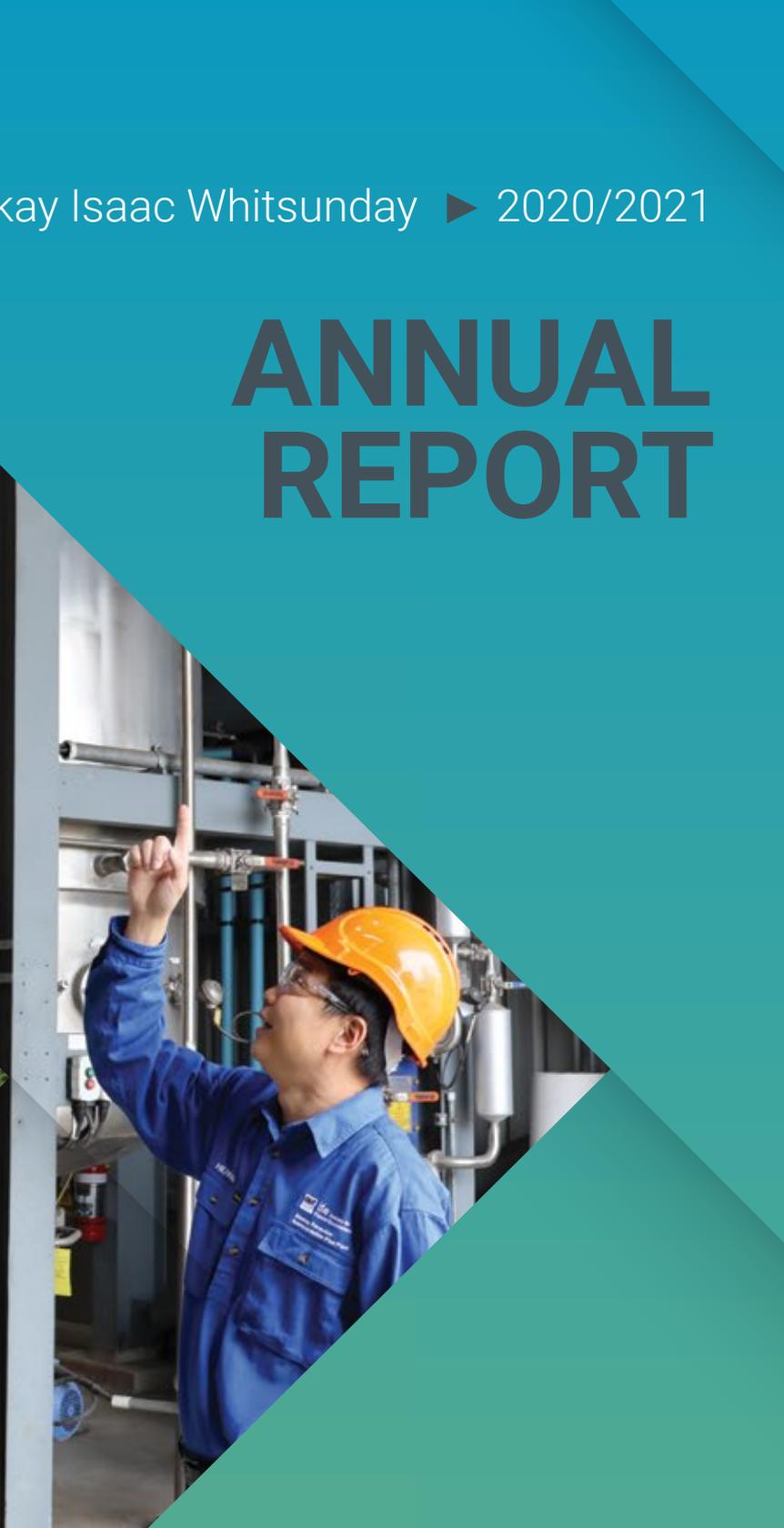


Mackay Isaac Whitsunday ► 2020/2021

ANNUAL REPORT



GW3 ►

GREATER WHITSUNDAY ALLIANCE
MACKAY ► ISAAC ► WHITSUNDAY

www.greaterwhitsundayalliance.com.au

*Making the Mackay Isaac Whitsunday
region strong for generations*

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Greater Whitsunday Alliance (GW3) creates opportunities for the Mackay Isaac Whitsunday region to realise their full potential.

