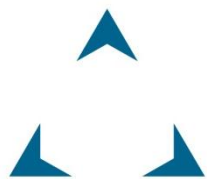


Burdekin Five Year Investment Attraction Plan

Burdekin Shire Council

**Final
February, 2013**



AECgroup
Outcome Driven

Document Control

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Last Saved: 8/2/2013 3:06 PM

| Version | Date | Reviewed | Approved |
|-----------|------------|----------|----------|
| Draft 1.0 | 21/12/2012 | TL | |
| Final | 08/02/2012 | TL | CR |

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Executive Summary

Background

The Burdekin Shire is a major sugar and agricultural centre located approximately 80km to the south of Townsville. The region is amongst the world's most consistent and productive sugar cane farming areas, and sugar production dominates its economy. However important opportunities exist for the Burdekin to diversify its economy through development in other industries and through diversification within the proven sugar industry.

The Burdekin Shire Council (BSC) takes a proactive approach to economic development and investment attraction to the region. The BSC has commissioned AECgroup to develop a five year Investment Marketing and Attraction Strategy to ensure investment attraction resources and collateral are utilised in pursuing the most viable investment targets, and to provide strategic direction for investment attraction in the Burdekin.

Purpose of this Project

The Burdekin Five Year Investment Attraction Plan aims to develop a proactive program of activities in order to:

- Raise the profile of the region;
- Market the area as a business destination;
- Identify and engage with prospective investors regarding investment opportunities; and
- Facilitate the flow of new investment into the region.

Specifically, the key objectives of the study are to:

- Review industry priority sectors and specific investment opportunities;
- Profile geographic target markets;
- Develop a targeted marketing strategy for the region; and
- Provide a business development program that markets the area and facilitates investment attraction.

This study provides a practical guide to investment attraction by focusing on marketing, existing business expansion and retention, and the recruitment of new investments and jobs.

Identified Target Sectors

The Situation Analysis Report undertaken by the AECgroup identified eight key industry sector investment attraction opportunities for the Burdekin LGA:

- Diversified agriculture, processing and value added;
- Aquaculture;
- Agricultural research and development;
- Sugar cane;
- Manufacturing / engineering;
- Health and aged care services;
- Professional services; and
- Tourism, lifestyle and events.

Other specific opportunities may arise such as with regard to aviation. However the opportunities for investment in the identified sectors are specifically targeted to the

Burdekin's competitive advantages and have the potential to generate valuable, full-time employment for local residents.

Program Details

The following table highlights the specific activities and tasks for the investment attraction program along with the target / goal set for each activity.

It should be noted that investment attraction is a long-term and ongoing process. While the table below presents an appropriate five year plan for the Burdekin, each stage of the investment attraction process needs to be maintained and renewed in order to generate significant long-term economic development for the Burdekin region.

Table E.1: Proposed Investment Attraction Program

| Year | Activity | Target /Goal |
|---------------|--|--------------|
| Year 1 | | |
| | Getting Prepared | |
| | Negotiate industrial land release schedule with key landholders | 2 |
| | Approach major regional developers | 6 |
| | Initiate internal investment inquiry handling process | 1 |
| | Develop investment incentive policy | 1 |
| | Marketing and PR | |
| | Develop regional investment profile | 1 |
| | Develop marketing profiles | 1 |
| | Develop and maintain website to promote the region | 1 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 |
| | Business Development | |
| | <i>Business Expansion and Retention Program:</i> | |
| | Meet with existing industry stakeholders in target sectors | 30 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 |
| | Identify potential local expansion opportunities | 5 |
| | <i>Contact and provide marketing materials to key lead generators / investment partners:</i> | |
| | Austrade offices | 10 |
| | Trade and Invest Queensland | 5 |
| | State Development | 1 |
| | Agribusiness lenders and advisers | 5 |
| Year 2 | | |
| | Getting Prepared | |
| | Negotiate industrial land release schedule with key landholders | 2 |
| | Approach major regional developers | 6 |
| | Review internal investment inquiry handling process | 1 |
| | Marketing and PR | |
| | Prepare quarterly business news/economic updates | 4 |
| | Develop material regarding available employment lands precincts | 1 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 |
| | Business Development | |

| Year | Activity | Target / Goal |
|---------------|--|---------------|
| | <i>Business Expansion and Retention Program:</i> | |
| | Meet with existing industry stakeholders in target sectors | 30 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 |
| | Identify potential local expansion opportunities | 5 |
| | <i>Conduct domestic business development trips:</i> | 4 |
| | Meet with prospective investors | 100 |
| | Meet with government partners | 5 |
| | Meet with property developers and real estate advisers | 25 |
| | <i>Pursue lead generators / investment partners:</i> | |
| | Austrade Offices | 10 |
| | Trade and Invest Queensland | 5 |
| | State Development | 1 |
| | Agribusiness lenders and advisers | 5 |
| | <i>Attend trade shows & conferences:</i> | |
| | Visit industry specific trade shows in target sectors | 3 |
| | Participate in specific industry conferences | 2 |
| | Investment Facilitation | |
| | Undertake familiarisation tours of the region | 2 |
| Year 3 | | |
| | Marketing and PR | |
| | Prepare quarterly business news / economic updates | 4 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 |
| | Host journalists from industry publications and key news outlets | 5 |
| | Business Development | |
| | <i>Business expansion and development program:</i> | |
| | Meet with existing industry stakeholders in target sectors | 30 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 |
| | Identify existing business expansion opportunities | 5 |
| | <i>Conduct domestic business development trips:</i> | 4 |
| | Meet with prospective investors | 100 |
| | Meet with government partners | 5 |
| | Meet with property developers and real estate advisers | 25 |
| | <i>Pursue lead generators / investment partners:</i> | |
| | Austrade Offices | 10 |
| | Trade and Invest Queensland | 5 |
| | State Development | 1 |
| | Agribusiness lenders and advisers | 5 |
| | Plan & schedule international business development trip with investment partners | 1 |
| | <i>Attend trade shows & conferences:</i> | |
| | Visit industry specific trade shows in target sectors | 3 |

| Year | Activity | Target / Goal |
|---------------|---|---------------|
| | Participate in specific industry conferences | 2 |
| | Investment Facilitation | |
| | Undertake familiarisation tours of the region | 5 |
| Year 4 | | |
| | Marketing and PR | |
| | Prepare quarterly business news / economic updates | 4 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 |
| | Host journalists from industry publications and key news outlets | 5 |
| | Business Development | |
| | <i>Business retention and expansion program:</i> | |
| | Meet with existing industry stakeholders in target sectors | 30 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 |
| | Identify existing business expansion opportunities | 5 |
| | <i>Conduct domestic business development trips:</i> | 4 |
| | Meet with prospective investors | 100 |
| | Meet with government partners | 5 |
| | Meet with property developers and real estate advisers | 25 |
| | <i>Pursue lead generators / investment partners:</i> | |
| | Austrade Offices | 10 |
| | Invest Queensland | 5 |
| | State Development | 1 |
| | Agribusiness lenders and advisers | 5 |
| | <i>International business development trip:</i> | |
| | Meet with prospective investors | 60 |
| | Meet with government partners | 5 |
| | <i>Attend trade shows & conferences:</i> | |
| | Visit industry specific trade shows in target sectors | 3 |
| | Participate in specific industry conferences | 2 |
| | Investment Facilitation | |
| | Conduct familiarisation tours of the region | 5 |
| Year 5 | | |
| | Investment Facilitation | |
| | Negotiate investment incentives with new and expanding businesses | 5 |
| | Facilitate pre-lodgement meetings between business and planning department | 5 |
| | Assist development process with Council and State agencies | 5 |

Source: AECgroup

Monitoring and Adjusting

As with any program, it will be important to monitor and measure the success of the Investment Attraction Program. As in the table above, suggested KPIs or annual targets / goals are listed for each activity in the program. The targets / goals have been established as an ambitious objective for each task. It will be necessary to measure the



actual targets / goals achieved for each task, together with the resources (both human and financial) dedicated to each task.

