be important to develop a connection between all local government areas under the new Gladstone Regional Council, to create a sense of belonging for all and a capacity for all areas of the Council to be heard and acknowledged.

- **Overlooking of Gladstone for government funding in favour of Rockhampton:** whilst Gladstone is recognised by Government at both State and Federal level as the major industrial centre of Queensland, the city is largely overlooked for funding. (The noted positive flip-side was that the Gladstone region makes things happen in spite of this and that this determination characterises the spirit of Gladstone).

**4.2 Challenges and Issues facing Miriam Vale Shire specifically**

The following observations and comments were provided by the Miriam Vale Shire representative on the Visioning Committee. The top five issues in the Miriam Vale Shire (MVS) are:

1. **Lack of long term sustainable Development Plan for the area**

The MVS area requires:

- A long term vision for the area;
- 20-40 year infrastructure plan;
A long term sustainable development plan;
Business development planning;
A plan to attract young families to the area on a permanent basis; and
A new Draft MVS Planning Scheme.

If there is no vision, focus or planning along the above lines, the area will suffer long term and lack sustainability through haphazard development.

2. Rates

- The rates are the highest in the State
- Rates throughout the Shire are inequitable particularly for 1770 residents

The rates have impacted on residents and are a contributing factor for many residents leaving or who have left the area due the excessively high rates compared to other areas.

The services provided by Council for the rates charged do not meet residents’ expectations.

3. Infrastructure

There are several infrastructure challenges facing MVS:
- Water is a key issue;
- There is a lack of footpaths and lighting in the CBD area of Agnes Water and main traffic area of 1770;
- A road between Baffle Creek and Agnes Water should be established to improve access and services such as ambulance, health services, shopping and employment at Agnes Water for Baffle Creek residents and further open up the area for tourism and employment opportunities;
- A Boardwalk is needed from Agnes Water to 1770;
- Garbage dump and land fill should be re located out of the residential area;
- Crosswalk and footpaths are required for schoolchildren and visitors in the school and backpacker precinct;
- There is a lack of beach access and parking;
- A loop road is required at 1770;
- Turnarounds are required for caravans and motor homes;
- A permanent solution is needed to washaways particularly at Atlantis Boulevard and Beaches Village Circuit, Agnes Water;
- A multipurpose Community Centre should be built at Turkey Beach;
- A multi purpose Community Centre should be built at Agnes Water/1770; and
- Dwellings owned by Council at Bororen, Miriam Vale and Agnes Water should be developed.
The above infrastructure issues are vitally important and require priority addressing in the near future for development, employment, and social opportunities and the future sustainability of the MVS.

Many of the above issues have been discussed with the Miriam Vale Shire Council through community consultation as well as submissions made by various residents and the Discovery Coast Tourism & Commerce Inc.

4. Education

- Agnes Water/1770 lack a High School

Many families with high school age children are leaving the area due to the lack of a high school in the immediate area. In 2007, for example, five families left the area due to the lack of a local high school.

Currently there are two school buses with approximately 60 children who travel to Rosedale High School which is 50 - 60 minutes each way. Additionally, there are several families who choose to send their children to boarding schools in Brisbane, Toowoomba and Rockhampton.

This issue is important for the future prosperity of the Miriam Vale Shire and in particular for the economic development in the Agnes Water/1770 area.

5. Employment

- Limited employment opportunities are available in the Agnes Water/1770 areas

Major industries in Gladstone provide employment opportunities; however, the distance of 120 kilometres each way is an issue for Miriam Vale Shire residents living at Agnes Water/1770.

Given that the MVS and in particular the Agnes Water/1770 area is driven by Tourism, the employment opportunities locally are directly and indirectly associated with tourism. Jobs are associated with accommodation facilities, restaurants/cafes, tour operators, retail and service industries, most of which fall into the category of “micro business”. There are employment opportunities in the building sector; however, when projects are completed skilled workers leave the area. Other parts of the Shire rely on micro businesses and self employment in the farming sector, such as beef cattle and timber.
Improved infrastructure and a Secondary School at Agnes Water would improve employment opportunities and help to retain residents.

**What information/data substantiates the key issues?**

The committee member who noted these issues is a former business person in the Miriam Vale Shire and past President (2006-2007) of the Discovery Coast Tourism & Commerce Inc.

The information has been sourced by networking with business people through the 80 member strong Discovery Coast Tourism & Commerce Inc. located at Agnes Water as well as networking with local residents and business people at Miriam Vale, Turkey Beach and Agnes Water/1770.

Miriam Vale Shire Council was used as a case study in the *Local Government Reform Report* (p40).

### 4.3 Some concluding remarks

The Gladstone Region, whilst it encompasses coastal and inland sub-regions, is generally described as being an industrial area, and home to a major industrial city – i.e., Gladstone. Although this is true, the Region involves much more than industry alone: it also has a significant agricultural economy and a growing tourism industry. Many commentators believe the region must plan for growth because Gladstone will be one of the "winning cities" of the 21st century (see presentation by Bernard Salt). Indeed 80% of the local population is optimistic about the region’s future (according to the recent Community Visioning Survey).

The Region’s economic prospects are complex, in that while industrial development is expanding, agricultural industry in the inland area of Miriam Vale has been in decline in recent years (as a percentage of employment), and other industries, such as tourism, have been emerging. As was noted in Section 1.2, however, a recent earlier socio-economic study of the Gladstone region (not including Miriam Vale) detailed how, historically, Gladstone has been a ‘boom-bust’ town. This volatile dynamic must be overcome in planning for, and creating, a sustainable future for the Gladstone region in the early 21st century.

The recent growth of industry in the Gladstone region is bringing with it a broad range of problems and opportunities:

- A growing population of newly-arrived people without strong family roots in the region;
- Consequently there is increased pressure on local/regional infrastructure – including roads, schools, community services and recreational facilities – and housing affordability;
Population growth is providing opportunities for the local economy through increased retail spending, for example;

- Newly arrived people from culturally and linguistically diverse backgrounds experience discrimination and ostracism – in the community and in workplaces. There is a need to focus on addressing issues of racial and cultural discrimination – especially in workplaces, where cultural diversity training programs could be implemented; and

- Issues of sustainable development are coming to the fore as the boom gains momentum, and are being amplified by broader environmental concerns (such as those associated with climate change, industrial emissions and protection of the local environment).

Additionally, a mixed picture is associated with the emerging tourism industry: on one hand, the industry’s potential is limited by the city’s image as an industrial centre; on the other hand, industrial development is contributing to growth in tourism associated with visits to friends and relatives. As well, local tourism growth is assisted by the region possessing natural attractions – especially those associated with the Great Barrier Reef, nearby islands and beaches such as Tannum Sands.

It is clear from the research and discussions that have informed the development of this Community Profile that the Gladstone Region has many crucial social, economic and environmental challenges – as well as opportunities. These will become even more important over the coming decades, especially if the region’s population grows at the forecasted rate (and, therefore, doubling between 1996 and 2026) and issues such as climate change have a major local impact.

The Community Survey, conducted for this visioning project, discovered a worrying lack of community understanding as to how current and emerging issues could negatively impact the region’s future. Most respondents were unable to identify any major hurdles to the development of the region. However, a small minority did specify several potential hurdles: “environment”, “industry”, the need to “limit and develop growth properly”, and a “lack of infrastructure.” In conclusion, Gladstone and the wider region finds itself at an important watershed in its development and history. The community needs to consider how it can best integrate and balance environmental, social and economic imperatives. One of the challenges for the new Gladstone Regional Council will be to develop appropriate governance mechanisms that enable the community to have a clear and ongoing input into shaping and monitoring the region’s development so it is sustainable over the long term. This will mean thinking now about how to move beyond the trends and issues currently affecting Gladstone and considering the alternative paths available for its development into the future; imagining and creating a positive future for all.
KEY REFERENCES


Gladstone City Council, *Open Space and Recreation Plan*, 2006

Gladstone Economic and Industry Development Board, *Corporate Plan 2004-2007*


Tourism Queensland, *Regional Update Year Ended December 2006*. 
A large amount of data has also been gained through the Australian Bureau of Statistics website http://www.abs.gov.au/. In particular, data from the 2006 Census Community Profile Series has been heavily referred to, utilising the downloadable spreadsheets for each of the current local Government areas.
Appendix 2a – Taskforce report 1 (young futures)

Gladstone Region 2028 Visioning Project
Taskforce Briefing Document

Briefing Authors: Shirly Macnamara (Department of Child Safety), Dave Manton (Education Queensland), Heather Harland (Schools and Industry Network), Ray Johnston (Tannum Sands High School), Bob Brandis (Kin Kora State Primary School), Stephanie Fry (Central Queensland TAFE), Maxine Brushe (GAPDL), Mandy Jones (Anglicare)

Taskforce Leader: Pierre Viljoen (CQUniversity)
Date: 13 August 2008

1. The issue: SECURING AND CREATING POSITIVE FUTURES FOR CHILDREN AND YOUNG PEOPLE.

The issue at hand begs the question “what are we (the broader Gladstone community) currently doing in the Gladstone region and how will our current actions impact on the future of our young people including children, adolescents and youth?” Consideration should be given to identifying possible threats and opportunities that will affect the prospects of current and future young people in Gladstone. A holistic approach is called for, encompassing a wide variety of aspects including but not limited to the home environment, education at all different levels, as well as socio-economic, societal and political influences. In essence what are the opportunities to engage and support those who are still in developmental phases in their lives? We need to understand how the “nature” of Gladstone impacts on the “nurturing” of young people. Will Gladstone in 2028 be a 24 hour city?

Component dimensions
- Need to remember 0-5 years, plus school-age as well as “youth”. There will be greater emphasis on the responsibility of parents for 0-5 years pre-literacy development or at least its importance will be seen in sharper focus;
- Securing futures, for children, is about secure families;
- The responsibilities of schools versus families will continue to merge;
- As our multicultural mix changes (e.g. more overseas workers), young people will need greater understanding of cultural diversity;
- Education will be seen more as a shared responsibility between schools and other community groups (e.g. industry);
- School hours will change, at least for older students;
- School facilities are greatly underutilized, at night and on weekends;
- Greater variability in attendance times and patterns will emerge;
Gladstone industry is unique in having a 7 day 24 hour work culture but superimposed onto that is a 9-5 / 8-4 hours 5 days a week services;

The community needs to become better educated on what schools actually do, as opposed to what they think they (still) do;

People may have less and less time to devote to their children;

Future focus on Continued Professional Development by UNI and TAFE in flexible format;

Increased focus on on-line education;

Multiple career focus of future;

Will be a challenge to get normal distribution right between employment, trades and higher education; and

The impact that technology (e.g. internet) has on future social and other relationships.

2. SPECIAL RELEVANCE OF THE ISSUE TO THE GLADSTONE REGION

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<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tr>
<td>• Excellent and innovative education and training delivering range of programs to young people</td>
<td>• Resourcing within schools</td>
</tr>
<tr>
<td>• Excellent natural features, beaches, open space</td>
<td>• Engagement of young people</td>
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<tr>
<td>• Low youth unemployment</td>
<td>• Adult driven activities for young people</td>
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<td>• Communities for Children programs</td>
<td>• Non engagement by families with the Communities for Children initiative (a four year Australian Government initiative)</td>
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<td>• Very sports minded communities</td>
<td>• High rate of child protection cases</td>
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<td>• Lack of local mental health responses to young people</td>
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<td>• Poor sports facilities and funds required for young people to access sport</td>
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<td>• Lack of extended family support</td>
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<td>• Community understanding and influence on young people’s career expectations</td>
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<tr>
<th>Opportunities</th>
<th>Threats</th>
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<tr>
<td>• Strengthening linkages and programs across education/training providers</td>
<td>• Growing number of young people with a sense of hopelessness</td>
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<td>• Provision of youth spaces throughout the region – for young people, by young people</td>
<td>• Use of drugs, particularly alcohol</td>
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<td>• Communities for Children</td>
<td>• Earlier disengagement from learning by young people and difficulties associated with re-engagement</td>
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<tr>
<td>• Community wide “Triple P” (Positive Parenting Program)</td>
<td>• Disintegration of family units</td>
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<td>• Partnerships across community to facilitate programs that support young people and families</td>
<td>• Widening between haves and have nots</td>
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<td>• 12 hour shifts impede community engagement and sport participation</td>
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General views

Young people of the Gladstone Region have little to no opportunity to be actively engaged in decision making or influencing decisions other than through schools or sporting associations. There used to be a Youth Council, strong community based organizations such as Scouts, Guides, Retroact, Apex etc that provided avenues for young people not just to voice opinions but also to be developed as active citizens. So, with the continual demise of these organizations, how are young people engaged and nurtured to participate within their community, take responsibility for making things happen for their own age group, etc? Activities and events are generally created, organized and delivered by adults. We are encouraging a generation of “takers” not “givers”.

Youth spaces are badly needed within the larger communities of the Region. The Police Community Youth Club (PCYC) in Gladstone is viewed by adults as the youth space. It is everything but that. It is designed by adults, managed and organized by adults with tokenistic engagement of a very small number of very young kids to arrange a few activities. This is not youth engagement.

There is also a need to engage families, particularly in this region where a large majority of families move here without extended family and friendship networks. To develop resilience in young people and families, it is important to provide community spaces that foster creativity, innovative thinking, cooperative practice and communication across generations.