The organisation is a strategic and coordinated point of contact for local, national and international networks and advocates for projects and opportunities from both government and the private sector. Greater Whitsunday Alliance delivers a range of economic development focused projects and leads economic research to help support and promote prosperity across the broader region.

GW3 is also the parent company of C-Res. C-Res is a cost neutral entity, operating as a social enterprise in some of Australia's most remote mining communities.

GW3 drives economic development in the region in the following ways:

Advocate:

Be a strong voice for economic development opportunities on behalf of the region.

Attract:



Encourage investment, funding and business growth in the region.

Collaborate:

Convene, partner and facilitate alignment of key stakeholders to advance collective objectives.



Inform:

Track and consolidate economic development resources and data to inform strategic decisions.



**Tony
Caruso**

GREATER WHITSUNDAY
ALLIANCE,
CHAIRPERSON

A message from our Chairperson

2020-2021 has been another year with many challenges as a result of the ongoing effects of the global pandemic, but it has also been a year filled with new and emerging opportunities for the region and it has been a privilege to have led Greater Whitsunday Alliance (GW3) as we navigated the year.

Before talking to the year that was, I would firstly like to acknowledge the work of my predecessor, John Glanville, who stood down from the role as inaugural Chairperson in December 2020 after four years. John was instrumental in the formation of GW3 and provided strong guidance and support in its critical and formative early years.

Since its inception, GW3 has been actively promoting the Mackay Isaac Whitsunday region to a diverse range of stakeholders from government to private industry, sharing a vision and strategy and promoting the opportunities to unlock the value that inherently exists in the region. This work has been targeted, robust and dynamic and has been supported by a strong governance framework.

Through this early work, GW3 has established itself as a leading economic development organisation strategically focused on the sustainable economic growth supporting the Greater Whitsunday region, and I'm pleased to report that the organisation has delivered many successful projects across the region. In short, GW3's mission has centred around making the Mackay

Isaac Whitsunday region strong for generations.

As we build from this strong platform, we are now preparing for GW3's next phase which will be centred around "for greater".

Our region is already home to a diverse and growing list of established and emerging industries that contribute upwards of \$42 billion in economic output to the Australian economy. Supporting this is a suite of natural features that make this region a world-class destination for investment and recreation, and we see GW3's role is to ensure our region's economic potential is maximised both now and into the future through leveraging existing and emerging industries and promoting our natural advantages.

In the past 12 months, the GW3 board has undertaken a comprehensive rewrite of its strategy and developed a clear and concise plan that is well understood and supported by our key stakeholders. Key elements of our strategy will focus on reshaping our METS sector, making agriculture and aquaculture cornerstone sectors of

our regional economy and rebuilding our tourism sector following several tough years. Along with these key sector focus areas, we have a number of enabling projects that will allow these sectors to pivot, take root and grow well into the future by unlocking the infrastructure and resources needed for them to operate successfully and profitably.

While a large part of the GW3 focus is developing medium to long term strategies to support the region we have also continued to work on short term and current issues as well as advocating for the region on emerging issues. This is evident through our continued work on maintaining the spotlight firmly on the issue of residential and commercial insurance affordability. Earlier this year, the ACCC released their final report on their inquiry into Regional Insurance Affordability, with 38 recommendations listed. After extensive lobbying, the Federal Government has now announced the establishment of a reinsurance pool to cover cyclone and flood-related damage from July 1, 2022.