After evaluating the actual performance reached for each task and the value each task delivered to the local economy (in line with the resources it consumed), the BSC can make a decision whether to continue that specific task, increase resources or amend the goal / target. In such a way, the program becomes an effective planning tool that should be adjusted on an annual basis. Additionally, this flexibility provides the BSC with the ability to adjust to market conditions and adapt the investment attraction program as needed. However, activities must be aligned to each key activity area and the strategic directions which ensure that future activities will continue to work within the established framework.

Additionally, the BSC should actively track investment activity and the results of the business development program as highlighted in the table below (Table 6.1).

Table 6.1: BSC Investment Attraction Results

| Business Development Results | Description |
|------------------------------|---|
| Investment Leads | A company or business that could invest in the Burdekin and generate new jobs. Leads are likely to be generated through research, marketing, PR or business development activities. |
| Investment Projects | A company or business that BSC is in active dialogue regarding an investment project. |
| Number of Companies Located | Number of companies that have been successfully recruited to the region. |
| Number of New Job Created | Number of new jobs that these companies plan to generate. |
| Amount of Capital Investment | Amount of capital investment that these companies will make. |

Source: AECgroup

Annual reports should be generated that can demonstrate what tasks have been completed and the performance versus stated goals / targets. After two years an assessment should be carried out to understand what progress has been made on the program. By recording specific progress toward these goals / targets, the BSC will also be able to quantify achievements at the end of the year.

Financial Resources

The Investment Plan has been formulated based on the concept of utilising the opportunity costs of staff time as the primary resource for undertaking activities. However in order to pursue leads as opportunities are uncovered additional financial resources will be required, often at short notice.

Activities such as business development trips have been allocated an indicative conversion budget in order to undertake these activities. It is envisioned that these resources will be made available as the Key Performance Indicator (KPI) number of leads are identified.

Other marketing and business development activities have been allocated an optional budget. While these activities will consume additional financial resources, the potential payoff in terms of lead generation is far higher than the actions which consume no additional financial resources. This is because the actions (which include trade shows and conferences and undertaking editorial placements) will reach a large number of targeted investors with a relatively small time commitment.

Conversion and optional costs for the Burdekin Investment Attraction Strategy total \$68,649 and \$49,825 over five years respectively.

Table E.2: Burdekin Five Year Investment Attraction Strategy Proposed Budget

| Year | Activity | Suggested KPI | Conversion Budget | Optional Budget |
|---------------|---|---------------|-------------------|-----------------|
| Year 1 | | | | |
| | Getting Prepared | | | |
| | Negotiate industrial land release schedule with key landholders | 2 | \$0 | \$0 |

| Year | Activity | Suggested KPI | Conversion Budget | Optional Budget |
|---------------|--|---------------|-------------------|-----------------|
| | Approach major regional developers | 6 | \$0 | \$0 |
| | Initiate internal investment inquiry handling process | 1 | \$0 | \$0 |
| | Develop investment incentive policy | 1 | \$0 | \$0 |
| | Marketing and PR | | | |
| | Develop Regional Investment Profile | 1 | \$0 | \$0 |
| | Develop marketing profiles | 1 | \$0 | \$0 |
| | Develop and maintain website to promote the region | 1 | \$0 | \$0 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 | \$0 | \$8,000 |
| | Business Development | | | |
| | <i>Business Expansion and Retention Program:</i> | | | |
| | Meet with existing industry stakeholders in target sectors | 30 | \$0 | \$0 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 | \$0 | \$0 |
| | Identify potential local expansion opportunities | 5 | \$0 | \$0 |
| | <i>Telephone Contact and provide marketing materials to key lead generators / investment partners:</i> | | | |
| | Austrade offices | 10 | \$0 | \$0 |
| | Trade and Invest Queensland | 5 | \$0 | \$0 |
| | State Development | 1 | \$0 | \$0 |
| | Agribusiness lenders and advisers | 5 | \$0 | \$0 |
| | Conversion and Optional Budget Year 1 | | \$0 | \$8,000 |
| Year 2 | | | | |
| | Getting Prepared | | | |
| | Negotiate industrial land release schedule with key landholders | 2 | \$0 | \$0 |
| | Approach major regional developers | 6 | \$0 | \$0 |
| | Review internal investment inquiry handling process | 1 | \$0 | \$0 |
| | Marketing and PR | | | |
| | Prepare quarterly business news/economic updates | 4 | \$0 | \$0 |
| | Develop material regarding available employment lands precincts | 1 | \$0 | \$0 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 | \$0 | \$8,200 |
| | Business Development | | | |
| | <i>Business Expansion and Retention Program:</i> | | | |
| | Meet with existing industry stakeholders in target sectors | 30 | \$0 | \$0 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 | \$0 | \$0 |
| | Identify potential local expansion opportunities | 5 | \$0 | \$0 |
| | <i>Conduct domestic business development trips:</i> | 4 | \$8,500 | \$0 |
| | Meet with prospective investors | 100 | \$6,000 | \$0 |
| | Meet with government partners | 5 | \$500 | \$0 |
| | Meet with property developers and real estate advisers | 25 | \$2,000 | \$0 |
| | <i>Pursue lead generators / investment partners:</i> | | | |
| | Austrade Offices | 10 | \$0 | \$0 |

| Year | Activity | Suggested KPI | Conversion Budget | Optional Budget |
|---------------|--|---------------|-------------------|-----------------|
| | Trade and Invest Queensland | 5 | \$0 | \$0 |
| | State Development | 1 | \$0 | \$0 |
| | Agribusiness lenders and advisers | 5 | \$0 | \$0 |
| | <i>Attend trade shows & conferences:</i> | | \$0 | \$8,000 |
| | Visit industry specific trade shows in target sectors | 3 | \$0 | \$5,000 |
| | Participate in specific industry conferences | 2 | \$0 | \$3,000 |
| | Investment Facilitation | | | |
| | Undertake familiarisation tours of the region | 2 | \$0 | \$0 |
| | Conversion and Optional Budget Year 2 | | \$8,500 | \$16,200 |
| Year 3 | | | | |
| | Marketing and PR | | | |
| | Prepare quarterly business news/economic updates | 4 | \$0 | \$0 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 | \$0 | \$8,405 |
| | Host journalists from industry publications and key news outlets | 5 | \$4,500 | \$0 |
| | Business Development | | | |
| | <i>Business expansion and development program:</i> | | | |
| | Meet with existing industry stakeholders in target sectors | 30 | \$0 | \$0 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 | \$0 | \$0 |
| | Identify existing business expansion opportunities | 5 | \$0 | \$0 |
| | <i>Conduct domestic business development trips:</i> | 4 | \$8,713 | \$0 |
| | Meet with prospective investors | 100 | \$6,150 | \$0 |
| | Meet with government partners | 5 | \$513 | \$0 |
| | Meet with property developers and real estate advisers | 25 | \$2,050 | \$0 |
| | <i>Pursue lead generators / investment partners:</i> | | | |
| | Austrade Offices | 10 | \$0 | \$0 |
| | Trade and Invest Queensland | 5 | \$0 | \$0 |
| | State Development | 1 | \$0 | \$0 |
| | Agribusiness lenders and advisers | 5 | \$0 | \$0 |
| | Plan & schedule international business development trip with investment partners | 1 | \$0 | \$0 |
| | <i>Attend trade shows & conferences:</i> | | \$0 | \$8,200 |
| | Visit industry specific trade shows in target sectors | 3 | \$0 | \$5,125 |
| | Participate in specific industry conferences | 2 | \$0 | \$3,075 |
| | Investment Facilitation | | | |
| | Undertake familiarisation tours of the region | 5 | \$0 | \$0 |
| | Conversion and Optional Budget Year 3 | | \$13,213 | \$16,605 |
| Year 4 | | | | |
| | Marketing and PR | | | |
| | Prepare quarterly business news/economic updates | 4 | \$0 | \$0 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 | \$0 | \$8,615 |
| | Host journalists from industry publications and key news outlets | 5 | \$4,613 | \$0 |
| | Business Development | | | |