If we don’t get this right, it will have implications for
- Employment pool – quality and size
- Stability versus mobility of the labour pool
- Potential for social dislocation

3. LOOKING OUT TO 2028 (AND BEYOND)

Challenges

1. Positive Parenting Programs across the regional community – support for parents and families;
2. Community-wide education and understanding of issues such as child protection, and an understanding that this is not just a problem for those directly involved but for which the whole community must take responsibility;
3. Family-friendly spaces that provide support and services in a non confrontational environment;
4. Greater linkages between business and education to ensure that young people are prepared for the world of work or further education;
5. Public transport infrastructure that supports young people to access programs and services;
6. Community support for disengaged and disaffected youth;
7. Using community consultation to value and integrate young peoples’ views into a future strategy for Gladstone;
8. Raising the employability of all young people;
9. Ensuring young people’s participation in the sustainable future of the Gladstone region;
10. Facilitating equitable community involvement of youth through effective utilization of relevant technologies;
11. The availability of suitable accommodation for young people during their transitional years post school;
12. Formulating creative community responses to young people’s needs that take into account the new ways in which they operate (e.g. technology, mobility etc); and
13. Building pre-school literacy through community support programs (e.g. volunteer grandparent reading).

Uncertainties

1. Projected population growth;
2. Integration of multicultural families;
3. New Gladstone Regional Council;
4. Sustainability of the minerals processing market;
5. Government policy in relation to sustainable energy sources (e.g. impact on coal mining and exporting);
6. Global warming and other environmental concerns;
7. Future availability of labour in the region;
8. Positioning of Gladstone in the wider region as an economic powerhouse;
9. Possible terrorist target;
10. Exodus of young people from the region; and
11. Livability in Gladstone.

4. OPTIONS FOR RESPONDING TO THE CHALLENGES RELATED TO THIS ISSUE

Proposed approaches

1. Creating community friendly spaces across the region that allow interaction, integration, support and information to be shared;
2. ‘Welcome to Gladstone’ initiatives (e.g. information booklets etc);
3. Building a youth population that accepts, values and celebrates difference;
4. Creating structures that encourage young people to get actively engaged in community decision making;
5. Devising support structures that inform families of their key role and responsibility in the development of their dependants (e.g. promoting values, ethics, health, literacy etc); and
6. Building resilience, understanding and knowledge of young people to be safe, act responsibly and care for themselves and others.
Appendix 2b – Taskforce report 2 (Infrastructure)

Gladstone Region 2028 Visioning Project
Taskforce Briefing Document

Briefing Authors/Contributors: Ron Heymer, Leo Zussino (CEO, Gladstone Port), Graham Kanofski (CEO, Gladstone Regional Council), Karen Porter (Business Development, Berg Engineering), Andrew Bauer (Owner Manager, Bank of Queensland branch), Rob Craig (Principal Major Projects, BSL), and Col Burke (Elders Real Estate).

Taskforce Leader: Ron Heymer, Heymer Meter Industries, Gladstone Engineering Alliance (GEA) Past President

Date: August 13th, 2008

1. The Issue: PROACTIVE PLANNING AND MANAGEMENT OF GLADSTONE REGIONAL INFRASTRUCTURE

With the region expecting to double its population between 1996 and 2026, and to substantially grow its industrial base, it will be crucial that the region has the required supporting infrastructure and ensures that this proactively develops at the same pace. Planning needs to be in place should development happen, rather than waiting for projects to start and then doing the planning. In the past Gladstone has developed at a pace faster than we can keep up with. This includes:

- **Social (“soft”) infrastructure**, which includes those institutions and services that support a vibrant, well-functioning community: e.g. maternal and child care services, kindergartens, schools, hospitals, aged care and similar services; and

- **Physical (“hard”) infrastructure**: roads, ports, rail, telecommunications, water and energy suppliers, and cycling and walking paths.

Alongside concerns about Gladstone airport and long-term social infrastructure planning, additional issues include the lack of: corporate Conference / Training facilities, public transport facilities, freight transport facilities. There is also a need to take a global view and identifying infrastructure that will build our competitive advantage in the eyes of international investors.

NB. The Gladstone Regional Council (GRC) – and Community 2028 Visioning Committee – recognises the Gladstone Economic and Industry Development Board (GEIDB) as the lead agency with responsibility for coordinating infrastructure in the region. The GEIDB has four pillars of infrastructure (these are the Gladstone State Development Area (GSDA), Gladstone...
Port, Water, and Community) and it focuses significantly on Greenfield industry’s contribution to social infrastructure. Additionally, with the State Government allocation of 22,000 hectares to the GSDA the GEIDB is tasked with facilitating heavy industry into the development area.

2. SPECIAL RELEVANCE OF THE ISSUE TO THE GLADSTONE REGION

The Gladstone Region now boasts a population of approximately 52,000 people and there is the potential for the Agnes region to double in size over the next 10 years should requisite water infrastructure be developed. As population grows leaders need to put long term plans in place to thoroughly address community needs. A structured process should be adopted rather than ad hoc wish lists (i.e. identify needs, agree as a community, and prioritise). It is expected that the resources boom will provide steady construction over the next 10-15 years.

Recent rapid growth of industry in the Gladstone region is bringing with it a broad range of problems and opportunities. These include a growing population and increased pressure on local and regional infrastructure (including roads, schools, community services and recreational facilities) and housing affordability. There is also the need to look at longer-term risks that might be created by bigger picture issues such as climate change (both regulatory and environmental change).

Gladstone’s population has fluctuated in the past due to construction workforces (this has created “bust-bust” cycles). However, it is not expected that once projects are up and going that operational workforces will impact significantly on population as the industry the region is attracting, is capital intensive, but does not require large workforces to operate. There will be on going projects which will stabilise the construction workforce in to the future

3. LOOKING OUT TO 2028 (AND BEYOND)

To-date, Gladstone has received a significant contribution to infrastructure from the State but and hard infrastructure is well planned for via the Port Infrastructure Plan (50 years), Water Strategic Plan (2030), and Transport Plan (30 years). The State government also has a number of initiatives to support Gladstone’s growth e.g. Gladstone Growth Management Initiative (GGMI). Nonetheless, there are many specific challenges that will need to be address over the next 20 years:

1. Aligning the plans and visions of the each LGA (the amalgamation).
Due to changes brought about by the recent Local Government amalgamations the Gladstone Regional Council is undergoing a
significant reform process. Each LGA had previously developed strategic visioning for their regions however now these plans are being reviewed. GRC has recently developed a Strategic Director position to facilitate aligning the previous strategies. These include areas like water/sewerage strategy for Agnes Water and Gladstone regional airport.

2. Meeting the demands of industry

Over the next twenty years Gladstone’s desired reputation as a “global location of choice” for heavy industry will either be tested or earned. Many challenges will need to be met to facilitate growth, whilst considering and integrating improved environmental and social management, including:

- *Adequate shipping facilities*: continued expansion of port facilities and potential dredging of the harbour.
- *Electricity supply*: securing of quality electricity for Gladstone and its industries to support a consistent supply in all situations.
- *Secure water supplies*

As already noted, there is a need to take a global view, identifying infrastructure that will build our competitive advantage in the eyes of international investors.

3. ‘Water proofing’ the Gladstone region

The main criterion is the water proofing of Gladstone and its industries to make it a reliable supply of water in all conditions (e.g. climate change scenarios).

4. As with hard infrastructure, social infrastructure requires a 50-year plan and this currently seems to be lacking.

5. Development will drive the need for accommodation for construction workforces.

Currently there is investigation into the construction of a sustainable 4 star complex being located near Calliope Historical Village. This facility will be utilised to accommodate construction work forces that can not be catered for by existing accommodation, and outside of construction periods the infrastructure has the potential to be of benefit to the tourism industry.

6. Upgrading Gladstone Regional Airport: the current state of the airport is restricting Gladstone’s growth and noise is becoming an issue for nearby residents (there are also plans to move the terminal). The concern is, however, that where the airport is won’t allow it to grow to the level that it needs to grow as the population expands.
There has been for some time a strategy for development of the airport, however due to the rapid increase in services and the change in aircraft type i.e. Q400, the airport needs a super upgrade now. Currently the airport does not comply with CASA standards due to hump in the runway. The runway surface needs immediate attention as it is breaking up and the base is built on river gravel.

Currently the airport board is reviewing the 20 year plan as well as developing a project plan for upgrade of the existing facility. It is the intention to cater for larger aircraft not increase services.

Also, it was noted that as Gladstone matures the professional expertise and capability of local business and residents is also maturing. This expertise is now being sought outside of the region, the state and Australia. Air transport is critical to building our regions capability and credibility.

Although there are limited freight opportunities for Gladstone airport however there are significant tourism opportunities. It is the intention to encourage direct flights from Gladstone to Capital Cities.

7. An integrated look at Information Technology (IT) is needed

The group discussed IT and Broadband capacity in the Gladstone region. GAPDL have for some time been working on an aggregated community demand project, including in the project are less economic and isolated areas of the region. The Federal Government has given consideration to wireless and fiber optic solutions across the country. It was agreed that we need to be on the front foot and encourage competition to create options. (Telstra is currently the only option).

Apart from major industries dependency on broadband there are a significant number of SMEs dependant as well, as an industrial city IT is seen as an economic enabler. It is recommended that an integrated look at IT is needed. E.g. the recent amalgamation of councils in the region has highlighted the need for improvement. (A good example of community IT solutions is the Bay of Plenty experience in NZ).

It was noted that recent subdivisions are installing fiber rather than copper and Ergon is connecting substations in the region with fiber.

8. Safer roads

The efficient movement of trucks with Heavy Loads on designated roads through the Gladstone Region and the elimination of Black Spot Accident areas.
9. Tension in the community re: the Mt Larcom area

Gladstone regional Council has determined that residential development in the region will be based on a triangle of Boyne Tannum, Calliope and Gladstone. Council Town Planning Schemes were developed some 12 months ago. Media attention recently on development in the Mt Larcom area is creating anxiety in the community. Intensive residential development on the boundary of the GSDA is clearly non-compatible.

4. OPTIONS FOR RESPONDING TO THE CHALLENGES

**URBAN INFRASTRUCTURE**
- New suburb(s) based on green technologies: Solar hot water and power, use of grey water, collection of rain water, etc
- Underground services – Power, Fibre Optic Cable for data and speech

**GROWTH AND MANAGEMENT OF INDUSTRIAL BASE:**
- More major industries eg. RTA Yarwun Alumina Plant expansion –Stage 2 and 3, Gladstone Port Corporation Ltd. Wiggins Island Coal Facilities, Gladstone Pacific Nickel, Queensland Energy Recourses Shale Oil Project, LNG / Santos and BG Liquefied Gas Plant, RTA Boyne Smelter upgrade and expansion and the future expansion of QAL.
- Infrastructure corridors to industries
- Integrated waste management and uses between sites
- PAMs (Pre-Assembled Modules) Facilities including a Roll-On and Roll-Off Wharf and a Heavy Lift Wharf at Fisherman’s Landing and a Lay-Out area for incoming and out going projects.
- Light industrial estates precincts
- Community owned freight hub at the Aldoga precinct eg Rail, Road and Sea.

**UPGRADING GLADSTONE REGIONAL AIRPORT:**
- 1915 meter runway suitable of landing B737 / A320 planes
- Build a new Taxi way towards the Calomonah Drive side of the Airport , capable of landing planes to land the B737 series of plane, new runway to replace existing runway capable of landing B737 / A320 planes series planes
- Building a new Terminal Building on Calomondah Drive (relocation opposite of the existing terminal)
- Virgin Airlines have expressed an interesting service
  Gladstone and once the air port has rectified runway issues they will begin to negotiate services utilising 737 8 series aircraft.

**OTHER TRANSPORT – ROAD, RAIL AND AIR:**
Road upgrades and needed developments:

Gladstone
- Kirkwood Road – Benaraby Road to Port Curtis Way
- Glenlyon Road continued to Benaraby Road
- Port Access Road continued through to Blain Drive
- Over pass at Dawson Highway / Phillip Street Round about

Boyne Tannum
- 2nd Bridge over Boyne River for access road to the outer suburbs

Calliope
- Over pass at Dawson Highway / Bruce Highway
- Diverting of trucks to bypass Calliope
- Some black spots between Calliope and Mt Larcom have seen a number of fatalities in recent years.

1770 / Agnes Waters
- Access Road by Turkey Beach Road (saving of 30 kilometres)

District
- Single lane Bruce Highway: ideally this needs to be dual carriageway to reduce the accidents and deaths on our highways
- Bridge and road to Curtis Island and South End
- Remove Overhead Conveyor Bridge at RIO Yarwun to an under pass for the movement of wide loads.

Shipping:
- Upgrading and dredging of port channels
- Wharf and infrastructure needs of future industries

Rail:
- Upgrade to Dawson line to the Aldoga Loop
- Passenger Line bypass from the city
- New Railway Station in the Callimondah area as part of the transport hub.
- Fast train between Miriam Vale, Benaraby, Gladstone, Yarwun, Aldoga and Rockhampton.

Air (in addition to Gladstone Regional Airport):
- Upgrading or new air port at Agnes Water to allow for small jets
- Possible “transport hub” – Air, Bus and Rail – in the Calimondah Area.
WATER:
- Secure alternative water source for Gladstone district, such as via:
  - Fitzroy to Gladstone pipeline
  - Fitzroy to Callide Dam pipeline
  - Nathan Dam to Callide Dam pipeline
  - Callide Dam to Awonga Dam pipeline
- Awonga Dam lifting the height of the dam by the installation of the planned Steel Gates by 5 meters that will increase the capacity from a 40 meter depth with 777,000 mega litres to a 45 meters depth with a 1,170,000 mega litres, which is a 50.5% increase.
- Fitzroy to the Aldoga / Yarwun pipeline for Industries north of Gladstone
- Use of Raw and Potable Water to Industry
- Water pipe line to the 1770 / Agnes Water
- The catchment of storm water in urban centres for reuse

ENERGY:
- Co-generation of electricity with in industry
- Privately Owned power stations near coal reserves / water
- Level power surge
- All under ground power in subdivisions

GAS:
- Common Gas Hub connected by Enertade from Moranbah and Arrow from Dawson
- Gas reticulation to all new Suburbs and Industrial Estate.