It is difficult to reflect on the past year without providing an insight into how our region fared

as a result of COVID-19. Whilst broadly our region has navigated the global pandemic with agility and resilience, it should be noted that Whitsunday-based tourism businesses have been amongst our region's most challenged, and GW3 provided a number of initiatives to support our region's response:

- **Transformation Region COVID-19 regional response**, an advocacy document report that articulated projects that required investment support from both State and Federal Governments.
- **My Digital Coach program**, which provided local small businesses with targeted one-on-one business coaching in the digital arena, including digital marketing; website development; ecommerce support; social media strategies, and more.
- **Small Business Wellbeing Service**, which connected small business owners with a free dedicated counselling service.

GW3 launched the financial year with the Transformation Region Virtual Summit on July 29, 2020, to showcase how the Greater Whitsunday region is at the forefront of technology adoption and innovation. The world is rapidly changing around us, and this region is filled with great examples of community and industry leaders embracing new technologies to make our workplaces safer and more productive; our businesses more competitive globally and; our communities more connected.

GW3 has encouraged investment funding and business growth in the region through a range of activities, including the Regional Projects Development Register and our Isaac Business Support Program.

As we moved towards the end of the 2020 calendar year, GW3 also released the Mackay Isaac Whitsunday Future Employment Study, which provides the region's industries, businesses, and workforces with a blueprint to ensure we are prepared for the jobs of tomorrow and the impact of digital technology.

The study's findings revealed that in 2030 most, if not all, jobs in our region will require a combination of people and technology.

The Future Employment Study was a major piece of research which complements a range of other analysis activities, including the Mackay Isaac Whitsunday Regional Water Strategy, which provides a strong body of evidence for future decision making.

In the past 12 months, the GW3 board has undertaken a comprehensive rewrite of its strategy and developed a clear and concise plan that is well understood and supported by our key stakeholders.

In the next year, GW3 will drive economic development in the region through advocating, attracting, collaborating, and informing through our five main priorities:

- Agriculture and Aquaculture
- Mining and METS
- Biofutures
- Aviation and Aerospace
- Tourism

GW3 has an exceptionally close and productive relationship with our three primary shareholders: Mackay, Isaac and Whitsunday Regional Councils, and I would like to thank Mayor Greg Williamson, Mayor Anne Baker and Mayor Andrew Willcox and their respective teams for their ongoing support of GW3.

During the past year, we have made some changes to our board makeup which saw the departure of directors Vic Vassallo and Melissa Green. I would like to thank both Vic and Melissa for their professionalism and commitment to the organisation and the region. We welcomed new director Nordzucker Mackay Sugar CEO Jannik Olejas, who brings significant international business experience to the GW3 board.

GW3 has continued to be a strong economic development organisation representing the entire region, and its growing influence is a testament to the skills and commitment of the Greater Whitsunday Alliance directors and experienced operational team. I would like to take this opportunity to

acknowledge the excellent work done by our CEO, Kylie Porter, and also acknowledge the very strong and professional team Kylie has working with her. We thank you all for the excellent work you do for this region.

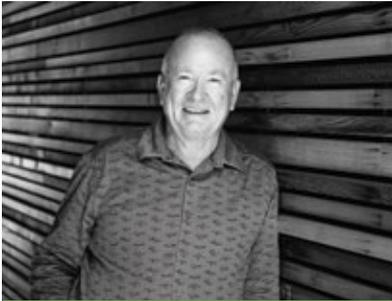
We look forward to the coming year and seeing the strategy unfold, delivering benefit across the entire Greater Whitsunday region. The board and management will remain focused and work diligently to ensure the ongoing success of our established sectors but equally work hard to support and unlock the value in our emerging industries.