| Year | Activity | Suggested KPI | Conversion Budget | Optional Budget |
|---------------|---|---------------|-------------------|-----------------|
| | <i>Business retention and expansion program:</i> | | | |
| | Meet with existing industry stakeholders in target sectors | 30 | \$0 | \$0 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 | \$0 | \$0 |
| | Identify existing business expansion opportunities | 5 | \$0 | \$0 |
| | <i>Conduct domestic business development trips:</i> | 4 | \$8,918 | \$0 |
| | Meet with prospective investors | 100 | \$6,304 | \$0 |
| | Meet with government partners | 5 | \$513 | \$0 |
| | Meet with property developers and real estate advisers | 25 | \$2,101 | \$0 |
| | <i>Pursue lead generators / investment partners:</i> | | | |
| | Austrade Offices | 10 | \$0 | \$0 |
| | Invest Queensland | 5 | \$0 | \$0 |
| | State Development | 1 | \$0 | \$0 |
| | Agribusiness lenders and advisers | 5 | \$0 | \$0 |
| | <i>International business development trip:</i> | | \$25,000 | \$0 |
| | Meet with prospective investors | 60 | \$20,000 | \$0 |
| | Meet with government partners | 5 | \$5,000 | \$0 |
| | <i>Attend trade shows & conferences:</i> | | \$0 | \$8,405 |
| | Visit industry specific trade shows in target sectors | 3 | \$0 | \$5,253 |
| | Participate in specific industry conferences | 2 | \$0 | \$3,152 |
| | Investment Facilitation | | | |
| | Conduct familiarisation tours of the region | 5 | \$0 | \$0 |
| | Conversion and Optional Budget Year 4 | | \$38,531 | \$17,020 |
| Year 5 | | | | |
| | Investment Facilitation | | | |
| | Negotiate investment incentives with new and expanding businesses | 5 | \$0 | \$0 |
| | Facilitate pre-lodgement meetings between business and planning department | 5 | \$0 | \$0 |
| | Assist development process with council and State agencies | 5 | \$0 | \$0 |
| | Conversion and Optional Budget Year 5 | | \$0 | \$0 |
| | | | | |
| | Total Five-Year Conversion and Optional Budgets | | \$60,244 | \$57,825 |

Source: AECgroup



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1.1 Background

The Burdekin Shire is a major sugar and agricultural centre located approximately 80km to the south of Townsville. The region is amongst the world's most consistent and productive sugar cane farming areas, and sugar production dominates its economy. However important opportunities exist for the Burdekin to diversify its economy through development in other industries and through diversification within the proven sugar industry.

The Burdekin Shire Council (BSC) takes a proactive approach to economic development and investment attraction to the region. The BSC has commissioned AECgroup to develop a five year Investment Marketing and Attraction Strategy to ensure investment attraction resources and collateral are utilised in pursuing the most viable investment targets, and to provide strategic direction for investment attraction in the Burdekin.

1.2 Purpose of this Project

The Burdekin Five Year Investment Attraction Plan aims to develop a proactive program of activities in order to:

- Raise the profile of the region;
- Market the area as a business destination;
- Identify and engage with prospective investors regarding investment opportunities; and
- Facilitate the flow of new investment into the region.

Specifically, the key objectives of the study are to:

- Review industry priority sectors and specific investment opportunities;
- Profile geographic target markets;
- Develop a targeted marketing strategy for the region; and
- Provide a business development program that markets the area and facilitates investment attraction.

This study provides a practical guide to investment attraction by focusing on marketing, existing business expansion and retention, and the recruitment of new investments and jobs.

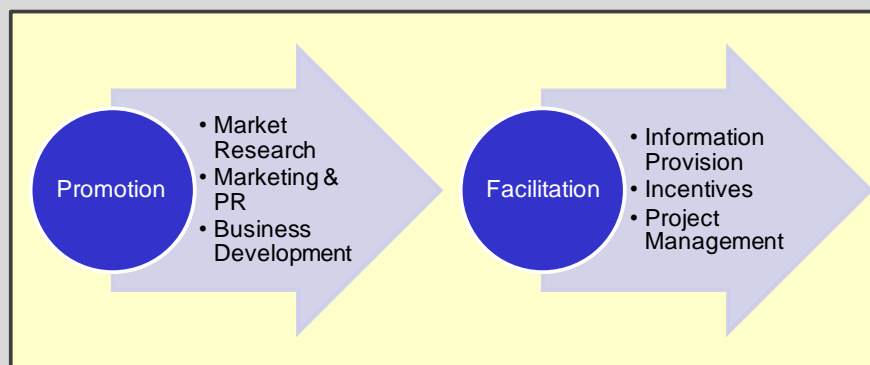
The Investment Attraction Process

Investment attraction is critical to the economic development role. New companies establishing in a community can mean diversification of the local economy as well as new jobs and private sector investment. These new establishments in turn stimulate the local economy further by generating demand for additional products and services from local providers. Investment attraction can take place in any industry sector and can be sought by communities through a number of avenues.

The investment attraction process has two stages:

- **Promotion and business development:** Marketing and promoting the area to identify prospective investors and identify investment projects; and
- **Facilitation and recruitment:** After projects are identified, they are proactively recruited and the investment facilitated.

This combined process yields the positive economic benefits that investment attraction can provide.



2. Specific Industry Development Opportunities Review

When identifying key industry sectors for growth, it is important to keep in mind the need for high value development (i.e. business activities that bring a high degree of knowledge and generate products and services of a high value). At the same time, it is important that future industry sectors are also sustainable businesses, both in terms of their environmental responsibilities but also in terms of their operations (i.e. that their business operations are competitive in the long term). By focusing on these areas, economic development can generate greater economic returns for the community.

The Situation Analysis Report undertaken by the AECgroup identified eight key industry sector investment attraction opportunities for the Burdekin LGA:

- Diversified agriculture, processing and value added;
- Aquaculture;
- Agricultural research and development;
- Sugar cane;
- Manufacturing / engineering;
- Health and aged care services;
- Professional services; and
- Tourism, lifestyle and events.

Other specific opportunities may arise such as with regard to aviation. The opportunities for investment in the table below demonstrate opportunities which generate valuable, full-time employment for local residents.

Table 2.1: Industry Opportunities

| Opportunity Sector | High Value-Adding Activity | Factors Favouring Investment | Factors Challenging Investment |
|--|---|---|---|
| Diversified agriculture, processing and value added | <ul style="list-style-type: none"> • Processing facilities • Ethanol / Bio Fuel | <ul style="list-style-type: none"> • Abundant and secure water • Abundant fertile land • Stable climate • Proven cropping potential • Good infrastructure and port connections • Forecast agriculture boom | <ul style="list-style-type: none"> • Labour and skills constraints • Tropical cropping knowledge generally lags temperate cropping knowledge in Australia • Distance from major markets for fresh products |
| Professional Services | <ul style="list-style-type: none"> • Professional services (accounting, banking, legal, property) | <ul style="list-style-type: none"> • Relatively wealthy region with large number of businesses (farms) • Increasing sophistication of agriculture leading to more demand for agronomists and other supporting services • Trend in consolidation of farms to larger, more corporate operations that rely more heavily on external services and expertise • Availability of affordable rental space | <ul style="list-style-type: none"> • Proximity to Townsville – continued outsourcing of professional services • Skills availability |
| Agricultural Research and Development | <ul style="list-style-type: none"> • Scientific Research: New crops, pesticides, and fertilisers | <ul style="list-style-type: none"> • Existing research base in the region • Proximity to facilities and scientific support from Townsville, including JCU • Excellent agriculture factors (water, climate, land) • Need for further tropical agriculture work in Australia • Current Queensland Government policy favouring tropical agriculture investment and attraction | <ul style="list-style-type: none"> • Current tightening of public spending in Australia • Funding and establishing an incubator |
| Sugar Cane | | <ul style="list-style-type: none"> • Proven crop in the region • Strong existing knowledge base in the region, and regarding growing the crop in the region • Current strong prices • Additional water and land available • Increased interest in alternative products from sugar cane, including ethanol and bio-products • Core of local demand • Good proximity to population of Townsville | <ul style="list-style-type: none"> • Infrastructure requirements to open up new land • Environmental concerns with regard to increased irrigation in some areas • Requirements for additional processing capacity to cater to new production • Availability of labour and skills • General low competitiveness of manufacturing in |
| Tourism, Lifestyle and Events | | <ul style="list-style-type: none"> • Proximity to major Townsville weekend market • Position on major east coast touring route • Natural assets and features of potential interest to tourists | <ul style="list-style-type: none"> • Underdeveloped region for tourism – lack of critical mass • Highly underdeveloped natural features • Poor current investment climate for tourism • Low recognition of region as a tourism destination by most market segments • Strongly seasonal environment |

