PLANNING FOR GROWTH

Shaping the Fraser Coast Future

Growth is here. Our challenge is to shape it.

Growth, Infrastructure and What Comes Next

Mica Martin, Chief Executive Officer, Fraser Coast Regional Council

28 October 2026

Acknowledgement of Country

Fraser Coast Regional Council acknowledges the Traditional Custodians of this region, the Butchulla (Badtjala) people to the east, and the Kabi Kabi (Gubbi Gubbi) people to the west.

We recognise the cultural and spiritual practices of Aboriginal and Torres Strait Islander peoples across our nation, and their continuing connection to the lands in which we live and work today. We pay our respects to all elders' past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples here today.

TODAY

Thirty minutes from me, then let's have a discussion

Where growth is actually heading, what it will take to shape it, and the decisions that sit with this room.

DEPENDING ON TIME IVE GOT THREE QUESTIONS TO GET YOUR FEEDBACK ON

- The biggest barriers to investing on the Fraser Coast
- How we attract and retain younger people, families and skilled workers
- How we can work together to deliver Fraser Coast Futures 2036

Our Corporate Plan turns shared priorities into delivery

COMMUNITY DIRECTION

- Community priorities
- Local needs
- Long-term outcomes
- Place-based focus
- Shared ambition

CORPORATE PLAN

- Outcomes
- Strategic priorities
- Measures
- Accountability

COUNCIL DELIVERY

- Services
- Projects
- Infrastructure
- Partnerships
- Improvement

BETTER TOGETHER

- Listen
- Coordinate
- Co-design
- Act
- Report back

One shared direction. Clear roles. Practical action. Transparent progress.

Getting the basics right is the foundation for what comes next

1 RELIABLE SERVICES

clear service levels and consistent delivery

2 FIT-FOR-PURPOSE WORK

simpler processes, less duplication, better efficiency

3 CONTINUOUS IMPROVEMENT

data-led decisions, feedback and transparent change

SERVICE LEVEL REVIEW

understand today; improve tomorrow

GOOD, MEH + UGLY

keep strengths; remove friction

COMMUNITY INSIGHT

design services around real needs

PEOPLE + CAPABILITY

support teams through change

VACANCIES AS OPPORTUNITY

reshape roles; reduce duplication

OPEN CHANGE

consult, explain and listen

Trust is built when the basics work—every day.

ADAPTABLE · DATA-LED · COMMUNITY-INFORMED

A forward-thinking Council is ready to partner and deliver

GET THE BASICS RIGHT

RELIABLE

Services people can rely on + fit-for-purpose processes

BUILD CAPABILITY

AGILE

People, data and leadership designed for the future

PARTNER FOR IMPACT

TOGETHER

Community, industry, residents + funding partners aligned

LISTEN · LEARN · IMPROVE · PARTNER · DELIVER

Our ambition: exceptional outcomes, a proud workplace and a legacy for future generations.

WHERE WE ARE

Growth is accelerating and the labour market is tight

124,280 ▲
Population (ERP)
June 2026 · 150,000+ by 2046

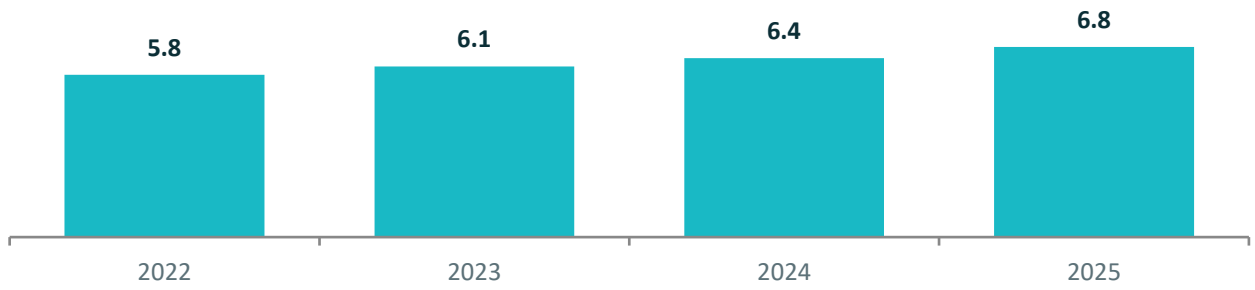
$735K ▲
Median house price
Up 13.08% since March 2025