Thank you

Tony Caruso

GREATER WHITSUNDAY ALLIANCE,
CHAIRPERSON

2020-2021 Board of Directors



John Glanville
January 2017 - December 2020



Melissa Green
December 2017 - December 2020



Melissa Johnson
February 2019 - Current



Jordan Miller
January 2017 - Current



Mayor Greg Williamson
October 2017 - Current



Vic Vassallo
January 2017 - December 2020



Paul McLaughlin
January 2017 - Current



Caroline Fritz
December 2017 - Current



John Fordyce
May 2020 - Current



Jannik Olejas
March 2021 - Current



Tony Caruso
December 2020 - Current



Kylie Porter
CEO: November 2019 - Current



Deputy-Director General of Innovation Dr Sarah Pearson at Mercy College.



GW3 will lead research to identify key agricultural exports from MIW through funding from the CRCNA.



Local Buying Foundation end of year function.

GW3 engaged with stakeholders and the community to identify opportunities to achieve continued prosperity for the region. This year, GW3 connected with all levels of government, attended national conferences and led delegations.



Canberra delegation.



Cabinet Christmas Party in Brisbane.



Mayor's Business Breakfast in Moranbah.



Behind the scenes of the Transformation Region Summit.



MIW Regional Water Strategy Steering Committee.



Queensland Government's Queensland Connects Workshop.



Australian Water Association.



The Australian Government will invest \$10m into MIW projects under the Regional Recovery Partnerships program.



GW3 has kept a spotlight on the insurance issue through the ACCC's inquiry into Regional Insurance Affordability.

GW3 Advocacy

In the past financial year, Greater Whitsunday Alliance has continued to be the lead organisation to drive sustainable growth and promote liveability for the Mackay Isaac Whitsunday region.

Transformation Region



Transformation Region is a digital platform to showcase Mackay Isaac Whitsunday (MIW) as a region tackling head-on the challenges and opportunities of the Fourth Industrial Revolution (4IR).

To better prepare its 170,000 plus regional population, GW3 launched the Transformation Region digital platform with a virtual summit on July 29, 2020.

Transformation Region shares the stories of the MIW region's examples of transformative practices and how the region's businesses, industries and communities are embracing transformational change.

Transformation Region not only offers insight into exactly what 4IR is but also highlights what it means for our

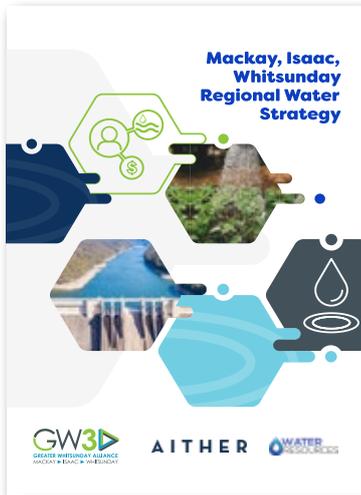
community; what skills you are going to need to keep up with the pace of change and where the jobs of the future in MIW will be.

The platform explores some of our region's best-case examples of businesses embracing technology and transformation.

The Mackay Isaac Whitsunday region has a rich history of embracing change, out-of-the-box thinking and a passionate can-do attitude.

Some of the stories Transformation Region has told are from Change Champions leading change, Evolving Industries and Transforming Education, Skills and Training.

MIW Regional Water Strategy



The Mackay Isaac Whitsunday (MIW) Regional Water Strategy identifies opportunities to unlock the economic value of the region's existing water assets and to understand how water can support future economic prosperity.

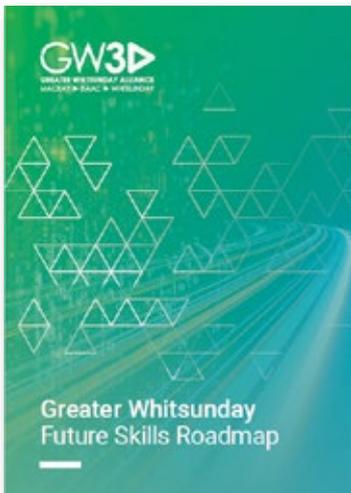
The MIW Regional Water Strategy project was led by a Steering Committee comprising of a range of representatives from industry, local government, and state government agencies.