| Opportunity Sector | High Value-Adding Activity | Factors Favouring Investment | Factors Challenging Investment |
|-----------------------------|---|---|---|
| Health and Aged Care | <ul style="list-style-type: none"> • Hospital and medical services (nursing, specialist doctors, same day surgery, pathology laboratories and other associated medical care) • Wellbeing (recreation and nature-based activities) • Aged care and retirement living (assisted living centres, nursing homes) • Community services (child care, early child learning centres and other community services) | <ul style="list-style-type: none"> • Aging population in region • High quality local amenities • Attractive lifestyle location | <ul style="list-style-type: none"> • Lack of critical mass / reliance on local market • Proximity of Townsville as an alternative retirement / investment destination |

Source: AECgroup



3. Target Markets

3.1 Industry Overviews

The following overview provides a summary of each of the target industry sectors.

3.1.1 Diversified agriculture, processing and value added

The Burdekin has the potential to expand the agriculture industry and diversify the range of crops produced. There are expansive areas of land which could be developed for agricultural production, and the natural conditions in the Burdekin mean there is scope for a broad range of crops to be produced, rather than just the present focus on sugar cane production.

Potential high-value crops include cotton, rice, fruit and vegetables in addition to the recently developed cassava and achacha crops. There is also significant potential for expansion of the region's aquaculture industry. The coordinated development of high value horticultural crops could also allow for the establishment of value-adding secondary industries in the region, with large scale planting undertaken in consultation with processors to identify the critical areas/volumes that would be required for different crops. This would enable secondary processing to be established on a commercially sustainable basis.

The other option for diversification is to diversify the products (and markets) from the dominant sugar cane industry. This has already occurred to some extent with Sucrogen's cogeneration, KFSU Fibre and Austcane Energy's ethanol plant.

3.1.2 Professional Services

The professional services industry includes companies engaged in banking, insurance, legal, accounting, marketing and consulting services. As the Burdekin and broader North Queensland economy expands, the Burdekin can attract businesses providing professional services to other businesses and organisations in the region. This will include offices for major corporations looking to improve service provision and lower costs outside of the CBDs.

3.1.3 Agricultural Research and Development

The Burdekin already has research presences from CSIRO and BSES regarding sugar cane development. With increasing interest in tropical crop developments at the State, National and international level, the Burdekin is well placed to host more diverse agricultural research and development. The Burdekin has a relatively stable climate and good water availability allowing for less variables in trials. It is also well located with good local services and additional services and support in nearby Townsville. Major agribusiness firms may be able to be attracted to the Burdekin to develop research bases to help support sites and clients across tropical Australia. For example, tropical cotton varieties could be developed in the Burdekin before final testing in more remote and costly locations such as the Flinders River, Katherine and the Ord River area.

3.1.4 Manufacturing / Engineering

Advanced Machinery & Equipment Manufacturing

The Burdekin possesses a significant manufacturing sector related to its sugar industry and also some niche success stories in engineering and goods manufacturing. However the region is also a major importer of manufactured goods.

Further manufacturing opportunities for the Burdekin centre on upstream and downstream activities to the agriculture base in the region. There is also potential to export to surrounding mining regions and the population base in Townsville. The Burdekin offers affordable, developable land and abundant water (for water-intensive manufacturing).

Food and Beverage Processing

The food and beverages processing industry consists of businesses engaged in the manufacture and packaging of food and beverage products. As a major agricultural centre, the Burdekin is located within close proximity to potential suppliers in addition to export infrastructure via Townsville. Food processing businesses that could be attracted to the Burdekin include fruit and vegetables processing, bakery products, packaged foods and processed foods. The nutraceuticals sector is an emerging market demonstrating strong growth potential as many are seeking to live healthier lives through diet and natural products. This could comprise natural food additives, health drinks, health snacks, supplements and medicinal food products.

Metal Fabrication and Engineered Products

The metal fabrication and engineered products sector is well established in the Burdekin. The sector includes operations using laser cutting, punch pressing and hydraulic powered fabrication techniques. Opportunities for the Burdekin include sheet metal fabricators manufacturing for the agricultural industry and surrounding mining regions, water tanks and pressure vessels.

3.1.5 Health and Aged Care

The health and wellbeing sector encompasses the provision of health and medical services, community services, manufacture of medical devices, health IT and clinical trials. Over the past decade, the health and wellbeing sector has grown dramatically with advancements in technology, innovation, professional skills, research and health infrastructure. The Burdekin represents an attractive investment location for some parts of the sector, with an older and ageing population and a good quality of life.

Specific sectors that should be targeted for the Burdekin include hospital and medical services such as nursing, specialist doctors, same day surgery, pathology laboratories and other associated medical care services. An ageing population in the Burdekin and throughout Australia will result in an increase demand for aged care and active retirement living. This will include retirement villages, assisted living centres and more intensive nursing homes. Community services will be demanded as the population grows with child care centres, early child learning centres and other community services.

In addition to the health products mentioned above, the wellbeing sector is also strongly growing with the current focus on healthier living. Locations providing excellent natural amenity are ideal for the growing recreational and nature-based wellbeing sector.

3.2 Geographic Markets

The Burdekin's international competitiveness in agriculture and close proximity to air and seaport infrastructure, and the population base of Townsville generate an extensive range of business development opportunities. Potential target investors range from local to international businesses. Geographic target markets for investment attraction have been characterised as:

- Local;
- National; and
- International.

3.2.1 Local

Businesses operating in the North Queensland region represent a key market for investment attraction. This would centre around businesses that are looking to expand operations, relocate to more strategic locations or establish local offices.

Fast population growth, residential expansion and high operating costs in regional centres such as Townsville and Mackay are placing pressure on the industrial sector. This will create opportunities to target businesses that are experiencing a changing environment and are looking to relocate.

3.2.2 National

Businesses that do not currently have a presence in the North Queensland region and are looking to expand operations or relocate are a prime target for the Burdekin's investment attraction efforts.

Key targets include:

- Manufacturing, engineering and professional services businesses located along the Eastern Seaboard of Australia that are looking to establish a presence in North Queensland;
- Superannuation and investment funds seeking to diversify into agricultural and infrastructure assets; and
- Agricultural and processing operations seeking to expand or relocate to a low risk, highly productive centre.

3.2.3 International

International investment trends are likely to be a key driver of economic development in the Burdekin region over the coming years. With the world's population forecast to reach 8 billion by 2030, international interest in the agricultural potential of the Burdekin is set to increase.

Further investment interest from Asia is a strong probability, where food security is an increasing concern with world food prices having doubled since 2003. Asian investments into the Burdekin already include the \$1.2 billion takeover of Sucrogen by Wilmar international, and \$120 million CJ ACT Cassava project. These existing investments provide an excellent leveraging tool with which to promote the Burdekin to these source countries and the broader Asian region.

Pursuing investment from traditional developed countries including the US and Europe is also worth considering. Continued low investment returns in these markets is generating increasing interest in direct ownership of higher yielding Australian assets by both businesses and fund managers.