$585K ▲
Median unit price
Up 17.71% since March 2025

920,933 ▲
Overnight visitors
Up 14.66% since March 2025

$1,009M ▲
Building approvals
Up 11.62% since March 2025

Gross Regional Product ($B)



ECONOMY TODAY

$7.17B

at March 2026

▲ **7.35%** +$491M since March 2025

49,794 local jobs, up 6.88%
4.5% unemployment, down from 7.0%

The growth is real. The endpoint is not predetermined.

124,280

estimated resident population
30 June 2026

+1.10%

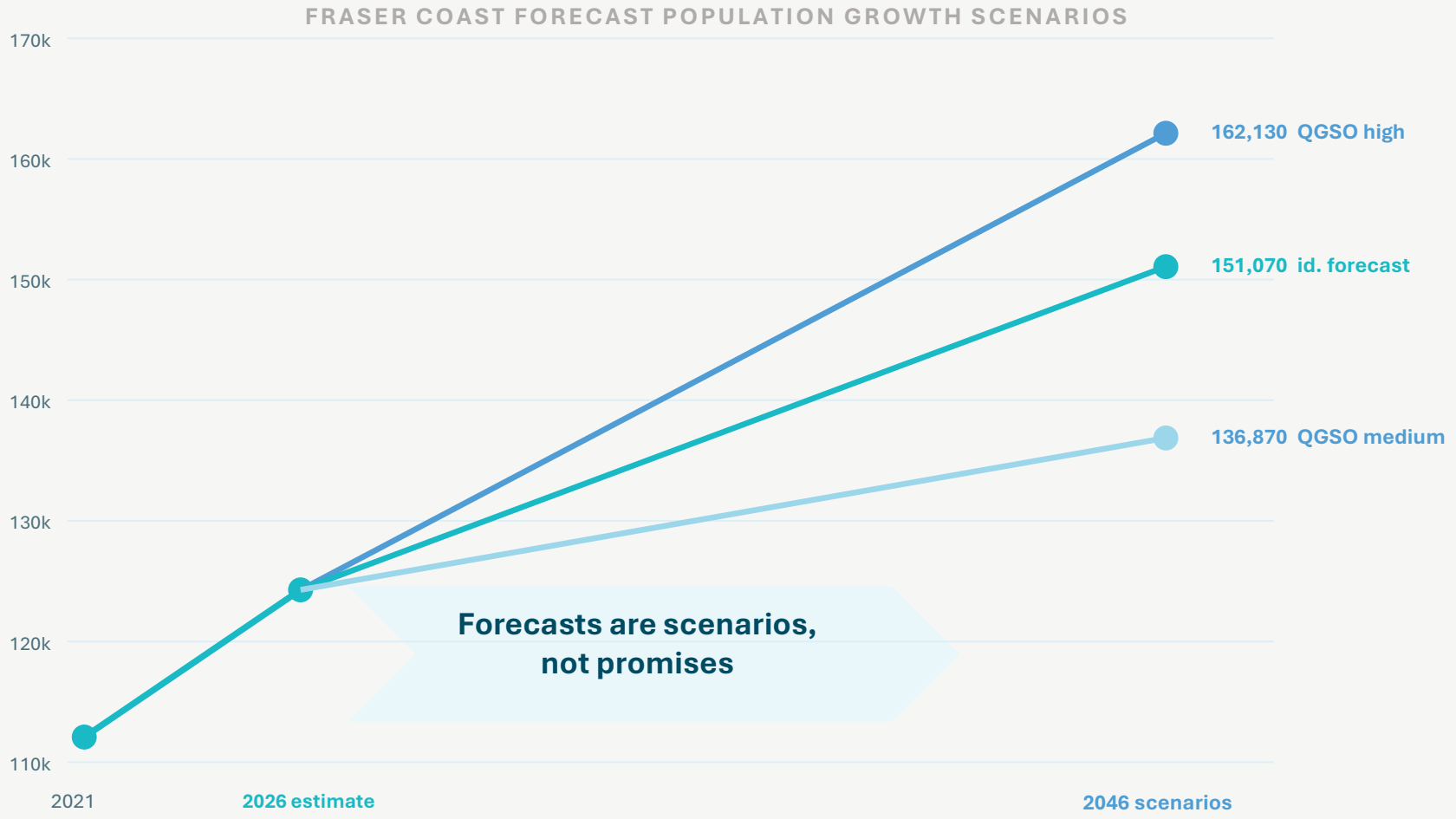
in one year
+1,356 residents since June 2025