The purpose of the Strategy is not to narrow the conversation around water to only infrastructure or delivery but rather to identify holistic water strategies that will be impactful for ensuring the region's economic future.

The Strategy recommendations have been grouped into two key focus areas: removing barriers and supporting economic development, and supplying water at the right scale, time, and location.

Some of the key recommendations for removing barriers and supporting economic development across the MIW region include marketing the region's sustainability credentials to encourage investment and supporting the MIW region's existing irrigated cropping to realise opportunities to increase farm-gate margins in the long term.

Greater Whitsunday Future Skills Roadmap



The Greater Whitsunday Future Skills Roadmap provides a summary of the skills and training required for the region in the future.

The Greater Whitsunday Future Skills Roadmap was a key outcome from the Regional Jobs Committee, funded by the Queensland Government's Department of Employment, Small Business and Training (DESBT).

The Roadmap includes recommendations under four key pillars to educate the region to ensure the Greater Whitsunday workforces remain adaptable, resilient, and employable in the future of work.

The Roadmap informs both government and industry around the skills requirements and opportunities associated with future jobs and employment, and proposes a range of strategies to realise these opportunities.

For the last twelve months, GW3 has been working closely with industry, education and training, and government representatives to identify exactly what education and skills are required to meet the future job market.



Our region needs to be proactive in implementing strategies to ensure all workers, including those who are currently in employment, are upskilled and supported in-region, to transition into new job tasks and roles as the nature of work changes.

Several sectors, including Agriculture, Aquaculture, Health Care and Social Assistance and Construction, along with Information and Communications Technology (ICT), are expected to experience workforce growth in the future.

A year at a glance

ENGAGEMENT



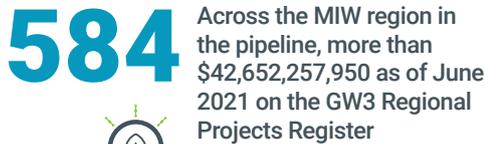
Meetings with key industry, government and community stakeholders

FUNDING



Secured in project funding for 2020-21, including \$1,917,450 to deliver the Digital Connectivity Project in Moranbah and Dysart through funding from BHP's Vital Resources Fund

PROJECTS



Across the MIW region in the pipeline, more than \$42,652,257,950 as of June 2021 on the GW3 Regional Projects Register

MEDIA EXPOSURE



AVERAGE POST REACH



PAGE FOLLOWERS



TRADITIONAL MEDIA



ADVOCACY

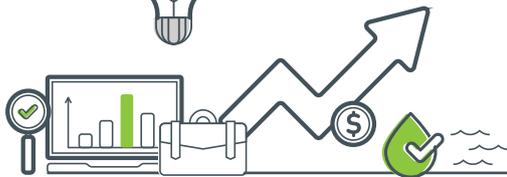


Regional delegation to Canberra and attended meetings in Brisbane and Townsville to liaise with State and Federal Ministers

STRATEGY

6 FINANCE, AUDIT AND RISK COMMITTEE MEETINGS

6 BOARD MEETINGS



One of Australia's most innovative entrepreneurs, Tom Potter, was in the Isaac region sharing his recipe for success with small businesses at two networking evenings in Moranbah and Clermont as part of Small Business Month. The Networking Evening with Tom Potter and other workshops were great resources to encourage Isaac small businesses to tap into their entrepreneurial spirit and bounce back from a turbulent year.

Deliverables

In the past financial year, Greater Whitsunday Alliance has worked to deliver a range of outcomes in its five key priority areas, including:

Diversifying the regional economy



- Support proponents of the Resources Centre of Excellence.
- Co-invest in a range of research and prospectus projects designed to support the regional vision of establishing a commercial bioproducts industry in the region.
- Support the growth of the Mackay Isaac Whitsunday's tertiary and vocational markets through Study Greater Whitsunday and Regional Jobs Committee.
- Establish the Agribusiness Futures Alliance to lead collaboration opportunities across the regional agriculture sector.
- Continue to advocate for investment strategies to attract investment in biofutures and the future investment of under-utilised raw product.
- Enhance innovation ecosystems to identify new opportunities and sectors for future growth.