4. Investment Attraction Program

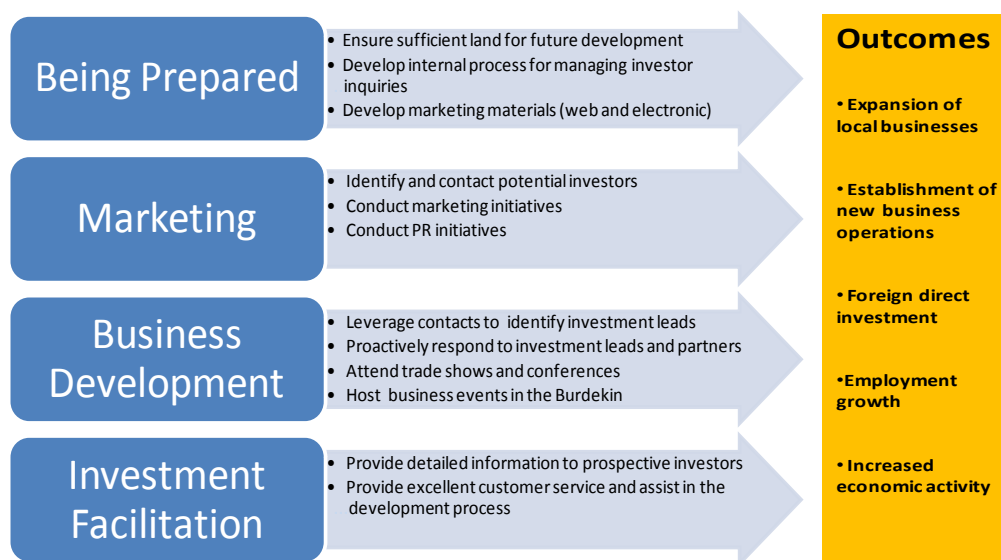
4.1 Overview

The following diagram highlights the Burdekin investment attraction program. There are four main strategic directives that each has a series of key activity areas. These key activity areas will each have a series of specific activities and tasks, which are highlighted below in the detailed investment attraction program.

This investment attraction program seeks to provide the BSC with a proactive platform and operational plan to promote the area as a major business investment destination. The plan is also aimed at facilitating new investment and job generation into the Burdekin Local Government Area to ensure a vibrant and dynamic local economy.

The activities in the investment attraction program should provide for the identification of prospective investors and potential projects, which the BSC can then recruit to the area. Through this combined process of business development and investment facilitation, the BSC will be able to expand local businesses, establish new business operations in the area, increase foreign direct investment, grow local employment and increase the level of economic activity in the Burdekin.

Figure 4.1: Investment Attraction Program Overview



Source: AECgroup

4.2 Being Prepared

Objective: To ensure the Burdekin is able to facilitate and capitalise on future investment opportunities as they are uncovered.

Rationale: Being prepared means that the BSC must ensure that sufficient land stocks are available for future residential, industrial, retail, commercial and accommodation provision. The use of Government owned land as well as potential incentives may need to be considered for use to resolve some of these issues. Clear processes for handling investor inquiries must be developed and implemented throughout the BSC in order to maximise the potential to capitalise on any new investment leads.

Key Initiatives:

- Negotiate with major industrial land holders regarding an appropriate release schedule;
- Contact major regional developers;
- Ensure future provision of retail, commercial and industrial lands through a progressive property strategy and efficient facilitation of development approvals;

- Consider an investment incentive strategy and links to suitable State and Federal programs to market to target investors; and
- Develop a clear internal process within the BSC to manage investment leads.

Influencing Business Decisions

Incentives are used around the world to effectively influence business decisions, particularly in regards to location decisions. While incentives may not enjoy a very good reputation and have been misused by governments in the past with disastrous consequences, if structured and delivered properly, they can be very effective tools to influence decision makers.

Incentives can be financial or non-financial in nature and provide Governments with very low risk. Incentives should provide value to the community, be fiscally responsible and provide value to the company receiving them. The value to the community (and to Government) usually comes in the form of capital investment and job creation. There are numerous ways to structure incentives so that they are fiscally responsible and offer government a relatively low risk proposition.

4.3 Marketing and Public Relations

Objective: To raise the profile of the Burdekin as a business investment destination.

Rationale: Through the provision of ongoing marketing and PR activities, the BSC can reach a very broad audience with consistent messages regarding the attractiveness and openness of the Burdekin region for business and investment.

Key Activities:

- Develop and maintain marketing materials;
- Conduct marketing initiatives; and
- Conduct public relations initiatives.

Marketing Materials

In order to conduct marketing and public relations activities, a suite of marketing materials are needed:

- Regional investment profile (general information);
- Regional industry profiles (industry specific opportunities);
- Investor briefings (specialised data and information for industry sector, including business cases);
- Regular news / economic updates; and
- An up to date and engaging website.

The following table highlights the characteristics of each marketing tool.

Table 4.1: Marketing Materials

| Marketing Tool | Description |
|-----------------------------|--|
| Regional investment profile | <ul style="list-style-type: none"> • Graphically designed and professionally presented • Contains maps and other general information regarding the area • Identifies key competitive advantages and unique characteristics • Identifies growth opportunities • Available in electronic format, print as needed • Content provides pertinent data and information • Generally used for all purpose marketing and is usually the first impression of the region that a business would get |
| Industry profiles | <ul style="list-style-type: none"> • Graphically designed and professionally presented • Contains industry overview (i.e. GRP, employment and leading existing companies) • Contains competitive advantages for industry opportunity • Available in electronic format, printed as needed • Used for prospective investors |

| Marketing Tool | Description |
|------------------------------------|---|
| Investor briefings | <ul style="list-style-type: none"> Graphically designed and professionally presented template (power point) Contains very specific industry data and information (wages, employment, available properties) Contains business case for the Burdekin Customised for each investment project Delivered electronically in PDF format Used for specific prospective investors |
| Regular news/economic updates | <ul style="list-style-type: none"> Graphically designed template and professionally presented Quarterly Distributed electronically as HTML email with news items/economic highlights and link to website for entire story Distributed to addresses in a database which can be constantly updated Archived on website Can be used to promote BSC events and activities Should highlight recent success stories, highlight achievements of local companies or other relevant economic news Used for broad marketing to internal and external audiences, including a wide variety of partners |
| An up to date and engaging website | <ul style="list-style-type: none"> User friendly and informative website Should link seamlessly with marketing material and highlight opportunities, competitive advantages as well as provide links for download of marketing materials (except for investor briefings) Should also provide news and latest events, which will help to keep internal and external stakeholders up to date Should be easy for anyone to quickly identify the region, the opportunities and the reasons for investing in it Should be easy for anyone to contact BSC directly (telephone, email) Used for broad marketing as well as for prospective investors |

Source: AECgroup

All materials need to contain the most accurate and up to date data and information.

Marketing Initiatives

The BSC should have a number of broad based marketing initiatives to increase awareness of the opportunities in the Burdekin as well as raise the profile of the region. This process would include sending out a quarterly email to a broad distribution network of partners, prospective investors and existing businesses. This email should contain a wide variety of information, including:

- Articles from local newspapers highlighting the Burdekin or businesses in the region as well as relevant government announcements;
- Highlight up-coming events;
- Highlight recent (or up-coming) business development activities;
- Highlight successful companies; and / or
- Recent announcements (local companies expanding, new company investing in the Burdekin, etc.).

In addition, specific industry focused emails should be sent to prospective clients in the appropriate targeted industry highlighting recent successes. These messages should act to promote the region to specific companies in certain targeted industry sectors by demonstrating the success of other similar companies. All of these articles should appear on the BSC website and the email should include the title of the article, a brief (e.g. two sentences) description of the article and provide a link to the article for further reading. The link should direct users back to the BSC website and the stories should all be held on the BSC website.

The BSC website should be the central marketing piece for the region. It can be a tremendous tool to communicate the most current events, business activities, announcements and other key economic development information. All marketing material should be posted to the website (in html format as "web text" and for download as PDF). In this manner, the text and actual documentation is created once and used for multiple applications. At the same time, this makes it easy to update the website on an annual basis, as the marketing material is updated. The latest news and announcements

can also be posted to the website, including networking events, business development activities that council will conduct, and recent announcements.