DRAFT WIDE BAY BURNETT REGIONAL PLAN

About half

of the region's projected population growth to 2046 is expected on the Fraser Coast, the largest share of any council.

10,565–19,245 new dwellings needed here by 2046



Sources: ABS/QGSO estimated resident population; QGSO Queensland Government Population Projections, 2023 edition (medium and high series); id. informed decisions forecast, 2026.

Fraser Coast has Queensland's lowest working-age share

WORKING-AGE SHARE · AGED 15–64

54.4% Fraser Coast

64.9% Queensland

Lowest working-age share of any Queensland LGA

RESIDENTS AGED 65 AND OVER

31.4% Fraser Coast

17.4% Queensland

Highest 65+ share of any Queensland LGA

MEDIAN AGE

52.1 Fraser Coast **38.6** Queensland

SHARE OF THE TOTAL POPULATION



Sources: QGSO, Population by age and sex, regions of Queensland, 2025 (30 June 2025; ABS release 27 August 2026); QGSO regional profiles (labour-force figures).

Our largest employer is facing increasing demand

What an ageing population asks of workforce, housing and investment

WORKFORCE DEMAND

+1,220

health and social assistance jobs in a year

Our largest and fastest-growing sector

THE CARE ECONOMY

22.7%

of local FTE employment (2024/25)

Health Care and Social Assistance

QLD 15.5% of FTE employment (2024/25)

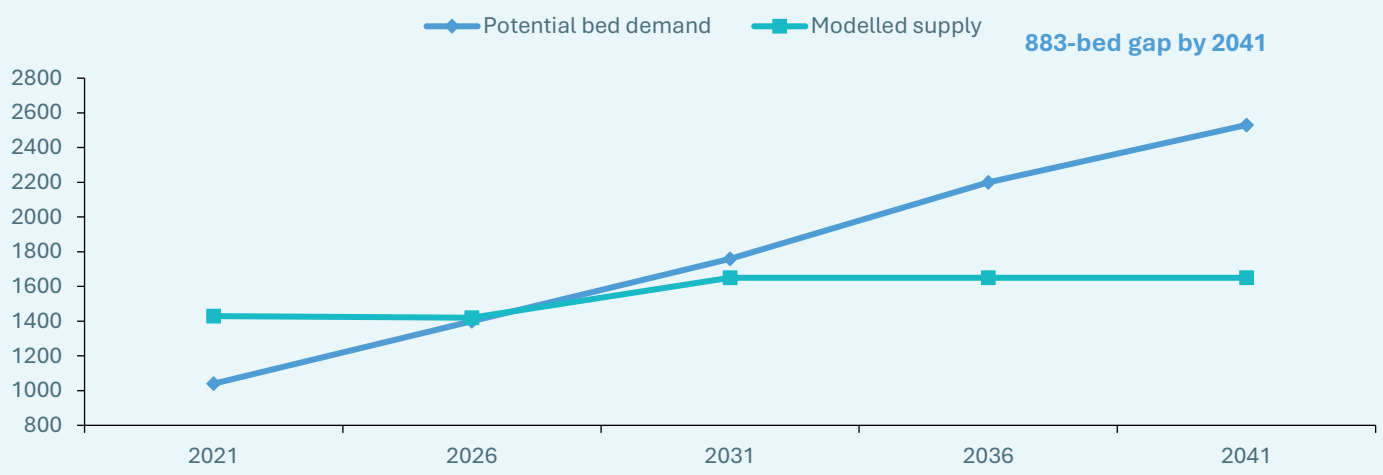
POPULATION MOMENTUM

151,070

forecast population by 2046

Forecasts are scenarios, not promises

AGED-CARE CAPACITY · MODELLED DEMAND AND SUPPLY



THE PROPERTY QUESTION

Can capability keep pace with demand?