INFORMATION TECHNOLOGY:
- Community Owned - Fibre Optic to the whole district
- Competing Back haul Service (more than one)
- New Suburbs and Industrial Estate will have Fibre Optics as the standard and existing suburbs will be a progressive change over
Appendix 2c – Taskforce report 3 (partnerships)

Gladstone Region 2028 Visioning Project
Taskforce Briefing Document

Briefing Authors: Maxine Brushe, Ray Johnson

Taskforce Leader: Maxine Brushe

Date: 13 August, 2008

1. The Issue: BUILDING, STRENGTHENING AND CELEBRATING PARTNERSHIPS ACROSS THE GLADSTONE REGION

The Gladstone Region is undergoing another period of immense industrial growth with some $40billion worth of construction projects underway or under investigation. The region has already established some outstanding examples of strong partnerships across sectors, to deliver effective outcomes. We need to develop and build on this concept to ensure that growth pressures do not impinge on the lifestyle we currently enjoy.

We can achieve this by:

- Promoting broadly the benefits of working collectively to progress issues and projects;
- Developing high level understanding of issues, both current and emerging gaps, opportunities and developments across sectors so that a collective and appropriate response can be developed across the region;
- Strengthening capacity of the region to respond to issues — recent example of community working with GRC to overturn Curtis Island SDA declaration;
- Celebrating the success of partnerships that achieve outcomes;
- Identifying the opportunities to work collectively across sectors to drive development and response to issues — e.g. Gladstone District Youth Achievement Plan;
- Desire by big industrials to be partners but inflexibility of governments and, sometimes lack of knowledge and capacity of community players, inhibits meaningful partnership arrangements. Training is required in facilitating effective partnerships and using collaborative models; and
- Reliance on government grants, rather than permanent funding, continues to hamper true partnerships within the social and human services sector. Highly competitive funding rounds inhibit partnerships. Collaboration of groups to jointly provide a range of services is required.
2. Special relevance of the issue to the Gladstone Region

- There is a special culture in Gladstone where people want to work together on solving problems (CAN DO attitude), rather than just complaining.
  - We have a strength here in ‘partnering’ that can be built on, and we should build the capacity further throughout the community.
  - Region is not very stratified as present, very classless place. People treat each other with respect if it’s applied mutually.

Examples:

*Already some strong partnerships in place* - e.g. Social Service Sector Interagency Networks that don’t just share information about services but also now work together to find solutions to current and emerging issues within the sector.

*Opportunities for business development through partnerships* e.g. Gladstone Engineering Alliance was formed to build capacity to tender competitively for business with major industrial developments.

- We are on a growth spurt where we must partner, or else the high growth could impinge upon lifestyles and the situation could become adversarial.
- The nature of our region in which ‘environment meets industry’, ‘growth meets lifestyle’, and ‘affluence and opportunity meets”, means people may get left behind. We have to be careful about possible negative shifts as the region grows.
- There are high and growing public expectations: the Gladstone region has a very highly educated, wealthy, smart, well-trained population who are well versed in Government processes and know whether they are being adequately consulted, or should be, and how to network properly.

Examples:

*Recent collective community action taken against blanket declaration of State Development Area land on Curtis Island.*

- Additionally, social issues and problems are less visible because they don’t necessary translate into crime and dislocation. Partnering could assist in raising awareness by the business and corporate sector of these “hidden” issues that threaten the liveability of the region, particularly as cost of living pressures impact more strongly on the “working poor”.


The Gladstone Region suffers from “Smokestack Disease”. With the region heavily reliant on major industrials (two refineries, smelter, power station, port, etc), the small business sector, government sector, and NGO sector are often forgotten. The community psyche revolves around the visual impact of major industry; however, all other sectors including SMEs, government and NGOs are critical to the region.

Major labour shortages across the globe are starting to bite, particularly in regions such as Gladstone, with many skilled and professional staff leaving the region to take up more highly paid work elsewhere. Growing our own skilled staff will require partnerships across sectors, including schools, TAFE, training providers, CQUniversity and employers.

Examples:

Industry sponsored Gladstone Schools Engineering Skills Centre and the Business and Information Technology Skills Centre train engineering and business/IT students to be job ready for local employers and agreed entry opportunities into TAFE/ CQUniversity.

Centralisation of Government Departments in Rockhampton, purporting to service the rapidly growing Gladstone Region is an issue that continues to obstruct adequate government funding to deliver a range of programs. This factor keeps driving the need to establish partnerships across sectors to meet gaps traditionally filled by government funding.

Ensuring that the Gladstone Region remains a great place to live, work and play will require partnerships across sectors to maintain growth, including housing, education, childcare, recreational opportunities, health and social services.

3. Looking out to 2028 (and beyond)

The Way Forward

We need to move further along the ‘partnerships continuum’ – i.e. from donations → to sponsorship → to full partnerships (which are a two-way street, in which both parties are contributing and sharing the risks).

- Global companies and NGOs are pioneering in this region, governments are behind the game here, and people in Gladstone are at various stages along this continuum.

- ‘Partnering’ is something we could all learn about, increasingly, over the next decade or two to discover more win-wins.
Exploring the opportunities of public-private partnerships in delivery of essential infrastructure and services should be explored by GRC and others.

All levels of Government must effectively engage the community as a partner in growth into the future. Open and transparent communication from start to finish must be a hallmark of this engagement. If we don’t work together in partnerships there is the chance a “climate of fear” could develop around key issues causing tension at the moment.

Partnerships across the region and beyond, promoting Agnes Water/Town of 1770 and Tannum Sands/Boyne Island and our rural areas as the playgrounds and adventure recreation areas for a heavily industrialized urban population will increase the attractiveness of this area for a skilled and professional workforce into the future.

The Government sector, in particular the State Government, does not have sufficient understanding of the other two sectors (business and non-government), relying too much on head-to-head stuff (in Brisbane), rather than using a more local and regional approach.

The Gladstone Area Industry Network (GAIN) is crucial and could take on a strong leadership role in partnering the community to bring real change. This would require a change in role of the group, but would more closely align with the perception the community has of GAIN, i.e. a collaborative group of major industry leaders who can influence and determine major issues that affect their employees and the community generally. “GAIN undervalues their potential. They need to be able to identify common ground and have more common stances on things, and clarify its role to itself first and, then, clarify it to the community”.

Emerging internationalisation of the local workforce is a growing trend. Schools and employers need to begin to prepare for this, as more migrants and people with overseas visas (who have English as a second language) are starting to work here. (10 years ago almost everyone was white Anglo-Saxons). The community is not psychological attuned for the likely next wave.

Implications for other Taskforces

All other taskforces are impacted directly by the need to build and strengthen partnerships to deliver results.
1. Securing and creating positive futures for children and young people.
   Tension – if community is not taken on board as a true partner in growth in this Region there is potential for any of the following:
   - Erosion of current pro industry stance by community
   - Severe labour shortages
   - Reduction in liveability of the region

2. Capitalising on a flourishing cultural diversity in the Gladstone Region.
   Tension – it is necessary to adequately prepare the community for a possible influx of migrant workforce and grow the cross-cultural understanding across community. There are great opportunities for partnerships across sectors to deliver on this.

3. Creating and securing sustainable equity i.e. a fair go for all
   Tension – there is recognition among all sectors of impacts of current growth, emerging issues and opportunities to partner in solutions.

4. Sustainable management of the Gladstone Region’s environment, natural, social, economic and political.
   Tension – State Government needs to recognize social impacts of industrial growth. It needs to effectively partner with the region instead of dictating from Brisbane.

5. Proactive planning and management of Gladstone Regional infrastructure
   Tension – acknowledgement of plans for major industrial development in region. Possible opportunities to partner to ensure soft and hard infrastructure continues to meet demands of growing population.

4. Options for responding to the challenges e

   - Establish an ongoing Community Reference Group that provides input into the new Gladstone Regional Council, advising Council on implementation of the vision and also refreshing regional planning every 3 to 5 years (i.e. making efforts to refresh it, via additional participatory processes). Take the view that we can’t afford not to do this sort of local planning, rather than “we can’t afford to do it”.

   - Apply the youth model of collaborative efforts (i.e. that has been used to develop the District Youth Achievement Plan) to other issues.

   - The State Government needs to learn from a few bad experiences where they get “burned” by community backlash (e.g. re: Curtis Island, with the extension of the State Development Area), so they make more of an effort to listen
and transparently communicate and engage with the local community.

- GAIN needs to show some leadership by becoming more of a ‘peak body’, and establishing better systems for its operation (e.g. governance systems, communication – e.g. annual public reports). It needs to ensure it gets direct input from the other two sectors as well – perhaps through some representative in committees or management activities.

- Training in Partnerships should be delivered across sectors within the Region.
Appendix 2d – Taskforce report 2 (sustainable equity)

Gladstone Region 2028 Visioning Project
Taskforce Briefing Document

Briefing Contributors: Mandy Jones (Anglicare), Robyn Cooper (Anglicare), Val Dempsey (Anglicare), Veronica Laverick (Gladstone Regional Council), and Andrea Hughes (Gladstone Regional Council).

Taskforce Facilitator and lead author: Mandy Jones (Anglicare Central Queensland)

Date: 13 August 2008

1. Issue: CREATING SUSTAINABLE EQUITY – I.E. A FAIR GO FOR ALL IN THE GLADSTONE REGION

The ‘creating sustainable equity’ issue speaks to the possibility of creating a future in which the region works for everybody and all generations – the young through to older people - and not just those with high-paying industry jobs. This is crucial, due to the increased pressure on families caused by higher prices for food, energy and housing and rising interest rates, and projections of further rises in the cost of living. Furthermore, although the region is prosperous (i.e. on an income basis, with less disadvantage than many locations and cities/regions, low crime rates, etc) there are issues and problems generating inequality as well as evidence that social disadvantage has been growing in Gladstone. Key aspects include:

- Increasing costs due, in part, to the rapid growth of industry (e.g. increase in rental prices, with accommodation below $300 a week now extremely hard to find);
- A cultural dimension, whereby a “greed for the $” appears to have been emerging;
- The need to look out for families – particularly those on single-incomes – as well as pensioners, young people and people with a mental illness;
- Addressing the needs of those groups that are more disadvantaged (e.g. indigenous), especially as the pressures on them (e.g. rise in living costs) increase;
- Affordability or services/life and accessibility for all people, including the disabled;
- Providing adequate and affordable housing;
- Transport services, in particular improving access to public transport;
- Improving community wellbeing and public health;
- Skilling-up local workers so money stays in the community, and the community benefits from the flow-on effects of industrial/economic growth;
• Having employment and other opportunities available for all people (e.g. providing part-time work to those people with a mental illness, or other disabilities, etc);
• Caring for people already in the region (long-term residents), as well considering the needs of those moving to the region for work;
• Ensuring those benefiting from economic development give back to the community; and
• Overall, improving ‘social inclusion’ through all of the above.

Ultimately, this Taskforce and Briefing is about developing a caring region that looks out for all people, regardless of status and age. It also seeks to address the concern that, currently, the region primarily caters to the individual and corporate pursuit of wealth and a desire to “get ahead”, rather than delivering economic benefits whilst also looking out for the whole community and providing broader wellbeing requirements. The main challenge is to anticipate the social impacts of further growth so that it can be more sustainable and the benefits shared more equitably/fairly throughout the community.

2. Special relevance of the issue to the Gladstone Region

As industry grows, bringing a larger population and creating wealth, there is, consequently, more competition for housing, higher living costs (e.g. rent) as well as other social impacts. This is generating pressures on some families and other residents who are earning less money – particularly those not working in heavy industry roles. Creating an equitable Gladstone region will require looking out for struggling families (e.g. those living on single incomes), pensioners and some young people (e.g. apprentices), and watching for negative impacts as the cost of living increases. The segment of the population that is suffering financial hardship, some of whom are living ‘week-to-week’, may need new services and forms of assistance. This is an unintended consequence of the rapid growth in the region, along with other trends (e.g. higher fuel prices, rising interest rates) which are also increasingly squeezing family budgets.

As noted in section 1, there is evidence that issues of social disadvantage and inequality are currently worsening in the Gladstone region. For example:
• Many people are clearly caught up in providing for their families and ‘getting by’;
• The cultural dimension (people chasing the $, more competition) has intensified over the last five years and the gap (in incomes) between the rich and poor is widening;
• Those working to assist people with mental illness have full case loads;
• Broader changes creating a faster-paced world are making it tough for some people; and
There is quite a large youth drug problem in Gladstone.

