



Dalby 2013 Strategy

The Prospectus for Dalby and District

An initiative of the Dalby Town Council and Chamber of Commerce

**In collaboration with the School of Natural and Rural Systems Management
University of Queensland and The Centre for Rural and Regional Innovation**

Prepared for the Dalby Town Council
and
Chamber of Commerce
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Vision for Dalby 2013

By 2013 the Town of Dalby will have consolidated its position as one of Australia's most liveable major inland manufacturing and rural industry centres.

To do this -

- Dalby will have a well-developed logistics capacity with integration of road, rail and air transport and information systems;
- the educational infrastructure of Dalby will be fully integrated with the community so as to meet the needs of the rural, manufacturing and service industries;
- Dalby community and commercial groups will be linked to research and contribute to the continual development of innovation and community creativity; and
- the Town of Dalby and its surroundings will have been designed to maximise environmental and amenity values and will have further developed its social infrastructure and support systems so that Dalby will be seen as one of the most liveable places in Australia.

Introduction: The Dalby Insight

The prosperity of communities like Dalby depends on ways of living that are economically beneficial, individually profitable, ecologically sustainable and socially desirable. In addition, our community must operate at non-urban economies of scale while being globally competitive. We accept that it is most probable that the globalisation of trade will continue to reduce the barriers that have protected industries in the past and will further expose us to even more competitive pressures.

The realisation of sustainable prosperity has two dimensions. The first is the stabilisation and on going regeneration of old industries together with the creation of new industries. The second is the maintenance and improvement of the community's capital stocks.

This prospectus shows that Dalby means to create a comparative advantage as a global producer and marketer of clean, value-added food, fibre and ecosystem products, manufactured products and services. We intend to create specialised commodity production and the development of world-class supply chains to form the basis of our future international competitiveness across a diversified range of industries that are integrated into our community.

Capitalising on these advantages will involve our community and industries in solving complex problems where the capacity to innovate, more than any other force, will sort success from failure. A major constraint is the traditional low level of achievement and participation in formal post secondary education and the difficulties these communities have in attracting and keeping highly skilled individuals. To compete we will have to creatively address this issue. For Dalby¹ and district with a mixed rural, manufacturing and service economy the community's approach to these critical competitive factors is a high priority.

It is generally accepted that certain conditions must be present to attract major investment. Conditions identified include:

- low aggregate business costs;
- competitive labour costs;
- fast and effective high-tech telecommunications infrastructure;
- assistance for new investors; and
- access to tertiary education (Universities and TAFE) and quality secondary education.

Other factors, which will impact on investment decisions, include:

- ease of working with local authorities and government departments;
- an adaptable and entrepreneurial approach by local and government authorities;
- access to high quality financial and industrial relations advice;
- available land provided with the necessary infrastructure;
- an available workforce equipped with the multi-sectoral skills;
- access to training and skilling opportunities for the work force;
- access to quality research and development capacity;

¹ Throughout this document a reference to Dalby can be construed as a reference to Dalby and district unless the context clearly indicates otherwise.

- access to housing and facilities which are of a quality acceptable to the management level;
- access to high quality child care, primary and secondary education, and high quality health services; and
- access to life-style infrastructure (leisure activities).

McKinsey and Co (2001)

More recent work by the Bureau of Transport and Regional Economics (BTRE, 2003) concludes that the common success themes in regional community development are:

- well integrated and stable governance;
- recognition of businesses as the key driver;
- human and social capital capacity building;
- provision of *essential* infrastructure;
- promotion of sustainable development; and
- taking a long term locational approach.

These insights have been used in the planning for Dalby 2013. The success of this initiative will ultimately depend on the ability of the community to build all forms of capital. Economic activity is the cornerstone but not the totality of community success.

The approach used in this prospectus goes beyond investment capital. For Dalby capital is seen as any resource that can be created and husbanded for potential sustainable benefit. Financial capital is capital in its traditional form; it consists of savings, credit, mortgages and the like. Physical capital is the result of past investments in construction and maintenance, it includes infrastructure such as bridges, roads, buildings and equipment. Both financial and physical capital can be held privately or publicly.