HOUSING choice + key-worker supply
HEALTH clinical, allied health + care capacity
INVESTMENT aged care + mixed use

A larger market can still have a tighter labour pool.

Sources: QGSO/ABS age structure, 30 June 2025; forecast.id Fraser Coast Population Forecasts, Jan 2024; economy.id/NIEIR (local 2024/25; QLD FTE 2024/25); Urbis Demographic Trends and Housing Supply Review 2025. Aged-care demand and supply are modelled scenarios.

We attract people, but still lose too many at the start of their careers

+8,426

net migration, ages 5+
2016–2021 Census



THE QUESTION FOR THIS ROOM

How do we attract and retain a younger demographic?

AGE PROFILE: 2016–2021 CENSUS (AGES 5+)

5–11	12–17	18–24	25–34	35–44	45–54	55–64	65+
+670	+434	−1,335	+556	+855	+1,170	+2,863	+3,213

NATURAL DECREASE

Deaths now exceed births.

Growth is driven almost entirely by migration, so attracting and retaining people is the growth strategy.

ONE ECONOMIC EQUATION

Education + careers + housing + centre activity

Pull one lever without the others and the age profile does not shift.

Source: ABS Census of Population and Housing 2021 (usual residence), compiled by profile.id. Migration between 2016 and 2021, persons aged 5 and over. Net migration: 21,742 in less 13,316 out = +8,426.

We are approving housing. The harder question is whether we are building enough choice.

HOW WE LIVE Small households.

58.5%

of households are one or two people

33.0%	couples without children
25.5%	lone-person households

VS

WHAT WE BUILD Large homes.

78.4%

of all dwellings are separate houses

1,399	houses approved 2025-26
208	all other dwelling types

1,607 dwellings approved. Volume is not the same as choice.

Choice is a market question, not a Council preference.

Sources: Fraser Coast Housing Needs Assessment 2025; household and dwelling profile based on ABS Census 2021. ABS Building Approvals / profile.id, 2025-26; approvals are not completions.

THE QUESTION BEHIND THE DEMAND

If we attract the workers we need, could we house them?

THE PERCEPTION GAP

Many young professionals do not yet think of the Fraser Coast as a career destination.

The evidence increasingly supports exactly that narrative: jobs grew 6.88% in the year to March 2026, led by health, construction, education and retail.

THE QUESTION FOR THIS ROOM

If the Fraser Coast wants to attract an additional 2,000–5,000 young professionals over the next decade, do we currently offer the housing product, rental stock, lifestyle precincts and employment locations they would choose?

A more useful conversation than simply “how many dwellings do we need?”

Sources: Fraser Coast Economic Snapshot, July 2026 (NIEIR jobs by sector, March 2026); Fraser Coast Housing Needs Assessment 2025. The 2,000–5,000 figure is an illustrative planning scenario, not a forecast.

The missing product may be a feasibility problem

LAND + INFRASTRUCTURE + CONSTRUCTION + FINANCE + APPROVALS

VERSUS

SALE PRICE / RENT + ABSORPTION

DOES THE PROJECT WORK?

Council can influence some inputs. It cannot make every product viable.

Sources: Fraser Coast Housing Needs Assessment 2025 market sounding; Council Infrastructure Charges Incentives Policy.

FRASER COAST FUTURES 2036

FOR A BETTER FUTURE, BUILT TOGETHER

ONE REGIONAL ROADMAP

AMBITION → ACTION → DELIVERY

> "A thriving, liveable and sustainable Fraser Coast for generations to come."