Workforces of the future



- Continue to prepare workforces for the future in collaboration with industry groups and companies across sectors, confirming emerging industries' jobs and workforces needs.

- Delivered the Mackay Isaac Whitsunday Future Employment Study to confirm emerging industries and jobs. This will be a blueprint for the region which outlines the current and future workforce environment.
- Progress the recommendations identified in the Digital Infrastructure Study and begin preparations for a regional digital steering committee.
- Led the Regional Jobs Committee project through the Queensland Government Department of Employment, Small Business and Training (DESBT). The Regional Jobs Committee will inform the policy around the future of jobs and employment needs. A transformative approach to the discussions will take place during these meetings and focus on jobs of the future. Part of this work was the completion of the Greater Whitsunday Future Skills Roadmap.

Key infrastructure development



- Continued advocacy for Ring Road Stages 2 and 3.
- Continue to advocate for flood mitigation of roads projects, including Hamilton Plains and the Bruce Highway at Goorganga Plains.
- Continue advocacy for supply chain efficiency projects on the routes from Mackay along the Peak Downs Highway.
- Continue advocacy for opportunities for investment in the region's tourism

infrastructure and support trade developments.

Regional water and energy security



- Delivered the Mackay Isaac Whitsunday Regional Water Strategy, bringing together resources to identify opportunities to drive economic growth through optimising accessibility to available water resources and assets in the MIW region.