In addition, the issue has special relevance to the Gladstone region due to the:

- Rapid growth of Gladstone City, which is generating new emerging problems such as a lack of housing (including a five year wait for public housing) and other affordability problems as the city booms. Rising costs of living are also creating new employment trends as people chase higher incomes;

- Impact (of the growth) on existing populations, particularly the core low socio-economic minority who do not benefit from the prosperity of the region and in fact whose living standards are decreasing. Strategies need to be implemented to ensure all existing residents benefit, regardless of status. This may mean, for example, a targeted or focused program to improve skills / recruitment of locals for industry;

- Need to rethink, across the board, disability issues (access, buildings, employment, etc);

- Inability of Gladstone region to retain newly arrived residents who are not staying and are returning to the cities for services that they expect as the 'norm' and not a luxury;

- Concerns in the older section of the community, who wish to remain in the Gladstone region but are currently having to leave because of a lack of accommodation, retirement villages or other services;

- Requirement for a diversity of housing options, which can cater to all needs. There is a need to think outside the box with regard to affordable accommodation – particularly with regard to industrial growth and the transient nature of the population;

- Lack of support services for the skilled workforces being attracted from other countries for industry and their dependants; and

- Concerns that the growth of fly-in-fly-out workforces will mean that the local population and local economy / community will not benefit sufficiently as industry grows.

Linked with this is a concern about social isolation experienced by some workers. In particular, those coming into the Gladstone region – from regional Australia and other countries – can’t readily afford a house and, thus, must live in a flat and cannot bring their family into the region. As a result they can feel isolated, and this can lead to depression. The growing multicultural population, resulting from workers increasing brought into the region from overseas, can also suffer because of lack of understanding of cultural differences. As well, they often have to wait a long time for their families to arrive.

Most of the above problems and issues stem from the fact that the Gladstone region is increasingly an industrial centre. The further introduction of industry, and increase in people coming in
the region, has a large impact on the local context and residents. Many of the problems have been an unplanned for consequence of rapid growth in the region. As further industry is on the horizon some of the challenges associated with such growth will need to be considered in advance, particularly the likely impacts on the less well off residents. The key point is that Industry coming in is generally a good thing, but it has a range of impacts.

Finally, the impacts noted above have implications for the way in which governments –Federal, State and Local – enable growth regions to manage the societal effects of such growth. This Taskforce has a concern about the distribution of costs and benefits. While industrial growth contributes significantly to the State and Federal economies, it is at the local level that infrastructure, social and environmental impacts are most keenly felt. In this context, the Taskforce wants to see more public monies and decision making powers devolved to the level of government where the issues are best understood and immediately managed. (This approach is in line with the principle of subsidiarity and helps to ensure greater efficiency and effectiveness in decision making). This could involve State Government taking a more active role in the region – through locating staff and services locally and working in closer collaboration with the Gladstone Regional Council on all industrial and service planning matters.

3. Looking out to 2028 (and beyond)

Emerging sustainable equity challenges and problems include:

3.1 Ensuring the community services and social inclusion requirements are planned for ahead of further growth;

Key issues include:
- Being over-capacity, currently, for the number of children in care. There is no program to get people out of ruts, and we’re concerned that over the next few years we will see an increase in the number of children coming into care due to population growth, increased cost of living and the extra pressure on families; and
- Making sure we have the facilities to cope with the next influx of population – updating community services, bigger hospital, schooling system, support for those isolated and programs to improve and ensure social inclusion.

Ultimately, effective planning and workable partnerships (MoU’s) need to be in place to ensure the competitiveness for Government dollars is lessened and to ensure no overlaps / doubling up of services. That said, diversity in service delivery, with particular organisations / agencies, is essential to ensure the diversity of the population is catered for and because the
region's population is too small to accept the 'one size fits all' concept. It demands a variety of organisations / agencies to ensure the needs of all are met. While it is accepted that this approach costs more in the short term, in the end it costs less, as community and social services are accessed by the majority and, therefore, it has a preventive effect in the long-term which is financially beneficial.

3.2 Anticipating the potential social impacts of further growth, and developing new strategies that ensure that all existing residents benefit from growth;

- Challenge for industry is having greater social responsibility, proactively addressing likely social impacts of moving into the region and contributing to community programs. Social conscience of industry is a big challenge. Linked with this, we need to look towards giving people the skills to employ locally. There is also the growing concern that the growth of fly-in-fly-out workforces will mean that the local population and economy will not benefit sufficiently as industry grows; and
- Cost of new housing and living going up and appears likely to skyrocket over the next decade. It is, thus, likely to be more costly to live in the region and more people are likely to require some sort of assistance. Will the old-age pensioners who built Gladstone, those on pensions and with mental health problems need to move out of town?

A faster-paced and more stressful world is likely to create more social challenges. Additionally, the State Government needs to look at the long-term impact of its policies (i.e. growth and industry) on the residents already in the Gladstone region (e.g. old-age pensioners who cannot go get a job or take out a loan and people on disability allowances). An emerging challenge is, thus, to get to higher levels of Government involved in addressing social disadvantage issues and other social consequences of high industrial growth;

3.3 Providing for older people that want to stay in the region but increasingly need to leave. We need to take care of the people that are already here (old pensioners, long-time Gladstonians), as well as provide better for the people coming to the region;

3.4 Decreasing the transient nature of the population (by enticing those people coming to Gladstone for work to remain); and

3.5 Enhancing youth services and facilities.
4. Options for responding to the challenges

Approaches and solutions that could be adopted to address the issue and its specific associated challenges, include

4.1 Greater forward thinking and planning

This includes:
- Planning now for the anticipated big growth – looking at, for example, youth services and entertainment, retirement and aged-care services, etc. Looking out to 2028 we need to think about what sorts of facilities and services need to be worked toward with ageing and health needs (i.e. impacts caused by the need to travel to Rockhampton);
- Considering community services at the same time as everything else. It should not be an afterthought, like it has often been in the past. If we’re going to have much more industry in the Gladstone region, then we need to grow community services just as fast and involve those moving into the area in helping the region to adjust and adapt;
- Advance planning for different scenarios – e.g. where are we going to house the next group of workers? What will happen to the aged pensioners and single mums and dads who can’t afford increasing rates and rising cost of living? Looking at the age of populations coming in and, if they are families with young people, for example, asking do we have the facilities to accommodate them?

In addition, there needs to be clear direction on what is needed to meet the needs of the existing community and for more solidarity in having those needs met.

4.2 More integrated planning with all sectors working in accord to better solve problems (i.e. a joined-up and coordinated approach – community organisations, government at all levels, as well as, where appropriate, big and smaller industry players);

This includes:
- Developing an Integrated Plan involving the three levels of government, industry and non-government sector working in accord to effectively build infrastructure (including social, soft infrastructure) and to deliver services to improve lifestyle for all community members;
- Partnerships and joining together. We need to work to close the current gaps so service provision “flows” and vulnerable people don’t “fall through the middle”; and
- Government organisations who know what is planned for Gladstone (i.e. new industry and growth) need to talk to others who are helping to address these problems.
4.3 Developing the social conscience of industry so that “corporate citizenship” becomes the norm – not just through donations, but through allocation of time and skills for community programs and needs to improve the community’s liveability and local skills development;

Linked with this, we need to try to ensure that the skills required by industry are available locally. This could be developed, for example, via: a new training plan (e.g. embed training options into senior years at secondary school), more affordable and accessible tuition (the cost can put people off), programs to get people out the ruts they can find themselves in (i.e. greater support and training), and providing incentives to skill-up the unemployed.

4.4 Improving disability access via an audit of existing infrastructure and the planning of the new infrastructure required;

4.5 Conducting bold ‘liveability planning’, including offering ‘diversity in lifestyle’ – to provide the ability to choose (retail / sporting / community activities etc) to encourage newly arrived residents to stay and not return to cities for what they consider to be basic services; and

4.6 Models of service delivery / planning, typically developed in major centres with little local knowledge, need to have the ability to be adapted for each community.

Master plans rarely work, because communities are not punched out of moulds but evolve from different bases and around the natural attributes of a region. We have to cater for different needs which develop from this reality – i.e. what would work for a suburb of Brisbane can be adapted for regional centres, but it is essential that the adaptation is community driven.
Appendix 2e – Taskforce report 4 (environmental management)

Gladstone Region 2028 Visioning Project
Taskforce Briefing Document

Taskforce members: Frank George, Teresa Wilkie, Alison Green, Anna Hitchcock

Taskforce facilitator (and member): Jan Arens

Date: 24th May 2008

1. **The issue: Sustainable management of the Gladstone region’s environment – natural, social, economic and political dimensions**

The world appears to be facing several simultaneous long-term sustainability crises. These range from climate change, access to cheap energy in a “peak oil” context and growing energy demands, through to loss of biodiversity and native vegetation and the growing ecological footprint generated by a rapidly growing global population and unsustainable consumption levels. Indeed, the International Energy Agency recognises that current energy trends are unsustainable and there is general agreement that a better balance is required between energy security, economic development and environmental protection.

Despite various sustainable development promises, such as environmental treaties (e.g. the *Convention on Biological Diversity* signed by Australian in 1992 aimed at stemming the rate of species loss) and new State legislation (e.g. the *Vegetation Management Act (2000)*), it is our view that governments are not managing the natural environment in a sustainable manner. Human action has precipitated what has been termed the ‘sixth mass extinction of species’ through widespread habitat destruction and pollution. Additionally, since the *Vegetation Management Act* came into force, more than 3.4 million hectares of land has been cleared in Queensland, more than 1.9 million hectares of it biodiversity sustaining remnant vegetation. Australia’s “ecological footprint” (7.7 global hectares per person) is over three times the global average.

Furthermore, continued clearing of land for farming, industry and housing is undermining the ability of remnant vegetation to sustain ecological functions. This habitat fragmentation is the most significant direct threat to our region’s biodiversity. However, Queensland clears regionally significant remnant vegetation at twice the rate as its Government cares to protect.

This taskforce believes the Gladstone region community should translate these global, national and State problems into local planning and action. This translation could include:
- Addressing biodiversity loss and protecting remnant vegetation;
- Reducing greenhouse gases and energy use (particularly non-renewable); and
- Reducing the Gladstone region’s “environmental footprint”.

We believe there is a desire in the Gladstone community to protect and preserve the natural environment and to become environmentally sustainable. What is lacking is on-the-ground action and behaviour change. This is, thus, a key focal area alongside increasing the political will (e.g. State Government) to act.

2. SPECIAL RELEVANCE OF THE ISSUE TO THE GLADSTONE REGION

Biodiversity loss and protecting remnant vegetation:

The Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) recognises at least 52 threatened species in our region.
<table>
<thead>
<tr>
<th>Scientific Name</th>
<th>Common Name</th>
<th>Conservation Status</th>
</tr>
</thead>
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<tr>
<td>Epithianura crocea macgregori*</td>
<td>Yellow Chat (Dawson)</td>
<td>Critically Endangered</td>
</tr>
<tr>
<td>Pterodroma heraldica *</td>
<td>Herald Petrel</td>
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<td>Macronectes giganteus *</td>
<td>Southern Giant-Petrel</td>
<td>Endangered</td>
</tr>
<tr>
<td>Balaenoptera musculus *</td>
<td>Blue Whale</td>
<td>Endangered</td>
</tr>
<tr>
<td>Dasyurus hallucatus *</td>
<td>Northern Quoll</td>
<td>Endangered</td>
</tr>
<tr>
<td>Eubalaena australis *</td>
<td>Southern Right Whale</td>
<td>Endangered</td>
</tr>
<tr>
<td>Caretta caretta *</td>
<td>Loggerhead Turtle</td>
<td>Endangered</td>
</tr>
<tr>
<td>Lepidochelys olivacea *</td>
<td>Pacific Ridley, Olive Ridley</td>
<td>Endangered</td>
</tr>
<tr>
<td>Atalaya collina *</td>
<td>Bulbophyllum globuliforme *</td>
<td>Endangered</td>
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<tr>
<td>Ocyca megacarpa *</td>
<td>Fontainea venosa *</td>
<td>Endangered</td>
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<tr>
<td>Macadamia jansenii *</td>
<td>Bulberin Nut</td>
<td>Endangered</td>
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<tr>
<td>Erythrotriorchis radiatus *</td>
<td>Red Goshawk</td>
<td>Vulnerable</td>
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<tr>
<td>Geophs scripta scripta *</td>
<td>Squatter Pigeo (southern)</td>
<td>Vulnerable</td>
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<tr>
<td>Pterodroma neglecta neglecta*</td>
<td>Kermadec Petrel (western)</td>
<td>Vulnerable</td>
</tr>
<tr>
<td>Postratula australis *</td>
<td>Australian Painted Snake</td>
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<td>Turnix melanogaster *</td>
<td>Black-breasted Button-quail</td>
<td>Vulnerable</td>
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<tr>
<td>Chalinobus dwyeri *</td>
<td>Large-eared Red Bat, Large Red Bat</td>
<td>Vulnerable</td>
</tr>
<tr>
<td>Megaptera novaengliae *</td>
<td>Humpback Whale</td>
<td>Vulnerable</td>
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<tr>
<td>Nyctophilus timoriensis (South eastern form) *</td>
<td>Eastern Long-eared Bat</td>
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<td>Xeromyces myoides *</td>
<td>Water Mouse, False Water Rat</td>
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<td>Chelonia mydas *</td>
<td>Green Turtle</td>
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<td>Denisonia maculata *</td>
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<tr>
<td>Dermochelys coriacea *</td>
<td>Leathery Turtle, Leatherback Turtle, Luth</td>
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<tr>
<td>Ergenia rugosa *</td>
<td>Yakka Skink</td>
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<td>Eremochelys inornata *</td>
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<td>Furina duumuli *</td>
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<td>Natator depressus *</td>
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</tr>
<tr>
<td>Paradelma orientalis *</td>
<td>Brigalow Scaly-foot</td>
<td>Vulnerable</td>
</tr>
<tr>
<td>Rheodytes leukops *</td>
<td>Fitzroy Tortoise</td>
<td>Vulnerable</td>
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</table>
Reducing greenhouse gases and energy use (particularly non-renewable):

The Gladstone region’s principal industry is energy intensive aluminium industry, and coal mining related, while cement and ammonium nitrate manufacturing also contribute to the carbon dioxide load. Unless these industries are managed so that they can adapt to a changing context (e.g. new expectations and legislation in response to climate change) they pose a challenge to working towards sustainable development for the region.