THE 2036 AMBITION

ECONOMY

+$2 BILLION

51% OF THE WAY

additional economic growth by 2036

$6.2B → $8.1B GRP

PEOPLE

YOUNGER + MORE DIVERSE

◀ 0% PROGRESS · 51.0 AT ADOPTION, 52.1 NOW

diversify the demographic base

lower median age by 2036

WHAT WE WILL DO

PILLAR 1 SUSTAINABLE GROWTH

1	GROW	Local business
2	PROMOTE	Place + visitation
3	INVEST	Capital + after-dark
4	ADVOCATE	Infrastructure + land

PILLAR 2 LIFESTYLE + LIVEABILITY

5	HOUSE	Supply + diversity
6	EXPERIENCE	Events, arts + culture
7	TALENT	Skills + pathways
8	SUSTAIN	Environment + resilience

LEVERS WE WILL USE

01 UNLOCK

PRIORITY ENABLERS

Planning, policy + land-use decisions

- Industrial Land Study
- Residential Land Strategy
- Council Land Audit
- New Planning Scheme
- Wide Bay Regional Plan
- Nikenbah + Dundowran

02 CONNECT

ENABLING INFRASTRUCTURE

Core networks that make growth possible

- Water Grid Stage 1
- Pialba–Burrum grade separation
- Maryborough–HB corridors
- Tiaro Bypass
- Bruce Hwy–Gympie Rd
- Pulgul Creek STP
- Hervey Bay Airport terminal

03 TRANSFORM

CATALYTIC PROJECTS

Place-changing projects for economy + lifestyle

- Urangan Harbour
- Industrial estate extension
- Esplanade Masterplan
- HB City Centre Masterplan
- Maryborough Revitalisation
- Sport + Rec Precinct
- Marine Interpretive Centre
- Education hub + pathways

TEAM FRASER COAST

Council • Business + industry • Community • Education • Government

Regional leadership, partnership, investment and advocacy turn strategy into action.

Council cannot deliver Fraser Coast Futures 2036 alone

COUNCIL CONTROLS	COUNCIL INFLUENCES	GOVERNMENT	MARKET
Local planning	Precinct coordination	State infrastructure	Feasibility
DA processes	Investment facilitation	Health	Finance
Local infrastructure	Advocacy	Education	Product
Council land	Partnerships	Transport	Timing
Information		State land	Delivery

The vision is regional, not corporate. Community carries a role too: workforce, support for change, and the reason any of this matters.

INVESTMENT CONFIDENCE

Capital is already backing the Fraser Coast

Public investment alongside private projects at different stages of delivery.

$108.7M

Hervey Bay Community Hub

Council investment. Opened 2026

$450M

Sheraton Hervey Bay

Approved proposal. Subject to conditions

K’gari

Journey Beyond resorts

Acquisition announced.

$10M

Maryborough City Hall

Council refurbishment. 50+ staff planned

150 rooms

SunLife Plaza hotel

Proposed hotel + 148 apartments

4 towers

Hervey Bay Hotel site

Proposed hotel and apartments in Pialba

Infrastructure has to arrive in sequence, not simply in plans



FORECAST	PLAN	FUND	BUILD	SERVICE	DELIVER
Where demand is likely	Land use + LGIP	Business case + agreement	Design + procurement	Network available	Homes + jobs

The objective is not infrastructure everywhere at once.

It is enough visibility for public and private investment to make rational decisions.

Sources: Council LGIP and planning material; RAF-funded infrastructure announcements; Nikenbah–Dundowran investigation material.

Infrastructure is what turns zoned land into serviced land

~$100M SECURED for the Water Grid and the Pulgul Creek wastewater treatment plant — Council applied, Council advocated.

PROJECT	STATUS	WHAT IT UNLOCKS	WINDOW
Water Grid Stage 1	FUNDED	Regional water security and servicing headroom for the growth fronts	**2026–2031**
Pulgul Creek STP	FUNDED	Wastewater capacity for the Hervey Bay growth areas	**2026–2031**
Hervey Bay Airport terminal	FUNDED	Passenger capacity, and the aviation and commercial investment that follows	**2026–2028**
Nikenbah + Dundowran	IN PROGRESS	Sequencing for the largest residential growth front in the region	**2026–2028**
New planning scheme + LGIP	IN PROGRESS	The land-use and charging framework every project is assessed against	**2026–2028**
Community Facilities Study	IN THE PIPLINE	What land is required where to service our growing communities needs	**2026–2028**
Slaughterhouse Road upgrade	ADVOCACY	Access and servicing to bring Moonaboola industrial land forward	**Unlock funding**
Pialba–Burrum grade separation	STATE-LED	Network and freight capacity into the Hervey Bay centre	**State timetable**

Visibility is the product. You cannot price a site you cannot service, and you cannot stage a project against a plan with no dates.