The website should also be very user friendly and provide a wide range of information on the area, including:

- Maps locating the region on a national scale as well as in relation to Townsville;
- Strengths of the region;
- Key industry sectors for growth;
- Regional economic information (i.e. workforce, GRP, infrastructure, knowledge assets, population);
- Available employment lands; and
- Contacts for further assistance.

Public Relations

In order to further support these marketing efforts, the BSC should undertake public relations initiatives as well. These activities will also be focused on raising the profile of the region and marketing it as a business destination.

Editorial placements are a great way to generate positive news stories. BSC should approach trade specific publications in their targeted sectors and seek to speak with journalists covering specific industry sectors or growth areas to see if they may be interested in covering a story involving the Burdekin. These journalists can be invited out to the region for tours and interviews with relevant industry stakeholders. Additionally, some publications provide editorial options as part of advertising packages. In essence, if the BSC takes an advertisement in the magazine, then a story (which would link to the ad) can also be written about the area for the publication. These articles should also then be used as marketing material, potentially as an email industry news flash, and make up part of a brief for a prospective investor.

Beyond the editorial placements, journalists for all publications can be invited to the Burdekin and hosted for the day in order to promote the planned growth and opportunities in the region. These journalists can come from industry publications or other news outlets. Potential story options should be scripted for these publications and should tie in with current events and announcements. These ideas can then be pitched to the journalists together with an invitation to the region and the facilitation of interviews with various industry stakeholders.

4.4 Business Development Activities

Objective: To identify and engage with prospective investors about opportunities in the Burdekin.

Rationale: Through undertaking systematic business development activities, the BSC can identify and engage specific prospective businesses for investment opportunities in the region.

Key Activities (Domestically):

- Conduct business expansion and retention program;
- Conduct business development trips;
- Attend trade shows and conferences; and
- Host events in the Burdekin.

Business Expansion and Retention Program

In most modern economies, existing businesses are responsible for 60%-80% of new employment creation and investment. The business expansion and retention program would seek to maximise the potential for existing businesses to invest further and generate additional employment opportunities in the region. In order to achieve this, an on-going dialogue with existing businesses is required. BSC staff should be engaging on a one-on-one basis with the senior management of the larger businesses in the region

across the range of targeted industry sectors. These meetings should occur at the local facility and include the following discussion points:

- Overview of the business;
- Overview of recent trends / health of the business;
- Identification of any issues (and any issues that Council can directly help with);
- Inquiry into any suppliers or customers that the business would benefit from having closer to it; and
- Outlook for the future and opportunities for expansion (as well as capacity to expand on current site).

The potential investment leads (supplier/customer contacts) should be captured and approached appropriately about opportunities in the Burdekin. Through this engagement, a strong relationship between business owners/managers can be forged. These strong relationships can be invaluable in working on investment projects. Existing businesses can and should be used as referees for the region. Meetings can be set up with existing businesses for prospective businesses to get a sense of the region and to double check the competitive advantages. Naturally, care must be given not to introduce competitors.

Build Investment Partnerships

There are a range of partners important for the investment attraction process, including:

- Trade and Investment Queensland;
- State Development; and
- Austrade.

Additionally, many of the business service providers can support broader marketing and business development activities.

These offices should receive specific marketing information regarding the Burdekin and the opportunities for growth. Regular contact should be made with these offices in order to build strong relationships. These offices should be encouraged to provide BSC materials to companies and feel comfortable contacting BSC for more information or know that they can directly refer companies to the BSC, should more detailed information be sought.

Business Development Trips

Business development trips are conducted to engage with prospective investors and other contacts to identify further prospective investors. Through existing business contacts and market research, prospective investors and additional contacts can be identified in target markets. Trips to key agricultural centres across Australia (such as the Ord River area and Murray Basin) should be conducted, as well as trips to visit companies in other parts of Australia where prospective investors can be identified. These trips will provide the opportunity to directly engage with prospective investors regarding opportunities in the Burdekin region.

Outside of prospective investors, the BSC should also engage with a wide variety of other business contacts, including property developers, real estate professionals, accountants, lawyers and agribusiness lenders and advisers, who may have clients that could be prospective investors. A target of 6-9 meetings per day with potential investors and other key contacts should be targeted for each business development trip.

Trade Shows and Conferences

Industry specific trade shows and conferences are a good way to engage with many potential investors in a short amount of time, given that these events bring together many business and industry leaders in one location. Research on exhibitors and visitors should be done in advance in order to highlight the more attractive companies for business development purposes. During the show, these companies should be systematically sought out. Depending on the trade show or conference, there may be opportunities to host events at the venue, to which all visitors and exhibitors are invited, which provides profile raising and can lead to the identification of additional prospective

investors. Appointments with companies in the city or area where the event is taking place should also be considered.

Potential trade shows and conferences to visit include:

- Dowerin Machinery Field Days, WA (28-29 August 2013);
- National Manufacturing Week (7-10 May 2013);
- AUSPACK Plus 2013 (21-23 August 2013); and
- AgQuip, Gunnedah NSW (20-22 August 2013).

Key Activities (Internationally):

- Overseas Government Offices; and
- Business Development Trips.

After the business development program is established, the BSC should expand the business development trips overseas. The BSC should target one country or general region at a time but generally follow the same process of identifying prospective investors through industry research, existing companies and lead generators. Other business contacts and the government offices mentioned above should also be visited. In certain markets, specialised professional research firms can be contracted to set up appointments for the BSC.

4.5 Investment Facilitation Activities

Objective: To facilitate the process of establishing new and expanded investment and development into the region.

Rationale: Through sound internal processes and excellent customer service, the Burdekin can maximise the chance to capitalise on new investment opportunities.

Key Activities:

- Provide detailed information to prospective investors;
- Provide excellent levels of customer service; and
- Assist in the development process.

The ability to respond efficiently to investor inquiries and lead generator requests is a key factor that BSC can control in order to maximise the potential to secure new investment. Information needs may be quantitative in nature or revolve around providing key industry contacts or site tours on sometimes short notice. The ability to facilitate investor inquiry flows directly from the getting prepared initiatives, securing an effective internal process for handling investor inquiry, producing and maintaining up to date materials, building strong relationships with the existing business community, and having sufficient available zoned land.

By actively assisting in the development process for targeted investments, the BSC ensures the highest likelihood of capitalising on potential developments. Proactively assisting investors in order to get new developments established also sends a strong positive signal to other businesses seeking to expand or relocate.

5. Program Details

The following table highlights the specific activities and tasks for the investment attraction program, the target / goal for each activity.

It should be noted that investment attraction is a long-term and ongoing process. While the table below presents an appropriate five year plan for the Burdekin, each stage of the investment attraction process needs to be maintained and renewed in order to generate significant long-term economic development to the Burdekin region.

Table 5.1: Proposed Investment Attraction Program

| Year | Activity | Target / Goal |
|---------------|--|---------------|
| Year 1 | | |
| | Getting Prepared | |
| | Negotiate industrial land release schedule with key landholders | 2 |
| | Approach major regional developers | 6 |
| | Initiate internal investment inquiry handling process | 1 |
| | Develop investment incentive policy | 1 |
| | Marketing and PR | |
| | Develop regional investment profile | 1 |
| | Develop marketing profiles | 1 |
| | Develop and maintain website to promote the region | 1 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 |
| | Business Development | |
| | <i>Business Expansion and Retention Program:</i> | |
| | Meet with existing industry stakeholders in target sectors | 30 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 |
| | Identify potential local expansion opportunities | 5 |
| | <i>Contact and provide marketing materials to key lead generators / investment partners:</i> | |
| | Austrade offices | 10 |
| | Trade and Invest Queensland | 5 |
| | State Development | 1 |
| | Agribusiness lenders and advisers | 5 |
| Year 2 | | |
| | Getting Prepared | |
| | Negotiate industrial land release schedule with key landholders | 2 |
| | Approach major regional developers | 6 |
| | Review internal investment inquiry handling process | 1 |
| | Marketing and PR | |
| | Prepare quarterly business news/economic updates | 4 |
| | Develop material regarding available employment lands precincts | 1 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 |
| | Business Development | |
| | <i>Business Expansion and Retention Program:</i> | |