The rising cost of fuel is also a concern. We rely on road freight to transport food to our supermarkets, we drive cars to work and our trains are fuelled by diesel. Over the last year diesel has risen 33% in Queensland. The rising cost of energy will cascade into our cost of living and the CPI is bound to rise. In addition, as many executives in Gladstone are Brisbane based, they necessarily undertake fuel intensive air travel.

Reducing the Gladstone region’s “environmental footprint”:

It is imperative that communities consider their environmental footprint and work together to reduce it. With the Gladstone region’s growing population (two to three times faster than global population growth rate) and a high ecological footprint per person, the region faces a significant sustainability challenge. If we do not reduce our footprint we may negate the ability of future generations to meet their needs.

3. LOOKING OUT TO 2028 (AND BEYOND)

In the view of our Taskforce members, the Gladstone region should address a number of biodiversity, greenhouse and other sustainability challenges. In summary, these can be stated as follows:

Biodiversity challenges:
1. Protecting biodiversity sustaining ecosystems from further fragmentation;
2. Taking an integrated approach to linking vegetation management and native fauna protection across all land tenure types;
3. Incorporating the principles of the Convention on Biological Diversity into planning schemes;
4. Managing already ‘compromised’ development areas in partnership with commitments to adequately regenerate and buffer sensitive areas; and
5. Preserving known habitats of endangered and vulnerable species.
**Greenhouse challenges:**
1. Existing industry pursuing a path to carbon neutrality. This includes accounting for the production of CO₂ from their operational activities and considering their up/downstream effects;
2. Establishing independent CO₂ generation benchmarks, and undertaking an ongoing program of reduction and offsets with a net CO₂ reduction of at least 10% by 2028;
3. Reducing our reliance on CO₂ intensive industry by attracting low ecological footprint industry;
4. Reducing our reliance on freighted products (for example, by growing food locally); and
5. Improving public transport and freighting by electric power while increasing renewable energy inputs into the grid.

**Other sustainability challenges:**
1. Showing the necessary political leadership to correct the overwhelming imbalance of our “triple bottom line”, away from economic bias towards social and ecological considerations;
2. Promoting a clearer community understanding of the concepts around ‘ecological footprint’;
3. Actively engaging industry about understanding and progressively reducing their ecological footprint. An independent benchmark of industry’s current footprint could be established and an ongoing improvement demonstrated with a reduction of at least 10% by 2028;
4. Conducting an honest, a-political, scientific assessment of the water resources required to sustain existing industry with due regard for potential shifts in climate due to global warming. No drought-proofing measures are to be taken that will harm the natural environment locally or in the wider world; and
5. Reviewing our economic growth-focussed paradigm.

Overall, our Taskforce believes it is important that the Gladstone region not be unrealistically promoted as an “industrial Shangri-La”. By this we mean that industrial growth will require commensurate investments in social support services and environmental health.

**OPTIONS FOR RESPONDING TO THE CHALLENGES**

Options for more sustainable development and management include:

- Establishing an electric grid powered by renewable sources such as solar and geothermal energy;
- Covering Gladstone City with zero net environmental impact dwellings, permeated with 50/50 natural ecosystems and
man-made systems (e.g. community gardens, localised production, water harvesting);

- Moving towards much more holistic and closed-loop systems;
- Creating more nature reserves with genuine sanctuaries;
- Re-using grey water and use of ‘water harvesting’; and
- Researching and understanding that which sustains us, including giving Gladstone region residents the information they need to manage their environmental footprint.
Appendix 3 – Notes from Scenarios Workshop, held on Friday May 16th, 2008

PRESENT: Jan Arens, Maxine Brushe, Ron Heymer, Graeme Kanofski (until 10am), Pierre Viljoen, and Frank George (part of sustainable management of the environment taskforce).

APOLOGIES: Matt Cooke, Mandy Jones

FACILITATION: Dr Scott Philips and Stephen McGrail, Futureye

INTRODUCTION

A half-day workshop was conducted to brainstorm key elements of potential future scenarios for the Gladstone region and to identify a set of provocative possibilities to stimulate more robust and creative forward-thinking at the public community visioning workshop on Thursday 29th May, 2008. It began with a re-reading of the concluding remarks in the Community Profile:

“Gladstone and the wider region finds itself at an important watershed in its development and history. The community needs to consider how it can best integrate and balance environmental, social and economic imperatives. This will mean thinking now about how to move beyond the trends and issues currently affecting Gladstone and considering the alternative paths available for its development into the future.”

To this end, the workshop challenged Visioning Committee members to consider the likely future impact of key forces or “drivers” of change that will influence the future of the region and to think creatively and strategically about how the region could change over the next 20 years. The following four-step process was used:

1. Developing a shared understanding of the past;
2. Brainstorming key factors and drivers that will shape the future of the region and competing visions of the future;
3. Initial scenario development using the scenario archetypes technique (this uses four different plotlines – “continued growth”, “transformation”, “collapse”, and “return to imagined past” – to create exploratory future scenarios); and
4. Small group work to develop an outline of each scenario narrative.

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23 NOTE: The exploratory scenarios will be used during the workshop to spark public responses which will help identify key elements of a shared long-term vision, areas of tension and surface core values.
The workshop should be considered an initial exercise designed to help the Committee to stimulate sophisticated “futures thinking” in the Gladstone region community. These workshop notes have been prepared to provide the Committee with an additional opportunity to refine their thinking and further develop the draft scenario outlines.

INITIAL DISCUSSION: “GIVENS” AND FRAMING FORCES

Before the process began, a conversation emerged about what the “givens” might be in any Gladstone region future scenario. Initially this was focused on what other planning bodies, especially at the State and Federal levels, have in mind, and whether this “locks” the region into a particular trajectory of development. Committee members commented that “we’ve been selected to be the industrial hub” and observed that other layers of planning already have a big vision for the future of the region. Another observation was that “natural features drive Gladstone”, such as its deep water port, proximity to resources, and the fortuitous combination of locally available resources such as limestone used in alumina smelting. There is clearly a concern that the natural and political context will determine the future of the region. A concern also emerged that a major framing force is the region’s current reputation (i.e. perceptions).

At the same time, however, it was also argued that the regional community can now, having come together in a new Regional Council, “punch above its weight” and determine more of its own destiny by influencing planning decisions and working towards a shared vision. Additionally, it is clear that the other policy priorities, i.e. non-economic development focused, at the national and international levels will also influence the region’s future. These include the introduction of a national Emissions Trading Scheme (in 2010) and other national and international sustainability priorities (e.g. biodiversity, sustainable urban development including the move towards ‘net zero emissions’ new buildings over the next two decades, water and river system management, depletion of non-renewable resources). The sustainable development policy context is clearly also one that will intensify over the next 20 years.

DISCUSSION #1: THE GLADSTONE REGION’S PAST

To develop a shared understanding of the past a key question was posed: what events have made the region what it is today? Responses were placed in a three era framework (“Pastoral, gold and meatworks”, “Alumina”; and “Intensification and diversification”):
The above timeline clearly illustrates how the natural and political context has influenced the region. In addition, it was difficult to imagine a current reality different to the present, due to powerful external forces. The “Pre-QAL” and “Post-QAL” demarcation also emerged as a common way that people think about the key periods in the region’s history. It was also observed that, historically, industrial development and the management of environmental and social issues have been out of balance and that this is the core challenge, now, for the region.
DISCUSSION #2: KEY ISSUES, DRIVERS AND VISIONS OF THE FUTURE

A range of factors and issues were then brainstormed to quickly map out key considerations for regional future scenarios. A simple tool, the “futures triangle”\(^{24}\) was used to stimulate and frame discussion. This tool has three elements:

- **Weight** of the past: aspects of the past that restrict change and/or frame likely futures. The weight of these “lock-ins” can make the creation of new futures seem nearly impossible\(^{25}\);
- **Push** of the present: current influential trends and key issues/problems; and
- **Pull** of the future: different, competing visions and ‘images’ of the region’s future.

Additionally, a range of emerging issues and key items ‘in the pipeline’ were discussed in this part of the process. The results of the brainstorm are listed below:

**WEIGHT (aspects of the past restricting change OR framing likely futures)**

- Natural environment and features;
- Industrialisation;
- Oil shale pilot plant pollution event tarnished the image of major industry and started to polarise views in the community about further industrialisation (NB. This event led to an increase in the Gladstone State Development Area (GSDA) from 10,000 to 22,000 hectares, as the State Government effectively bought the land that had been polluted and provided effective compensation to affected families in this way.);
- Physical constraints – such as competition for harbour-front land (could limit development); and
- The Queensland Government’s creation of the Gladstone Special Development Area (GSDA) and agenda to further develop the region.

**PUSH (current influential trends and key issues/problems)**

**Local level**

- Population growth (expected to double between 1996 and 2006);
- Social concerns caused by rapid growth – particularly around liveability, rising inequality, and sustainability of recent growth;

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\(^{24}\) The Futures Triangle was developed by Professor Sohail Inayatullah. For more information, see Appendix 1 or *Questioning the Future: Methods and Tools for Organisational and Societal Transformation* (Second Edition), Tamkang University Press, Mach 2005.

\(^{25}\) This is actually not the case. See for example: Inayatullah, Sohail, “Alternative futures for transport”, *Foresight*, Vol. 5 No.1, 2003, pp.34-43.
Lack of ‘social infrastructure’ in place for anticipated growth;
Our “air shed is full” (too much “airfill” of industrial pollution);
Declining affordability (food and fuel, housing, etc);
Rising cost of operating in the region (this is a worsening problem) which may militate against attracting industries and companies to Gladstone;
Community concerns about potential water shortages and the amount of water allocations currently going to industry (which is ~75%);
Ability to attract and retain talent (NOTE: participants discussed whether this was primarily due to the region’s reputation / perception problems);
Trend towards “earner-learners” that don’t have a full course load at CQUniversity;
Lack of services and infrastructure in Agnes Waters;
Biggest land-user in region is still agriculture (cattle, timber, food);
Strong geothermal, tidal and solar power potential in the region; and
Unrealised tourism potential (e.g. eco-tourism, industrial tourism in Gladstone City, including the lack of tourism product development).

State/National level
- Potential for State government shifts and interventions (such as re: Mt Larcom development + GSDA);
- Ageing population; and
- Growth and importance of tourism.

Systems/World level
- World demand for resources (metals, energy, building materials, etc);
- Competition with other ports around the world;
- Accelerating globalisation (including pushing of production to developing countries) that is increasing influence of global corporations and altering power balances; and
- The overall “systemic crunch” that has emerged – energy, food, fuel, etc, and rising prices for these, along with other intensifying sustainability issues (e.g. climate change, global resource usage and growing economic costs of environmental problems).

Current perceptions of the Gladstone region were also discussed, particularly with regards to the international and national labour market and attracting skilled workers to the region.

**PULL (different visions/images of the region’s future)**
- Vision 1 – “Industrial Mecca / epicentre of the State” – inevitable industrialisation to complete what was started 40 years ago (close to ‘business-as-usual’ future)
FuturEye

- Vision 2 – Evolution towards value-added industry (doing this locally)
- Vision 3 – Localisation and self-sufficiency (inc. own labour market)
- Vision 4 – “Liveable Gladstone” a tourism and retirement Mecca (ALA Hervey Bay)
- Vision 5 – Market garden style industry, linked to food security needs
- Vision 6 – Balanced and sustainable development with equitable social infrastructure in partnership with industry and government

**EMERGING ISSUES / KEY ITEMS IN THE PIPELINE**
- Infrastructure, particularly social, increasingly ‘out of step’ with rapid growth;
- Upgrade of Gladstone airport;
- New infrastructure projects to “future proof” the region’s water supplies, such as a desalination plant in Miriam Vale (although this project is currently under review);
- Additional/planned projects including the QER Limited oil shale project, $8b LNG gas plant project (Queensland Gas and British Gas Group), etc
- Q150 – funding for foreshore development in 1770;
- Climate change risks – coal exports and mining; development of the oil shale deposit; introduction of national Emissions Trading Scheme; long-term viability of coal-fired power station that feeds energy-intensive aluminium smelting, etc; and
- Environmentally sustainable developments, such as Sunrise at 1770, aiming to attract eco-tourism and values-based sustainable living to the region.

**DISCUSSION #3: SCENARIOS OUT TO 2028 FOR THE GLADSTONE REGION**

Initial scenario development was enabled via the scenario archetypes technique. A high-level overview was brainstormed for the four different plotlines (which are “continued growth”, “transformation”, “collapse”, and “return to the imagined past”), in order to identify potential characteristics of alternative 2028 scenarios for the Gladstone region:

**Archetype: Continued growth (more of same)**
- Rapid growth of industry which is in many ways unsustainable but provides growing employment opportunities;
- Still predominantly industrial growth without sufficient attention to environmental issues and social services;

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26 For more information see: Dator, Jim, “The future lies behind! Thirty years of teaching futures studies” (Introduction to the special issue on “Teaching Futures Studies at the University Level”), American Behavioral Scientist, November 1998.
Expansion occurs, but it is largely controlled by State / Regulatory planning levels; 
Not capitalising on the region’s inherent strengths re: tourism; and 
Gladstone is economically vibrant but socially inequitable and environmentally threatened.