Sources: Council LGIP and Planning Scheme Review material 2026; Queensland Government Residential Activation Fund; Nikenbah–Dundowran Growth Investigation Area material; Fraser Coast Industrial Land Study; TMR corridor programs. Status, funding and timing to be confirmed against the October 2026 position.

We are working on all of these. Today I want to talk about three in particular

1 HOUSING DIVERSITY

housing choice in stronger centres

2 CENTRE RENEWAL

employment-led mixed use, e.g. Hervey Bay and Maryborough CBDs

3 INDUSTRIAL CAPACITY

serviced land pathways, e.g. Moonaboola, airport precinct

URANGAN HARBOUR

State-led master planning

HEALTH + ALLIED HEALTH

employment + workforce demand

AIRPORT + AVIATION

249,899 passengers, up 9.2%

SPORT + RECREATION

Fraser Coast precinct, 2032 Games

VISITOR ECONOMY

K'gari gateway; new product

+ MORE

this list is not closed, tell us what we have missed

This is not the whole list, and it was never meant to be. The three above are simply where I want to start today.

ADOPTED DIRECTION + MARKET DELIVERY

Housing diversity is economic infrastructure

WHERE THE EVIDENCE POINTS

Established, serviced suburbs

Close to a centre, where infrastructure already exists

Walking distance to services

Health, retail, transport and schools already nearby

Not the urban edge

Edge development spreads cost and adds travel

Demand evidence, not a development plan.

TOWNHOUSES

Smaller lots, lower entry price.

APARTMENTS

Stack up only in the strongest locations.

ACCESSIBLE

Most existing stock is not step-free.

31.4%

aged 65+

KEY WORKER

Health and care is our largest employer.

Incentives are already in place for eligible housing-diversity projects.
So what is still stopping delivery?

Sources: Fraser Coast Housing Needs Assessment 2025; Council Infrastructure Charges Incentives Policy CP080.

MASTERPLANNED

Our centres need more reasons to stay. The right mix differs in each one

LEARN

Childcare through to lifelong learning

TODAY

Young people leave the region to study, and many do not come back.

WORK

Jobs beyond retail, in the same place

TODAY

Centre employment is largely retail. Career jobs sit somewhere else.

LIVE

More housing choice within walking distance

TODAY

Beyond a detached house on a new lot, there is very little choice.

MOVE AND ENJOY

Green space and easy movement between it all

TODAY

Our centres are built around the car, with little reason to linger.

VISIT

Reasons to come in, and to stay longer

TODAY

Visitors pass through our centres on the way to somewhere else.

These are ingredients, not a formula. No two centres need the same combination.

Which combination stacks up where you are looking, and what would have to be true for you to back it?