| Year | Activity | Target / Goal |
|---------------|--|---------------|
| | Meet with existing industry stakeholders in target sectors | 30 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 |
| | Identify potential local expansion opportunities | 5 |
| | <i>Conduct domestic business development trips:</i> | 4 |
| | Meet with prospective investors | 100 |
| | Meet with government partners | 5 |
| | Meet with property developers and real estate advisers | 25 |
| | <i>Pursue lead generators / investment partners:</i> | |
| | Austrade Offices | 10 |
| | Trade and Invest Queensland | 5 |
| | State Development | 1 |
| | Agribusiness lenders and advisers | 5 |
| | <i>Attend trade shows & conferences:</i> | |
| | Visit industry specific trade shows in target sectors | 3 |
| | Participate in specific industry conferences | 2 |
| | Investment Facilitation | |
| | Undertake familiarisation tours of the region | 2 |
| Year 3 | | |
| | Marketing and PR | |
| | Prepare quarterly business news/economic updates | 4 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 |
| | Host journalists from industry publications and key news outlets | 5 |
| | Business Development | |
| | <i>Business expansion and development program:</i> | |
| | Meet with existing industry stakeholders in target sectors | 30 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 |
| | Identify existing business expansion opportunities | 5 |
| | <i>Conduct domestic business development trips:</i> | 4 |
| | Meet with prospective investors | 100 |
| | Meet with government partners | 5 |
| | Meet with property developers and real estate advisers | 25 |
| | <i>Pursue lead generators / investment partners:</i> | |
| | Austrade Offices | 10 |
| | Trade and Invest Queensland | 5 |
| | State Development | 1 |
| | Agribusiness lenders and advisers | 5 |
| | Plan & schedule international business development trip with investment partners | 1 |
| | <i>Attend trade shows & conferences:</i> | |
| | Visit industry specific trade shows in target sectors | 3 |
| | Participate in specific industry conferences | 2 |

| Year | Activity | Target / Goal |
|---------------|---|---------------|
| | Investment Facilitation | |
| | Undertake familiarisation tours of the region | 5 |
| Year 4 | | |
| | Marketing and PR | |
| | Prepare quarterly business news/economic updates | 4 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 |
| | Host journalists from industry publications and key news outlets | 5 |
| | Business Development | |
| | <i>Business retention and expansion program:</i> | |
| | Meet with existing industry stakeholders in target sectors | 30 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 |
| | Identify existing business expansion opportunities | 5 |
| | <i>Conduct domestic business development trips:</i> | 4 |
| | Meet with prospective investors | 100 |
| | Meet with government partners | 5 |
| | Meet with property developers and real estate advisers | 25 |
| | <i>Pursue lead generators / investment partners:</i> | |
| | Austrade Offices | 10 |
| | Invest Queensland | 5 |
| | State Development | 1 |
| | Agribusiness lenders and advisers | 5 |
| | <i>International business development trip:</i> | |
| | Meet with prospective investors | 60 |
| | Meet with government partners | 5 |
| | <i>Attend trade shows & conferences:</i> | |
| | Visit industry specific trade shows in target sectors | 3 |
| | Participate in specific industry conferences | 2 |
| | Investment Facilitation | |
| | Conduct familiarisation tours of the region | 5 |
| Year 5 | | |
| | Investment Facilitation | |
| | Negotiate investment incentives with new and expanding businesses | 5 |
| | Facilitate pre-lodgement meetings between business and planning department | 5 |
| | Assist development process with Council and State agencies | 5 |

Source: AECgroup

6. Measuring and Tracking Success

6.1 Monitoring and Adjusting

As with any program, it will be important to monitor and measure the success of the Investment Attraction Program. As demonstrated in *Section 5*, suggested KPIs or annual targets / goals are listed for each activity in the program. The targets / goals have been established as an ambitious objective for each task. It will be necessary to measure the actual targets / goals achieved for each task, together with the resources (both human and financial) dedicated to each task.

After evaluating the actual performance reached for each task and the value each task delivered to the local economy (in line with the resources it consumed), the BSC can make a decision whether to continue that specific task, increase resources or amend the goal / target. In such a way, the program becomes an effective planning tool that should be adjusted on an annual basis. Additionally, this flexibility provides the BSC with the ability to adjust to market conditions and change the investment attraction program as needed. However, activities must be aligned to each key activity area and the strategic directions which ensure that future activities will continue to work within the established framework.

Additionally, the BSC should actively track investment activity and the results of the business development program as highlighted in the table below (Table 6.1).

Table 6.1: BSC Investment Attraction Results

| Business Development Results | Description |
|------------------------------|---|
| Investment Leads | A company or business that could invest in the Burdekin and generate new jobs. Leads are likely to be generated through research, marketing, PR or business development activities. |
| Investment Projects | A company or business that BSC is in active dialogue regarding an investment project. |
| Number of Companies Located | Number of companies that have been successfully recruited to the region. |
| Number of New Job Created | Number of new jobs that these companies plan to generate. |
| Amount of Capital Investment | Amount of capital investment that these companies will make. |

Source: AECgroup

Annual reports should be generated that can demonstrate what tasks have been completed and the performance versus stated goals/targets. After two years an assessment should be carried out to understand what progress has been made on the program. By recording specific progress toward these goals/targets, the BSC will also be able to quantify achievements at the end of the year.

6.2 Reporting Protocol

A reporting system needs to be developed in order to track the activities and tasks outlined in the Investment Attraction Program. A standard reporting template (one page in length) is recommended to provide a quick and easy to understand report regarding current activities and progress over the year to date. Databases and annual reports should include the following information:

- Number of leads generated (% change from previous year);
- Number of current leads (% change from previous year);
- Number of investment projects (% change from previous year);
- Activities completed in year;
- Planned activities for next year; and
- Specific achievements.

Other information can also be added.

A contact database should be set up to record contact information and interactions with businesses and stakeholders. At the simplest level this may involve Microsoft Excel and Outlook through “off the shelf” contact management systems (like ACT!, Microsoft CRM and Goldmine) could be purchased and implemented for this purpose. It is recommended that the Economic Development Manager choose a system that they are comfortable with and meets their needs.

Information captured for each contact should include:

- Status (lead/project/inactive);
- Industry Sector;
- Project Description:
 - Brief description in text;
 - Number of new jobs;
 - Amount of capital investment; and
- Source (Marketing, PR, Business development trip, Trade show/Conference, Board, Existing industry, State Government, Commonwealth Government).

While not all of this information will be pertinent for each contact, the industry field should be filled out in order to be able to quickly dissect the database by industry. Similarly, a label for existing businesses should also be created so that these companies can be searched quickly (as well as by industry sector).

7. Financial Resources

Estimated financial resources for undertaking the Burdekin Five Year Investment Attraction Strategy are provided in Table 7.1.

The Investment Strategy has been formulated based on the concept of utilising the opportunity costs of staff time as the primary resource for undertaking activities. However in order to pursue leads as opportunities are uncovered additional financial resources will be required, often at short notice.

Activities such as business development trips have been allocated an indicative conversion budget in order to undertake these activities. It is envisioned that these resources will be made available as the KPI number of leads are identified.

Other marketing and business development activities have been allocated an optional budget. While these activities will consume additional financial resources, the potential payoff in terms of lead generation is far higher than the actions which consume no additional financial resources. This is because the actions (which include trade shows and conferences and undertaking editorial placements) will reach a large number of targeted investors with a relatively small time commitment.

Conversion and optional costs for the Burdekin Investment Attraction Strategy total \$60,244 and \$57,825 over five years respectively.

Year One prices are estimated for 2013-14, with following years assuming average inflation of 2.5% per annum.