**Archetype: Transformation**
- Dominant new values – clean air, social responsibility, and ‘reducing crime’ are growing drivers for transformation; 
- Partnerships re: delivery of social and economic development and management of the natural environment; 
- Sustainable development of industry by planning and management of ecological footprint so it is reducing → sustainable development; 
- Cleaner production, including avoidance of production of waste and integrated waste management between production/processing sites; 
- Planning development AROUND ecosystem boundaries; 
- From “gritty Gladstone” to “glitter Gladstone” as popular perception and marketed image; 
- Electric transportation fuelled by alternative fuels; and 
- Some incremental changes, as well as more revolutionary ones.

**Archetype: Collapse**
- Breakneck expansion of industry with no planning for reducing ecological footprint and sustainable development: 
  - On its way to becoming an unpopulated industrial wasteland 
- Pollution not controlled, allowing too much industry; 
- Lack of key resources (water, human resources) to sustain industry and growth – also lack of economic fuel; 
- Continued exodus of young people (especially for lifestyle reasons); 
- Lack of community support for industry (no “Social License to Operate”); 
- Loss of CQUniversity in Gladstone: 
  - + resulting loss of research base 
  - + loss of skills development for industry 
- Intolerance of social diversity.

**Archetype: Return to Imagined Past**
- Regain small town friendly community feel of Gladstone City, rather than develop Gladstone City as a metropolitan style city
There have been successful efforts to limit the region’s population and, in some parts to significantly reduce it. This has helped to restore small town sensibilities via the development of urban villages; reduce pressure on natural environment, so people can regain the community feeling and enjoy unspoilt and idyllic features/scenery

- Shift back from ‘Earner-Learners’ (today) to full-time students at CQUiversity;
- Restore local fishing population;
- Return to unpolluted environment;
- Restore front dunes at 1770;
- Regain the effective hospital system of 15 years ago; and
- Preserve the sense of community in Boyne Island Tannum Sands and revive community feeling elsewhere (having dealt with sense of a “dying” community).

DISCUSSION #4: HIGH-LEVEL 2028 SCENARIOS AND NARRATIVES

The following draft scenarios were roughly articulated in the scenario workshop. First, a high-level description of what that scenario might look and feel like in 2028 is outlined based on the workshop outputs. Second, some of the triggers and other elements that might form a compelling scenario narrative (i.e. how we get from 2008 to this 2028 scenario) have been captured from the workshop. Both the scenario outlines and narratives are in high-level, draft form for further input from Visioning Committee members. Along with further input it will be useful to ask “what external and internal forces might make different scenarios more or less likely?”

Scenario 1: “High growth Gladstone”

In this future, the region’s population has doubled, with over 50,000 people in Gladstone City. The region’s industrial base has expanded in line with the State Government’s vision for the Gladstone City and the Gladstone State Development Area, and industry has become more diversified. Rapid growth has enabled more liveability, through such enhancements as improved retail and nightlife, and improved physical infrastructure. However, the region’s continued growth was not accompanied by growing attention to environmental issues and social services. As a result, by 2028 high growth Gladstone is economically vibrant but socially inequitable and even more environmentally threatened. Consequently, the region is still not well positioned to capitalise on what were once seen as inherent strengths for developing ecotourism and establishing truly sustainable communities.
Possible scenario triggers and narrative from 2008 to 2028:

- The Gladstone Region missed an opportunity in 2008 to develop a compelling vision that would pull it into a sustainable future;
- Economic drivers (notably development of the region’s mineral wealth through extraction and value adding and the construction of supporting infrastructure) led to a doubling or tripling of industrial activity in the region;
- Benefits of industrial growth were not ploughed back sufficiently into the community and the environment, and a lack of appropriate social services and environmental conservation initiatives was the result;
- We experienced a continued imbalance between environmental, social and economic imperatives and focused on providing growing employment opportunities; and
- Industries focused on securing their social license to operate, but the community became disillusioned by the inability of industries to deliver real outcomes on their social and environmental responsibilities. (For example, community members continued wiping dust off their clotheslines, even though industry promised to monitor and reduce dust emissions.)

*Note: It was felt that, if the regional community developed further down this development trajectory, it could lead to a collapse scenario (i.e. it might be a precursor).

Scenario 2: “Glitter Gladstone”

In this future, Gladstone has become a model city and a model region of 21st century sustainable development. Gladstone’s more post-industrial city is characterized by a well-managed ecological footprint for its various industries, cleaner production including integrated strategies for waste reduction, best-practice sustainable urban environment (including solar power fed into grid and other renewable energy sources, water “harvesting” and electric transportation powered by alternative energy sources), and reducing crime rates. A zoning strategy has been used to align industry development, residential development and ecosystems management. Planning of development has occurred around ecosystem boundaries, rather than over the top of them. Zoning has helped to eliminate the detrimental impacts associated with previously industry-focused land use planning. Glitter Gladstone successfully integrates liveability and sustainability considerations.

Possible scenario triggers and narrative from 2008 to 2028:

- In 2008 the regional community realised its existing development path would result in an unsustainable future. New values were emerging around clean air, social responsibility, and a strong desire existed to reduce crime;
There was a strong focus on preserving the region’s pristine environment for future generations and to establish tight regulations to promote sustainable development;

In this context the region specifically welcomed industries which were clearly supportive of sustainable development outcomes;

As a regional community we created partnerships to ensure balance between social liveability, environmental preservation and economic viability; and

The region embarked on this journey as a way of avoiding the “boom-bust” pattern of the past.

Scenario 3: “Gritty Gladstone”

In this future, the Gladstone region is still struggling to deal with the environmental and social problems that were caused by the earlier breakneck expansion of industry and massive growth in population. Gladstone City is well on the way to becoming an unpopulated industrial wasteland and it has a similar set of problems to other heavily polluted industrial towns – alongside specific health impacts such as chronic breathing illnesses.

Industry has no “social license” to operate following many years of protest and growing community concerns. The region has lost its university (and associated skills and research capacity), young people have left in droves for lifestyle and life opportunity reasons, and there is a lack of key resources (water, human resources, etc) required to sustain industry as well as a regional community.

Possible scenario triggers and narrative from 2008 to 2028:

- Peak then collapse due to unrestrained development of new projects;
- A doubling or tripling of industry in the region without the accompanying social infrastructure and environmental issues management;
- In effect, one area of the region is allowed to become heavily polluted and population in the region peaks at about 100,000 in the year 2020;
- Increasing and unsustainable demands on natural resources (e.g. water) and pollution, due to a failure to plan for reducing ecological footprint and sustainable development, which leads to the destruction of local biodiversity;
- Increasing social concern re: the decreasing liveability and sustainability of the region, as well as increasing crime and community tensions;
- Less commitment to the region from young people and new residents and sharp rise in people wanting to leave the region for health and other reasons. It becomes increasingly difficult to attract people to the region (i.e. high salaries not enough re: trade-offs people make, as well as negative reputation impacts on tourism); and
- Declining population from 2022 onwards and by 2028 it is back down to 2008 levels and is still rapidly dropping as people desert Gladstone City and, increasingly, other parts of the Gladstone region.

**Scenario 4: “Eco-Gladstone”**

In this future, the Gladstone region has gone through a successful “eco-localisation” process. Gladstone City has regained a small town, friendly, community feel and the region has a smaller, less transient population that enjoys a largely unspoilt and unpolluted environment. This is due to successful efforts to, first, restore the natural environment (e.g. local fishing stocks, the front dunes at 1770, etc.) and, second, to limit the region’s population overall while in some parts to significantly reduce it. The result has been to recover a small town sensibility across the region. Similarly, there has also been a shift away from the ‘Earner-Learners’ to full-time students at CQUniversity. In 2028, eco-businesses and tourism flourish, and appropriate professionals are attracted to the region to deliver the full range of services associated with a “21st century lifestyle”. The unique style of community that was found in Boyne Island Tannum Sands back in 2008 has been retained and spread to other parts of the region.

**Possible scenario triggers and narrative from 2008 to 2028:**
- Current conflicts, such as: in Gladstone City about whether it is a small town or happily on the way to becoming a major metropolitan centre; and over the impact of development on the environment (e.g. at Agnes Waters);
- An increase in these conflicts could lead to a larger percentage of the population that does not support further industrial development and more pressure to enforce environmental protection legislation (State – NRW, EPA);
- This could lead to a choice:
  - Proceed with industry development but within stricter ecological parameters; or
  - Decide to go back to how the region was before the intensification of industrial growth during the most recent developmental era.
- Politicians likely to argue that we can’t completely turn around the ship, but agree that there are aspects of the past that should be “recovered” and that these can be used to gradually shift the economic base of the region. Through this they begin to:
  - Favour other industries – tourism (particularly eco-tourism), retirement, other eco-industries (fishing, bushwalking, organic farming, etc); and
  - Support community activists who want reduced pressures on the natural environment so that people can enjoy unspoilt features/scenery
- Local Government decides to discontinue promoting and welcoming industry growth and, consequently, the region’s transient population progressively leaves; and
- Localisation and self-sufficiency increases: local people doing local things for locals.

*Note: there was a concern that this scenario could result in a lack of investment in infrastructure, real estate slump, etc.*

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THE FUTURES TRIANGLE MODEL (PROFESSOR SOHAIL INAYATULLAH), USED IN THE WORKSHOP
Appendix 4 – 2028 Vision Statement

Gladstone region will be recognised, nationally and internationally, as a sustainable ‘region of choice’ for achieving the best integration of large industry and commerce, environmental protection and community wellbeing. We will be renowned for balance: a friendly, clean and vibrant place in which to work, live and raise a family.

We will achieve this vision by:
- Providing the opportunity for everyone in our urban and rural communities to participate fully in the life of the region;
- Acknowledging the Indigenous caretakers of our region and their continued custodianship and spiritual connection to our land;
- Valuing our diversity: celebrating our cultural and natural diversity, and protecting them so they can be enjoyed by residents and tourists; and
- Aspiring to be a region that retains, develops and provides safe environments for its people across all generations (young and old), creates and manages a sustainable economy, and maintains its unique lifestyle (such as good fishing and crabbing) by ensuring we grow in a smart way.

We recognise this will involve:
- Maintaining our natural assets, “small town” feel, green belts, employment opportunities, “can do” attitude, university and wide range of recreational options; and
- Planning, managing and reducing the environmental impact of our industries while building a community where everyone takes responsibility for, and is helped in, living sustainably.

We want our new regional council and other levels of Government to work in partnership, with each other, and with us, so we can have the predominant say over how and where Government resources are allocated within the wider region to meet local and regional needs. Our regional voice will be prominently established.

The following 10 long-term goals are central to realising this vision

1. To be responsive to emerging climate change and sustainability requirements. Doing this will equally require action from industry and government as well as households, and may potentially include the following sub-goals:
   - To develop, embrace and implement carbon emission reduction policies for our regional community and industry in line with state and federal policies;
   - Cleaner production in our existing heavy industry;
   - To be a world leader in clean coal technology;
To encourage and develop new environmental / carbon neutral industries (e.g. in energy production – solar, wind, biomass, geothermal – and ecotourism);

To ensure the region embraces best-practice sustainable urban development;

To ensure environmental health and human wellbeing are considered by industry and government (including resolving air quality issues) as much as economic development and social issues; and

Ensuring, through conducting detailed “sustainability checks”, that world’s best-practice is proven before new industries and companies come to the region.

2. To grow **smartly**; in a controlled, measured way. Doing this may potentially include the following sub-goals:

- Having facilities for all people and generations, and proactively planning the infrastructure that growth will require (social support and human services as well as roads, rail, ports and other physical infrastructure – i.e. "soft" and "hard" infrastructure). Proactive planning should address growing issues of social disadvantage and inequality;
- Developing a diversity of industries – including creating options and attractions for tourists, and establishing value-adding businesses;
- Developing our skilled workforce across all areas, especially in the arts and through personal development (including through local research and training pathways); and
- Maintaining and growing smaller communities around the greater Gladstone city area such as Miriam Vale, Agnes Water and Mount Larcom.

3. To promote ‘work/life balance’ and social inclusiveness so the region is a great place to raise a family;

4. To ensure all key local icons are protected – including our region’s natural and built environment heritage;

5. To have a clean, green environment and a healthy community. This includes the following key sub-goals:

- Encouraging sustainable behaviours and lifestyles (e.g. recycling, reusing, etc);
- Protecting and developing the ‘green spaces’ in our region; and
- To become smarter about how we manage, use and recycle water.

6. To increase “corporate citizenship” – including involvement in partnerships, contributing to infrastructure (“soft” and “hard”), and greater reporting and monitoring through the use of
environmental and social scorecards. This will include the following sub-goals:

- Ensuring that business contributions and corporate citizenship activities are targeted at promoting community wellbeing;
- Having independent best practice emissions monitoring and reporting systems in place throughout the region; and
- Making monitoring information on all kinds of emissions (air, land, water) readily available to the public and in an easily understandable format.

7. To ensure that there is affordable housing and appropriate facilities and services for all people who want to live or retire in the Gladstone region;

8. To become more resilient through strengthening our essential local services (such as health), building a tight-knit community and enhancing our capacity to be more self-sufficient such as by growing our own food, whilst becoming a globally-connected ‘21st century region’;

9. To be thinking and acting regionally while maintaining the local feel and unique identities of particular towns and places. This includes the following sub-goals:
   - Planning for the whole Gladstone region – considering its interlocking parts, developing areas for specific purposes, and through consulting with affected residents and people; and
   - Exercising our regional voice.