CATALYST PROJECT · CENTRE RENEWAL

More than a building

FRASER COAST POPULATION

124,280

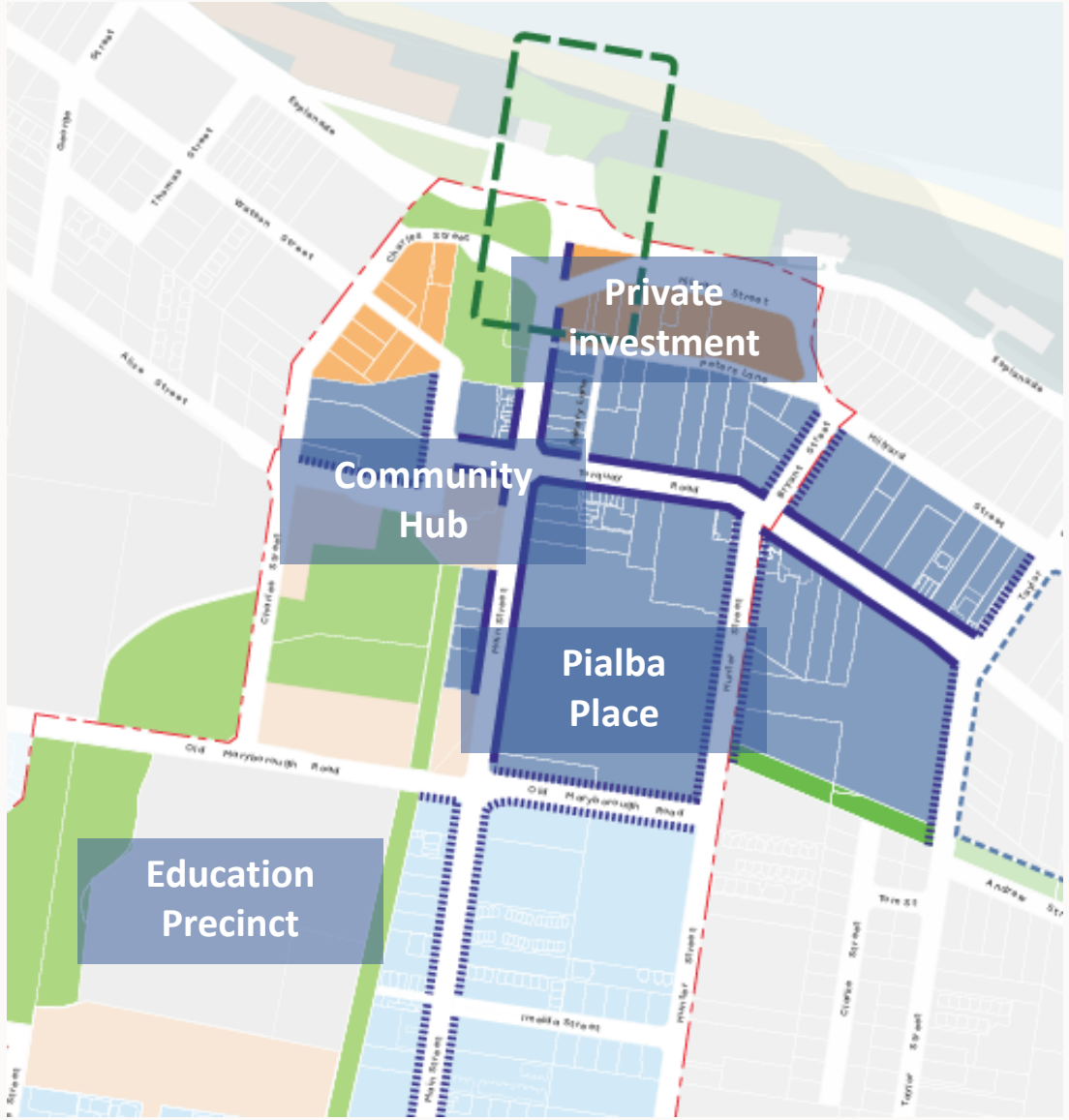
Population estimate
June 2026

151,070

Fraser Coast residents
forecast by 2046

Growth at this scale strengthens the case for centre renewal and more housing choice.

Sources: Economic Snapshot, July 2026 (id.NFP)
.id population forecasts, January 2024