Table 7.1: Burdekin Five Year Investment Attraction Strategy Proposed Budget

| Year | Activity | Suggested KPI | Conversion Budget | Optional Budget |
|---------------|--|---------------|-------------------|-----------------|
| Year 1 | | | | |
| | Getting Prepared | | | |
| | Negotiate industrial land release schedule with key landholders | 2 | \$0 | \$0 |
| | Approach major regional developers | 6 | \$0 | \$0 |
| | Initiate internal investment inquiry handling process | 1 | \$0 | \$0 |
| | Develop investment incentive policy | 1 | \$0 | \$0 |
| | Marketing and PR | | | |
| | Develop Regional Investment Profile | 1 | \$0 | \$0 |
| | Develop marketing profiles | 1 | \$0 | \$0 |
| | Develop and maintain website to promote the region | 1 | \$0 | \$0 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 | \$0 | \$8,000 |
| | Business Development | | | |
| | <i>Business Expansion and Retention Program:</i> | | | |
| | Meet with existing industry stakeholders in target sectors | 30 | \$0 | \$0 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 | \$0 | \$0 |
| | Identify potential local expansion opportunities | 5 | \$0 | \$0 |
| | <i>Telephone Contact and provide marketing materials to key lead generators / investment partners:</i> | | | |
| | Austrade offices | 10 | \$0 | \$0 |
| | Trade and Invest Queensland | 5 | \$0 | \$0 |
| | State Development | 1 | \$0 | \$0 |
| | Agribusiness lenders and advisers | 5 | \$0 | \$0 |
| | Conversion and Optional Budget Year 1 | | \$0 | \$8,000 |

| Year | Activity | Suggested KPI | Conversion Budget | Optional Budget |
|---------------|---|---------------|-------------------|-----------------|
| Year 2 | | | | |
| | Getting Prepared | | | |
| | Negotiate industrial land release schedule with key landholders | 2 | \$0 | \$0 |
| | Approach major regional developers | 6 | \$0 | \$0 |
| | Review internal investment inquiry handling process | 1 | \$0 | \$0 |
| | Marketing and PR | | | |
| | Prepare quarterly business news/economic updates | 4 | \$0 | \$0 |
| | Develop material regarding available employment lands precincts | 1 | \$0 | \$0 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 | \$0 | \$8,200 |
| | Business Development | | | |
| | <i>Business Expansion and Retention Program:</i> | | | |
| | Meet with existing industry stakeholders in target sectors | 30 | \$0 | \$0 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 | \$0 | \$0 |
| | Identify potential local expansion opportunities | 5 | \$0 | \$0 |
| | <i>Conduct domestic business development trips:</i> | 4 | \$8,500 | \$0 |
| | Meet with prospective investors | 100 | \$6,000 | \$0 |
| | Meet with government partners | 5 | \$500 | \$0 |
| | Meet with property developers and real estate advisers | 25 | \$2,000 | \$0 |
| | <i>Pursue lead generators / investment partners:</i> | | | |
| | Austrade Offices | 10 | \$0 | \$0 |
| | Trade and Invest Queensland | 5 | \$0 | \$0 |
| | State Development | 1 | \$0 | \$0 |
| | Agribusiness lenders and advisers | 5 | \$0 | \$0 |
| | <i>Attend trade shows & conferences:</i> | | \$0 | \$8,000 |
| | Visit industry specific trade shows in target sectors | 3 | \$0 | \$5,000 |
| | Participate in specific industry conferences | 2 | \$0 | \$3,000 |
| | Investment Facilitation | | | |
| | Undertake familiarisation tours of the region | 2 | \$0 | \$0 |
| | Conversion and Optional Budget Year 2 | | \$8,500 | \$16,200 |
| Year 3 | | | | |
| | Marketing and PR | | | |
| | Prepare quarterly business news/economic updates | 4 | \$0 | \$0 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 | \$0 | \$8,405 |
| | Host journalists from industry publications and key news outlets | 5 | \$4,500 | \$0 |
| | Business Development | | | |
| | <i>Business expansion and development program:</i> | | | |
| | Meet with existing industry stakeholders in target sectors | 30 | \$0 | \$0 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 | \$0 | \$0 |
| | Identify existing business expansion opportunities | 5 | \$0 | \$0 |
| | <i>Conduct domestic business development trips:</i> | 4 | \$8,713 | \$0 |

| Year | Activity | Suggested KPI | Conversion Budget | Optional Budget |
|---------------|--|---------------|-------------------|-----------------|
| | Meet with prospective investors | 100 | \$6,150 | \$0 |
| | Meet with government partners | 5 | \$513 | \$0 |
| | Meet with property developers and real estate advisers | 25 | \$2,050 | \$0 |
| | <i>Pursue lead generators / investment partners:</i> | | | |
| | Austrade Offices | 10 | \$0 | \$0 |
| | Trade and Invest Queensland | 5 | \$0 | \$0 |
| | State Development | 1 | \$0 | \$0 |
| | Agribusiness lenders and advisers | 5 | \$0 | \$0 |
| | Plan & schedule international business development trip with investment partners | 1 | \$0 | \$0 |
| | <i>Attend trade shows & conferences:</i> | | \$0 | \$8,200 |
| | Visit industry specific trade shows in target sectors | 3 | \$0 | \$5,125 |
| | Participate in specific industry conferences | 2 | \$0 | \$3,075 |
| | Investment Facilitation | | | |
| | Undertake familiarisation tours of the region | 5 | \$0 | |
| | Conversion and Optional Budget Year 3 | | \$13,213 | \$16,605 |
| Year 4 | | | | |
| | Marketing and PR | | | |
| | Prepare quarterly business news/economic updates | 4 | \$0 | \$0 |
| | Conduct editorial placements regarding investment opportunities in the Burdekin | 2 | \$0 | \$8,615 |
| | Host journalists from industry publications and key news outlets | 5 | \$4,613 | \$0 |
| | Business Development | | | |
| | <i>Business retention and expansion program:</i> | | | |
| | Meet with existing industry stakeholders in target sectors | 30 | \$0 | \$0 |
| | Identify prospective investors (customers or suppliers of local businesses) | 5 | \$0 | \$0 |
| | Identify existing business expansion opportunities | 5 | \$0 | \$0 |
| | <i>Conduct domestic business development trips:</i> | 4 | \$8,918 | \$0 |
| | Meet with prospective investors | 100 | \$6,304 | \$0 |
| | Meet with government partners | 5 | \$513 | \$0 |
| | Meet with property developers and real estate advisers | 25 | \$2,101 | \$0 |
| | <i>Pursue lead generators / investment partners:</i> | | | |
| | Austrade Offices | 10 | \$0 | \$0 |
| | Invest Queensland | 5 | \$0 | \$0 |
| | State Development | 1 | \$0 | \$0 |
| | Agribusiness lenders and advisers | 5 | \$0 | \$0 |
| | <i>International business development trip:</i> | | \$25,000 | \$0 |
| | Meet with prospective investors | 60 | \$20,000 | \$0 |
| | Meet with government partners | 5 | \$5,000 | \$0 |
| | <i>Attend trade shows & conferences:</i> | | \$0 | \$8,405 |
| | Visit industry specific trade shows in target sectors | 3 | \$0 | \$5,253 |
| | Participate in specific industry conferences | 2 | \$0 | \$3,152 |

| Year | Activity | Suggested KPI | Conversion Budget | Optional Budget |
|---------------|--|---------------|-------------------|-----------------|
| | Investment Facilitation | | | |
| | Conduct familiarisation tours of the region | 5 | \$0 | \$0 |
| | Conversion and Optional Budget Year 4 | | \$38,531 | \$17,020 |
| Year 5 | | | | |
| | Investment Facilitation | | | |
| | Negotiate investment incentives with new and expanding businesses | 5 | \$0 | \$0 |
| | Facilitate pre-lodgement meetings between business and planning department | 5 | \$0 | \$0 |
| | Assist development process with council and State agencies | 5 | \$0 | \$0 |
| | Conversion and Optional Budget Year 5 | | \$0 | \$0 |
| | | | | |
| | Total Five-Year Conversion and Optional Budgets | | \$60,244 | \$57,825 |

Source: AECgroup

Note: "\$0" represents no expenses; however, staff time and other internal Council resources may be consumed.

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AECgroup
Outcome Driven



Economics, Planning & Development
Business Strategy & Finance
Community Research & Strategy
Design, Marketing & Advertising
Information & Knowledge Management