10. To ensure effective regional governance is developed, including the following sub-goals:
    - Creating new mechanisms for the Gladstone region to have community input into government and industry planning;
    - Setting parameters for environmentally and socially responsible development; and
    - Using local partnerships to design and deliver local services, such as public transport, medical services and community “hubs” that provide a full range of services as the region grows.

Core values underpinning the vision

- Honesty and integrity
- Innovativeness and lifelong learning
- “Can do” attitude / pragmatic commitment to help out and solve problems
- Environmental and social responsibility
- Appreciation of the region’s natural environment
- Community and sense of belonging
- Equity of access and opportunity
- Community openness
- Partnerships.
Appendix 5 - Community Action Plan 2008-2012 for the Gladstone region

Introduction

The ‘Gladstone Region 2028’ Community Visioning project has produced the following vision:

“Gladstone region will be recognised, nationally and internationally, as a sustainable ‘region of choice’ for achieving the best integration of large industry and commerce, environmental protection and community wellbeing. We will be renowned for balance: a friendly, clean and vibrant place in which to work, live and raise a family.” (For the full vision statement and its associated ten long-term goals, please see the Appendix 4.)

Related to this, community participants at the recent Action Planning workshop identified five key themes for community action. These are based on their assessment of how the Gladstone Region of today compares to the 2028 vision. The themes are:

1. Ensuring attractiveness of the region to business and workers;
2. Improving environmental management in the region;
3. Valuing the region’s cultural diversity and vibrancy;
4. Enabling regional community input into planning; and
5. Ensuring broader engagement and social inclusion (with a focus on children, youth, families, the aged, homeless, and people with a disability) when planning the whole region’s services and infrastructure.

For each of these, participants at the Action Planning workshop identified five priority themes, action areas and dilemmas requiring further exploration over the next four years. Following this workshop, Futureye worked with the Visioning Committee to identify possible key next steps and strategies for implementation. The resulting Action Plan is intended to provide the core framework for beginning to make the 2028 vision a practical reality.
## THEME ONE: Ensuring attractiveness of the region to business and workers.

### 1.1 Objective and links to overarching 2028 vision and long-term goals

**Objective:** To attract and retain investment and human capital for a sustainable, diversified economy in a smart, growing region.

**Links to vision and goals:** This theme is central to the vision: it focuses attention on making Gladstone a ‘region of choice’ for companies and people. Actions around this theme will help achieve Goal 2 especially. As well, by emphasizing partnerships and community investment (associated with corporate citizenship) the suggested actions will also contribute to achieving Goal 6.

### 1.2 Priority actions

<table>
<thead>
<tr>
<th>What needs to be done</th>
<th>How (key next steps)</th>
<th>Who (drivers)</th>
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<tbody>
<tr>
<td>Look at the issue of business and workforce attraction, retention and development so that learning and professional development are built into all work roles and career paths, and R&amp;D is conducted to support industry. Part of this shift could be viewed as a move from “Work Integrated Learning” (WIL) to “Learning Integrated Work” (LIW).</td>
<td>Offer recognition of prior learning (RPL) to existing workforce, to pathway them into further study and qualifications: e.g. standard RPL to pathway into base qualifications, and 2 year postgraduate options for professional doctorate. Offer study programs that include ‘WIL pathways’ into jobs (i.e. offer a career, rather than a qualification)</td>
<td>CQUniversity</td>
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<tr>
<td>Expand existing partnerships between companies and teaching institutions and align them with recruitment and development strategy.</td>
<td>Expand partnerships program (including industry-based engineers as lecturers) between the university and large industry</td>
<td>CQUniversity, Large industry, GAIN</td>
</tr>
<tr>
<td>Use the social and cultural development of the Gladstone region to make the region attractive so that skilled workers will want to make a life there.</td>
<td>Explore a cultural development program. Presentation by the 2028 Visioning Committee and GRC to the Central Queensland Regional Development Australia (RDA), to make case for social and soft infrastructure investment.</td>
<td>State Government, GRC, State Government, and the Central Queensland Regional Development Australia (RDA), 2028 Visioning Committee</td>
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<tr>
<td>What needs to be done</td>
<td>How (key next steps</td>
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</table>
| ▪ Consider the implications of an increased working population for future land zoning and housing and commercial development (including engagement of affected stakeholders) | ▪ Industry and Government to develop partnerships aimed at building a regional economy with social and physical infrastructure suited to attracting and retaining families  
▪ Examine up-front infrastructure contribution requirements for major developments (i.e. as a condition of entry to the Gladstone region)  
▪ Ensure the State Government ploughs back, in an equitable manner, revenue it receives from Gladstone’ into the Gladstone’s region’s development.  
▪ Offer TAFE and higher education training in social and community services, to equip workers to meet growing social service needs (e.g. childcare workers, aged care workers, disability workers) | GRC                                                                                          |
| ▪ Attract families as well as individuals to foster vibrant community as well as economic life.                                                                                                                                                                                                 | ▪ Develop business incubator model to support start up and development of smaller industries as they link in with large industry clients  
▪ Implement regular interaction between business, education/training and employment stakeholders to develop programs that facilitate attraction, development and retention of a skilled professional workforce | GAIN, GEIDB, GAPDL  
GRC and State Government (including the Office of the Coordinator General)  
CQUniversity                                                                                           |
| ▪ Plan for diversifying employment opportunities through small to medium enterprises and other sectors (to encompass commerce, human services, as well as large industry).                                                                                      |                                                                                                                                                                                                                       | State and Federal Governments  
GAPDL and/or education and training stakeholders                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                       |
1.3 Dilemmas requiring further exploration

- While there are many specialist agencies involved in planning for the attraction and retention of business in the region (such as GEIDB, GAPDL, GRC, and Gladstone Port Authority) there is little coordination, and no integrated view or ‘big picture’ vision. The region therefore risks planning too narrowly, being ‘pulled in different directions’ and not considering the different perspectives (economic, social, educational and cultural) that contribute to developing a plan for diversified, smart and sustainable growth.

- The buoyant employment market in Gladstone and beyond is attracting young people away from higher education and TAFE pathways to financially rewarding jobs. This effectively sets up a competition between industry and educational institutions rather than a collaborative alliance that works towards developing the skilled labour that the region requires, now and in the future.

1.4 Implementation (2008-2012)

The following strategies and principles should be considered when driving and enabling implementation:

- Gladstone Regional Council could nominate a champion to drive Theme One program action;
- Consider using Central Queensland Regional Development Australia (RDA)) as a coordination mechanism to produce big picture, integrated view of the future of the Gladstone regional economy and its ability to attract and retain business and employees. This could be enabled via the establishment of a RDA sub-committee, which includes representatives of Gladstone Regional Council, GAPDL, GEIDB, Gladstone Port Authority and the Gladstone Area Industry Network;
- Include both SME (small to medium enterprises) and large industry employers in discussions about business and employee attraction and retention;
- Encourage the State Government and industry to take a long-term view, when considering what investments to make in the region (e.g. in social and cultural development) to make it more attractive and to make growth more sustainable; and
- Develop the university precinct as the ‘ideas hub’ and the ‘soul’ of the Gladstone region by emphasising and utilising it as an attractive community space.
THEME TWO: Improving environmental management in the region

2.1 Objective and links to overarching 2028 vision and long-term goals

Objective: To ensure that environmental issues and impacts are widely understood, valued and proactively managed.

Links to vision and goals: This theme is central to the vision: it focuses attention on making Gladstone a sustainable region and integrating environmental protection into regional activity at individual, community and organizational levels. Actions around this theme will help achieve Goal 1 especially. As well, by protecting key local icons, focusing on securing a green and healthy community and expanding environmental monitoring and reporting, the suggested actions will also contribute to achieving Goals 4, 5 and 6.

2.2 Priority actions

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<thead>
<tr>
<th>What needs to be done</th>
<th>How (Key next steps)</th>
<th>Who (drivers)</th>
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</table>
| - Develop a proactive approach in current and new businesses, in the region, that goes ‘one step further’ than compliance with regulation. This includes:  
  i. Having environmental monitoring systems that the community trusts, via community involvement (in designing measurement programs, and decision making); and  
  ii. Embracing cleaner production methods | - Industry commitment to deal openly with the discrepancy between community perceptions and concerns and industry views on emissions. This will involve transparency in creating an inventory of industry point-source emissions and using a broader risk assessment and community reporting framework that includes both technical hazards and impact perceptions.  
  - Develop community partnerships that enable more community involvement in decision-making and environmental monitoring | Large industry, GAIN State Government (including EPA), GRC |
| - Expand recycling activities, by developing a fully integrated recycling system capable of responsibly handling all waste streams | - Public participation in waste management audits and reviews of waste management plans | GRC |


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<th>What needs to be done</th>
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<tbody>
<tr>
<td>• Establish and coordinate an Environmental Advisory Group to provide advice and leadership to Gladstone Regional Council (GRC) on environmental management issues and expand Council’s consideration of the environment.</td>
<td>• GRC to show leadership by establishing the Advisory Group, developing a policy on the advice and principles that will be developed by Advisory Group, and outlining a range of issues the Group will provide advice on (e.g. greenhouse emissions abatement, biodiversity management, etc)</td>
<td>GRC, in consultation with environmental groups, State Government (including EPA), and as appropriate regional NRM bodies such as Fitzroy Basin Association and the Burnett Mary Regional Group</td>
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<td>• GRC employ specialist Environmental Officers to drive consideration of environmental impacts in major Council decisions</td>
<td>GRC</td>
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<td>• Build on existing mechanisms, such as the Environmental Centre linked to the CQUniversity, to ensure there is independent monitoring</td>
<td>• Explore alternative funding for the Environmental Centre (e.g. State government), to enhance its independence and expand its work, so impacts on the Gladstone region can be better understood from social and environmental perspectives and regularly reported to the local community</td>
<td>Environmental Centre (CQUniversity), State Government</td>
</tr>
</tbody>
</table>
| • Ensure that the region does not unsustainably use water resources and outgrow the available supplies over the next two decades through more open and inclusive management | • Expand access to water management data (including sharing data with the Environmental Advisory Group, if it is established)  
• Increase the transparency of water management, regarding water resource availability, water allocation, and future planning | Gladstone Area Water Board |
<p>| • Provide more environmental education (community wide as well as in schools) – explaining | • Better integrate information on the local environment into schooling | CQUniversity link (e.g. could prepare |</p>
<table>
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<tr>
<th>What needs to be done</th>
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| environmental science findings and management issues, and having the CQUUniversity provide research programs in environmental management. | ▪ Better utilize the abilities of CQUUniversity to provide local high-level R&D in environment management practices across the region  
▪ Explore potential for an ‘online portal’ on environmental matters (i.e. a detailed, independent website on the local environment, which could be used by schools and accessed by the community) | materials for use in schools  
GRC – in consultation with local environmental groups (Fitzroy Basin Association, Burnett Mary Regional Group, Coastcare, Greening Australia, Queensland Conservation Council and Conservation Volunteers Australia) |
| ▪ Foster new behaviours that minimise environmental impacts and promote sustainability | ▪ Increased volunteer participation in regeneration activities, such as tree planting, weeding, land care and coast care projects                                                                                               | GRC, Landcare Australia, Conservation Volunteers Australia, Coastcare, large employers in partnership with these organisations (volunteer programs)                                                            |

2.3 Dilemmas requiring further exploration

▪ As environmental impacts from industry and community lifestyles are, to some extent, essentially unavoidable, the challenge is to openly discuss which industrial impacts are acceptable and how unacceptable impacts can be minimised so the regional
environment can be proactively managed. The core dilemma here is that there will be different views on what is acceptable or unacceptable, so there needs to be a mechanism that facilitates deliberation. Such a mechanism would have to include a science-based approach to understanding impacts and a precautionary approach (in line with the Australian Government’s international obligations, including the ‘Rio declaration’) where there is insufficient information about impacts on the environment and humans.

- Government and business planning systems currently struggle to be proactive about preserving the environment and responding to emerging challenges (e.g. climate change, habitat fragmentation, and so forth). Regional decision makers therefore face a dilemma in incorporating these issues into their decision-making and embracing environmental protection values.

2.4 Implementation (2008-2012)

The following strategies and principles should be considered when driving and enabling implementation:

- Involve the community in decision-making, planning and environmental monitoring processes; and
- Ensure independent mechanisms are developed and defended for environmental monitoring, research and information provision (so it can be trusted and is perceived as being transparent and credible).
THEME THREE: Valuing the region’s cultural diversity and vibrancy.

3.1 Objective and links to overarching 2028 vision and long-term goals

**Objective:** To ensure that current and new residents acknowledge and understand the different cultural groups in the region, and that the community builds an engaging cultural life for everyone.

**Links to vision and goals:** This theme is central to the vision by contributing to community well being, and to achieving the vision by: acknowledging Indigenous people’s history and ongoing connection with the region; and valuing the region’s diversity. Actions around this theme will help achieve Goal 4 especially. As well, by protecting the region’s cultural heritage, focusing on cultural diversity and vibrancy will also build the resilience of the regional community – contributing to Goal 8.