Supply chain enhancement

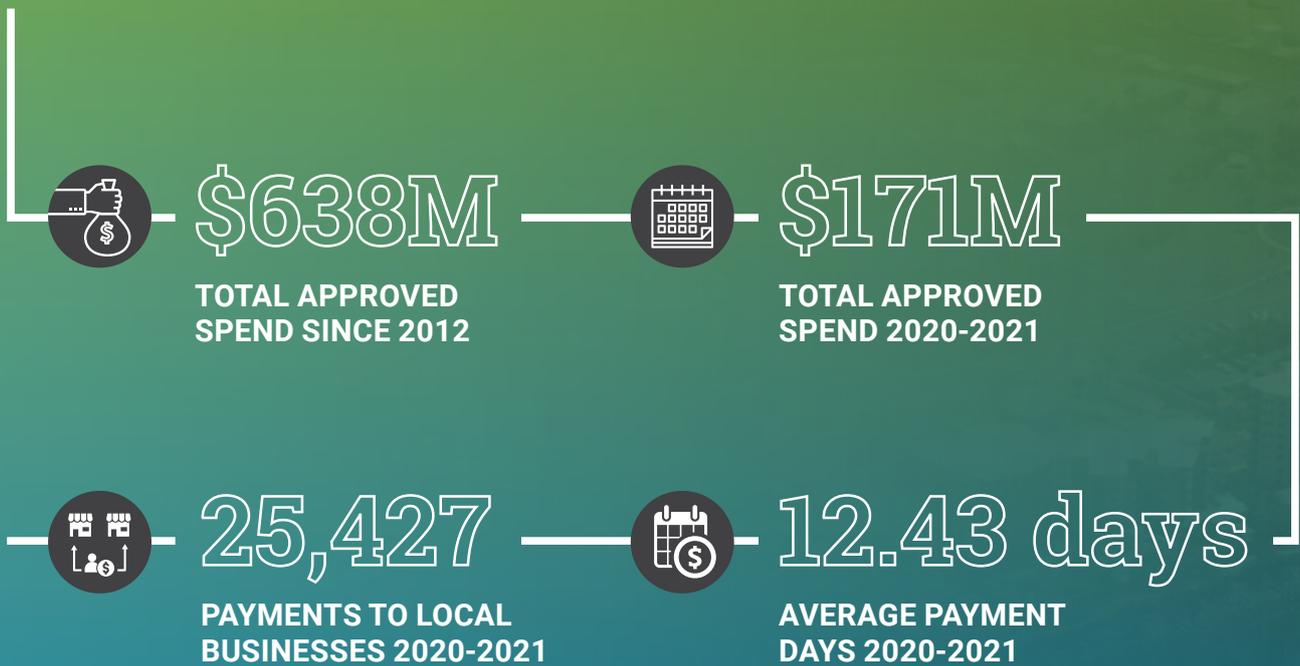


- Continue to support the Mackay Isaac Whitsunday METS Export Hub and enhance MIW development of export opportunities.
- Invest in research to understand MIW METS supply chain capabilities and opportunities in Mackay Isaac Whitsunday.
- Continue to work and develop Transformation Region as a way to lead and showcase MIW as a region tackling challenges and opportunities of the Fourth Industrial Revolution (4IR).
- Advocate for adoption of a better practice local content model and redefine the definition of local to regional areas.

Greater Whitsunday Alliance + C-Res

Greater Whitsunday Alliance is the parent company of C-Res. C-Res is a cost-neutral entity which delivers the Local Buying Program (LBP) through a strategic partnership with BHP.

The Local Buying Program is now proudly delivered across all BHP Minerals Australia assets in Queensland, New South Wales, South Australia and Western Australia. A Local Buying Foundation (LBF) operates in Queensland, New South Wales and Western Australia and is a critical element of the Local Buying Program in both states.



Audited Financial Statement

Greater Whitsunday Alliance invests in resources to facilitate activities that support the growth and development of industry, business and community in the Mackay Isaac Whitsunday region.

GW3's core activity is to drive advocacy efforts and investment in areas that diversify the regional economy; infrastructure development; liveability and supply chain enhancement. GW3 maintained a surplus in the 2020-2021 financial year and received an unqualified audit from independent auditors.





Looking Forward

Greater Whitsunday Alliance will continue to host and pursue targeted meetings with key-decision makers, including parliamentarians from all levels of government and industry and community leaders, to ensure we are driving the region in a positive direction.



Looking to the future, GW3 will drive economic development in the region through advocating, attracting, collaborating, and informing through our five main priorities:

- **Agriculture and Aquaculture**
- **Biofutures**
- **Mining and METS**
- **Aviation and Aerospace**
- **Tourism**

GW3 is driven by a genuine appetite to achieve positive outcomes for the Greater Whitsunday region, and our purpose is to drive economic growth for the region.

To support this vision, GW3 will focus on a range of future ambitions, including:

- Development of a Greater Whitsunday Biofutures Roadmap to attract ongoing investment.
- Through the Regional Jobs Committee framework, develop education, skills and training to be delivered in-region to match industry needs and ensure Greater Whitsunday workforces remain adaptable, resilient and employable in the face of change.
- Lead the development of a Regional Digital Roadmap to support future digital infrastructure needs and make strategic program investment decisions to drive growth.
- Action recommendations for the MIW Water Strategy including:
 - Research into the effective use and reuse of mine-affected water to support ongoing economic productivity.
 - Initiate a technical working group to encourage producers to utilise their water allocations to improve productivity and revenues.
- Pursue a METS diversification strategy and support initiatives such as the METS SME Export hub, to further diversify the regional economy. Importantly, the Roadmap will also consider end-of-life mine site diversification and rehabilitation opportunities.
- Continue to advocate for adoption of a better practice local content model.
- Work with the Greater Whitsunday Council of Mayors to develop a Regional Aviation Strategy to capitalise on the unique aviation credentials of Mackay Isaac Whitsunday.
- Support the activities of the Agribusiness Futures Alliance Project including the establishment of a Greater Whitsunday Agtech Cluster to support growers embracing technology on-farm.
- Identification of key infrastructure, energy and power opportunities.



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