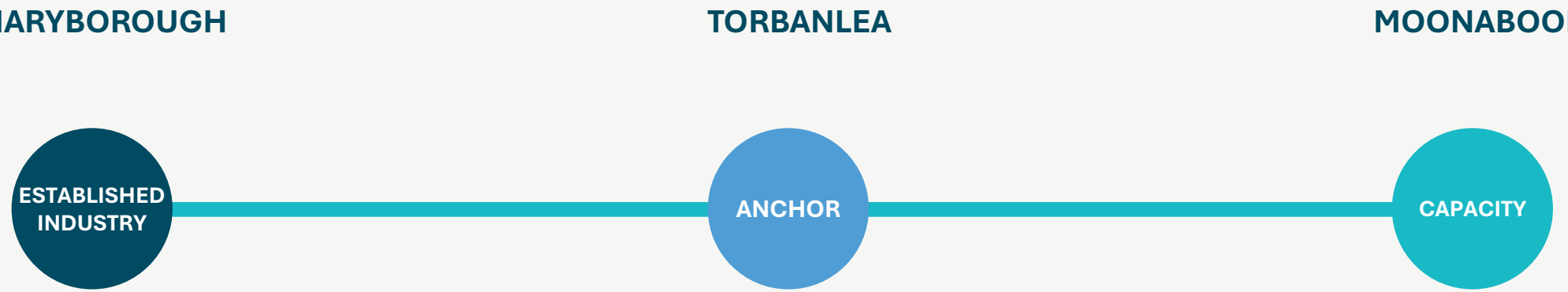


Hervey Bay City Centre Masterplan

OPPORTUNITY 3

ESTABLISHED BASE · ANCHOR COMMITTED

Manufacturing is already an industry here. Industrial readiness determines what comes next.



SERVICING · ACCESS · TENURE · STAGING

Sources: Queensland Train Manufacturing Program; Fraser Coast Industrial Land Study.

What Council and industry should expect from each other

COUNCIL IS CHANGING

- Financial sustainability
- Asset sustainability
- Service improvement
- Strategic planning
- Council land stewardship

INDUSTRY CAN EXPECT

- Clarity and consistency
- Timeliness
- Commercial awareness
- Early engagement

COUNCIL NEEDS

- Early engagement
- Quality proposals
- Market intelligence
- Place-making
- Shared advocacy

REGION NEEDS

- Infrastructure ahead of growth
- Sustainable funding
- Housing diversity
- Jobs and investment
- One regional voice

A shared standard for better growth.



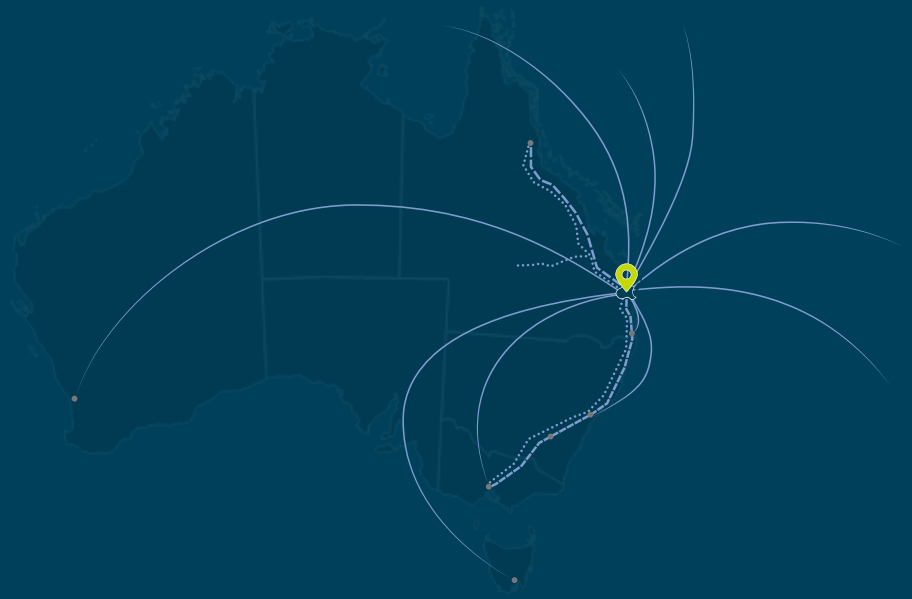
FRASER COAST 2036

We cannot deliver Fraser Coast Futures 2036 alone
It will take genuine partnership between Council, government, industry and community

The decisions we make over the next decade will shape the Fraser Coast for generations.

Let's shape the next decade together.

The biggest barriers to investment?



1. What are your thoughts

Every barrier you have hit

2. Let's Discuss

Planning and approvals, servicing and infrastructure, cost and feasibility, workforce, market confidence.