3.2 Priority actions

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<tr>
<th>What needs to be done</th>
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| Ensure the integration of the growing number of people from diverse backgrounds into the wider community to build a genuinely multicultural Gladstone region | • Explore potential for greater networking amongst schools by cultural organisations and individuals  
• Ensure cross-cultural training is systematically integrated into schools, businesses and university  
• Establish a Multicultural Resource Centre (MRC) in Gladstone | GRC (facilitator)  
State Government  
Indigenous / cultural organisations |
| Provide a cultural orientation program to all regional newcomers                        | • Formal ‘welcoming’ program  
• Regulation orientation programs (e.g. weekly)                                         | Gladstone Area Information Bureau in partnership with GRC |
| Capture the unique history of all cultural groups in the Gladstone region – both indigenous and others – through such means as oral history interviews, cultural history projects, biographies and institutional histories as well as in public signage and street-based interpretive displays. | • Schools and the university to aid this process by incorporating life history projects in curriculums (linked to the MRC, if established), together with local writers group | CQUniversity,  
Schools, Gladstone Area Writers Group, Queensland Bureau of Ethnic Affairs, and Office of Indigenous Affairs |
<table>
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<tr>
<th>What needs to be done</th>
<th>How (Key next steps)</th>
<th>Who (drivers)</th>
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</thead>
<tbody>
<tr>
<td>Investigate Aboriginal names for signage in the community</td>
<td>Investigate Aboriginal names for signage in the community</td>
<td>GRC, indigenous leaders and groups</td>
</tr>
<tr>
<td>Facilitate involvement of the wider community in all of the arts and cultural affairs (including community music)</td>
<td>Gather information (via a survey) on current and future cultural events, to understand what people want to see in the region, and what is needed to help them become more involved in local cultural events. (See related dilemma below)</td>
<td>GRC (include survey in local newsletter)</td>
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<td>Develop mechanisms and events to celebrate regional diversity (e.g. an annual cultural week)</td>
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<td></td>
<td>Design events to meet the needs of different age and cultural groups</td>
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</tr>
<tr>
<td>Support local artists to develop their talents and market their services</td>
<td>Develop marketing and careers pathways guidance for young artists (e.g. key strategies, local success stories, and so forth)</td>
<td>GRC</td>
</tr>
</tbody>
</table>

3.3 Dilemmas requiring further exploration
- The scheduling of shift work currently means that workers are not always able to attend cultural events, as work commitments may overlap with the times at which cultural events are staged.
- It is hard to create a cultural vibrancy program in the absence of knowing what different groups want from such a program. For example, do people want a mutual meeting place, or different group-specific venues?

3.4 Implementation (2008-2012)
The following strategies and principles should be considered when driving and enabling implementation:
- Gladstone Regional Council could nominate a champion to drive Theme Three program action (e.g. for contacting and liaising with relevant State and Federal Government staff and departments regarding possible programs and funding support).
THEME FOUR: Enabling regional community input into planning.

4.1 Objective and links to overarching 2028 vision and long-term goals

Objective: To ensure that community views are sought and heard by all levels of government and industry, and that they inform decision-making about the region’s future.

Links to vision and goals: This theme is central to the vision – by ensuring community views are sought and heard by all levels of government and industry, the regional community will have more of a say on how and where Government resources are allocated and have greater oversight on regional development. It will also help to ensure community wellbeing is not compromised by fast-paced growth and development. Actions around this theme will help achieve Goal 10 especially. As well, enabling greater regional community input into planning will contribute to Goal 2, by helping to address issues of social disadvantage and inequality, and Goal 9, by hearing the different perspectives and concerns of the whole region and promoting community connectedness.

4.2 Priority actions

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<th>What needs to be done</th>
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<th>Who (drivers)</th>
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</table>
| ▪ Create an ongoing “Visioning Committee” to oversee implementation of the vision and establish a partnership with Gladstone Regional Council. This will require:  
  i. Identifying, in the Committee’s mission statement, the key issues it will address; and  
  ii. Identifying the timeframes and consultation periods that the Committee will work towards. | ▪ Establish an ongoing community consultation mechanism that gives the public a role in overseeing implementation of the vision (particularly those who participated in the visioning process). The mechanism will potentially:  
  - Have different groups focussed on different aspects of the “2028 Vision”, each championed by a Councillor;  
  - Be overseen by a “Visioning Committee” comprised of one person from each of the consultation groups; and  
  - Be reviewed on a 6 monthly basis to assess and celebrate progress and identify and strategise emerging issues. | GRC, 2028 project participants. |
| ▪ Make the case for stronger community input to regional and State planning by gathering information | ▪ Hold a “Regional Issues” forum annually. | GRC/GAPDL/ CQUniversity |
on the impact of insufficient community involvement and control in planning processes.

| Achieve genuine engagement of all sectors – including children, youth, families, disabled, aged – in all community planning processes and on topical issues important to the region | Ongoing community consultation mechanism to include a group focussed on ensuring broader engagement and social inclusion  
“Community Conversations” sessions at CQUniversity with guest speakers engaged to provoke discussion on topical subjects  
Review GRC’s community development positions to ensure capacity to implement this priority action |
|---|---|
|  | GRC  
CQUniversity  
GRC |

4.3 Dilemmas requiring further exploration

- There is no ownership of the need for regionally inclusive planning at higher levels – particularly the State Government

- Although people at community level want to have an input into planning, there is currently no clear pathway through local government for people to have their views heard and considered in relation to major development proposals (by the State Government particularly and industry players and networks more generally).


The following strategies and principles should be considered when driving and enabling implementation:

- New Gladstone Regional Council to be a conduit for local input into State and other major development planning; and
- Decentralise government departments that service Gladstone from Rockhampton, so that they accurately reflect the needs of this region as an entity in its own right rather than an adjunct to Rockhampton, a city that has entirely different dynamics.
THEME FIVE: Ensuring broader engagement and social inclusion (with a focus on children, youth, families, the aged, homeless and people with a disability) when planning the whole region’s services and infrastructure.

5.1 **Objective and links to overarching 2028 vision and long-term goals**

**Objective:** To effectively engage all at-risk groups and ensure everyone’s needs are considered in regional development.

**Links to vision and goals:** This theme is central to the vision – social inclusion, engagement and an emphasis on social justice are needed to provide the opportunity for everyone to participate fully in the life of the region, as well as a safe environment for all people across all generations. Actions around this theme will especially help to achieve Goal 7, via the provision of appropriate facilitates and services and affordable housing for all people who want to live or retire in the region. As well, by proactively planning “soft” infrastructure, and effectively engaging all at-risk groups, it will help with realising Goals 2 and 3.

5.2 **Priority actions**

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<thead>
<tr>
<th>What needs to be done</th>
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<th>Who (drivers)</th>
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</table>
| ▪ Establish a regular Gladstone Regional Council standing committee on Planning and Social Justice, to oversee social infrastructure planning. This would be supported by social and other research capacities of CQUniversity and social agencies – e.g. Anglicare, GAGAL (Gladstone Area Group Apprentices Limited), etc | ▪ Establish standing committee, in consultation with social service providers and networks  
▪ Committee to review output of joint GEIDB, Gladstone Port Authority (GPA) and GRC project just announced, which is funding a consultant to complete a social infrastructure plan for the Gladstone region.  
▪ Regularly consider and review all plans associated with the region’s development. | GRC, social service providers and networks. GEIDB, GPA and GRC. Planning needs to indicate strong inputs from social service and equity groups across the region. |
| ▪ Develop and formalise a two-way engagement strategy – including ‘Gen Y’ communication mechanisms – so all groups can hear about and contribute to planning of services and infrastructure that responds to their needs. For example, people with a disability require opportunities to have their needs factored into plans rather than addressed as an afterthought. | ▪ Establish focus groups from target groups to identify appropriate mechanisms to engage on regular basis. | Youth and social service networks. |
### 4.3 Interagency Networks

- **Increase opportunities for ‘one on one’ interactions between community leaders and at-risk or special interest groups**
  - Implement forums for target groups to address the GRC and communicate their issues directly to Council – to generate more constructive dialogue.
  - Invitations to community leaders to attend at-risk or special interest group forums.

- **Advocate for improved focus on local social inclusion issues by the local media.**
  - Build open relationships between focus groups and local media by providing regular showcasing of issues.

- **Celebrate and encourage “connected neighbourhoods” (e.g. GRC to resource friendliness and behaviour change initiatives like the “say G’day” campaign).**
  - Implement Welcome Wagon (providing new residents with a friendly smile and bag of information about playgroups, schools, community groups, sporting bodies etc and maybe a few vouchers from local stores) to offer newly-arrived people an induction to their new community.
  - Introduce a Good Neighbour Day each year and maybe a Good Neighbour Award.
  - Encourage and promote family friendly activities in public spaces - e.g., Millennium Esplanade, Gladstone Marina, and Agnes Water where families can recreate together and enjoy some free entertainment or just a barbecue with friends.

### GAPDL in partnership with GRC

<table>
<thead>
<tr>
<th>5.3 Dilemmas requiring further exploration</th>
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<tbody>
<tr>
<td>▪ While previously messages from government were sent to the community via single mediums (e.g., ‘the wireless’), today there is a wide and growing range of ways that people can access information, thereby making the communications and engagement task more challenging. The dilemma is how to make this diversity of communication channels, along with the vast array of community/business networks, work for the region.</td>
</tr>
<tr>
<td>▪ The local media (e.g., newspapers, radio and television) can operate as useful means for raising awareness about local issues, but this requires local people understanding how to have local stories placed in these media, and an understanding of the diverse outlets that cover different parts of the region</td>
</tr>
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</table>

GAPDL in partnership with GRC

GRC, local media, GPC, local industry supported events that promote connectivity and family friendly.
5.4 Implementation (2008-2012)

The following strategies and principles should be considered when driving and enabling implementation:

- Gladstone Regional Council could nominate a champion to drive Theme Five program action;
- Youth and social service agency networks could meet regularly with local media outlets to ensure local social inclusion issues are regularly covered and linked to questions and debates about planning (regionally, Statewide and nationally) rather than treated as ‘human interest’ stories;
- Include consideration of new approaches to engagement and social inclusion as a standing agenda item in the program for the annual “Regional Issues Forum” (if established) as recommended under Theme Four priority actions above (See 4.2, second dot point).
Appendix 6: Process

The Project was conducted through six phases as follows:

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<thead>
<tr>
<th>PHASE ONE: PREPARATION</th>
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<tr>
<td>Key tasks included:</td>
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<tr>
<td>- Meet with potential Committee members</td>
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<td>- Conduct Community Survey</td>
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<tr>
<th>PHASE TWO: VISIONING PROJECT ESTABLISHMENT</th>
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<tbody>
<tr>
<td>Goal: Formally establish and launch the visioning project</td>
</tr>
<tr>
<td>Key tasks included:</td>
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<tr>
<td>- Formation and Launch of Visioning Committee</td>
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<tr>
<th>PHASE THREE: VISIONING STAGE ONE</th>
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<tbody>
<tr>
<td>Goal: Profile in detail where Gladstone is today and the key challenges and forces that will shape the region’s future</td>
</tr>
<tr>
<td>Key tasks included:</td>
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<tr>
<td>- Prepare Community Profile (KEY OUTPUT #1)</td>
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<tr>
<td>- Identify key Gladstone Region challenges</td>
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<tr>
<td>- Formation of Key Issues Taskforces</td>
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<tr>
<th>PHASE FOUR: VISIONING STAGE TWO</th>
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<tr>
<td>Goal: Analyse where Gladstone could and/or should be going</td>
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<tr>
<td>Key tasks included:</td>
</tr>
<tr>
<td>- Re-launch project following election of new Gladstone Regional Council (Committee and media activity)</td>
</tr>
<tr>
<td>- Taskforce Meetings and Analysis Gladstone 2028 Scenarios Workshop (attended by Visioning Committee and Taskforce members)</td>
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<table>
<thead>
<tr>
<th>PHASE FIVE: VISIONING STAGE THREE</th>
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<tbody>
<tr>
<td>Goal: Create and document the “Gladstone 2028” Vision</td>
</tr>
<tr>
<td>Key tasks:</td>
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<tr>
<td>- Visioning Workshop (open to wider community)</td>
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<tr>
<td>- Sharing of 2028 Vision with community (feedback process)</td>
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<tr>
<td>- Finalisation of 2028 Vision (KEY OUTPUT #2)</td>
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<tr>
<th>PHASE SIX: VISIONING STAGE FOUR</th>
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<tbody>
<tr>
<td>Goal: Create and document a plan for realising the vision</td>
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<tr>
<td>Key tasks:</td>
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<tr>
<td>- Action Planning Workshop (open to wider community)</td>
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<tr>
<td>- Community Action Plan development</td>
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<tr>
<td>- Formal Project Report development (KEY OUTPUT #3)</td>
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</tbody>
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Explore formation of formal Consultative Committee and GRC leadership of Vision and Plan implementation

There was a hiatus between Stage One and Stage Two, to allow some project participants to distance themselves from the project during the lead up to the election for the new Regional Council. Once the election was concluded, the Project was re-launched and followed the phases as noted above.
Appendix 7: Possible Ground Rules for Community Consultation Group

1. Ground rules for a constructive dialogue

- Respect and listen to each other’s views;
- Accept differences - in background, viewpoints and values - as realities to be lived with, not problems to be solved;
- Self-management and responsibility;
- Bridge barriers in order to work together as peers on tasks of mutual concern;
- Think as a community and seek to identify common ground; and
- A key feature of community planning is acting where people already agree.
- A “not agreed” list can be created if key issues arise that are in dispute.
- Decisions by consensus rather than majority rules.
- Aim is to achieve a dialogue - “a conversation with a centre, not sides”.

2. Four key constructive roles of CCF members:

- Movers - “This is what I think we should do”;
- Without movers, there is no direction;
- Followers - “I support this idea”;
- Without followers, there is no completion;
- Opposers - “I do not agree and let me explain why”; and
- Without opposers, there is no correction;
- Bystanders - “Here is how I am hearing where we seem to be going”; and
- Without bystanders, there is no perspective.