Environmental capital is a public good often owned by no one but frequently enjoyed by all. The quality of water, air, scenery, soil, plants and animals all influence community well-being. In a competitive world a sense of place is critical for human capital to be attracted and maintained.

The human capital of a community is the sum of all the abilities and skills of community members. It includes physical and cognitive skills as well as the leadership, values, problem solving and the organising abilities of people. Human capital is a community property that reflects the investment of individual, enterprises and the community in individuals, it cannot be owned except by the individual yet without it the community will become moribund.

Social capital is more intangible but no less critical. It is a measure of community intangibles such as networks, cultural pursuits, trust, linkages, and commitment to local well-being and shared values. Social capital determines the ability of a community to absorb shocks, exploit opportunities and be future orientated. Without it, a community lacks cohesion, is unattractive to outsiders and suffers negative migration, often of the most able.

For Dalby, community development is a process that increases all forms of capital and hence collective wellbeing. It goes beyond edifices and industries to embrace the creating of an environment for citizens to live in, encourages changes in perceptions, builds social networks around a welcoming culture, improves skills, increases community organisation and promotes the community's commitment to change and innovation.

The Bureau of Resource Sciences and CRRRI (2002) summarised the results of the Australian Governments consultations with regional and rural Australia. The themes identified were strikingly consistent across portfolios and between geographic areas. Communities are concerned about:

- *improving the image of rural and regional Australia;*
- *addressing skills shortages;*
- *leadership and community empowerment;*
- *production and marketing skills development, and*
- *appropriate delivery of education and training.*

These concerns are linked to a strong desire to ensure the sustainability and revitalisation of rural communities through the retention of young people and by attracting skilled professionals into the regions who stay and contribute to the overall social capital of rural and regional Australia."

Dalby is no exception to this and the development of the town and its surrounds will ultimately depend on the nature of Dalby as a place that is attractive to both new settlers and its educated younger generation.

The roots of the production of the knowledge and innovation needed for the realisation of sustainable prosperity can be firmly embedded in a community through purposeful action to develop its human and social capital. For Dalby special emphasis on food and fibre production, manufacturing, agribusiness, land management for both production and conservation, the promotion of 21st century manufacturing and service industries, are key areas. What will be needed is the 'know what' and the 'know how' for successful rural and regional living, backed up by coherent local policies and strategies.

The Dalby Town Council is seeking to address these significant issues. Planning will set the scene for the long-term development of the Council's approach to community development. The synergy between the Council's development plan and the Council's other plans is fundamental. Dalby 2013 is the integrated framework for economic, human, social and environmental improvement leading to increased community well-being.

The Prospectus for Dalby and District views the town and its surrounds as a mix of existing resources, industries and opportunities. It records these and classifies them in terms of sectors and capital types. It then identifies specific opportunities for the Town Council, other Regional Councils, The Chamber of Commerce, Government and private enterprise to consider investments in the community's future. The prospectus reflects a community view that it is responsible for its own future. To achieve a preferred future it must create a framework for an appropriate investment mix now. This framework will involve a mixture of community participation and community leadership. The exact nature of this mix cannot be prescribed and must be what is appropriate for Dalby.

The prospectus is not intended to be a master plan rather it is part of the community's capital base. The intention is that it be continually evolving as the community thrives. The objective is not growth at any cost, it is well-being and development. As a living guide to investment this prospectus will be updated annually.

Warwick Geisel
Mayor

The Dalby District

Dalby Town is 85 Km west of Toowoomba on the Warrego Highway. The area has a population of approximately 15,000 with 10,000 people living in the town of Dalby. The remaining 5000 is principally in the Shire of Wambo. The town and surrounds is primarily dependent on agriculture however there are significant manufacturing and service industries in the area.

Dalby and district is estimated to export well over \$150 million per annum in manufactured goods (Table 1). Table 1 sets out the most recent ABS industrial profile data available for Dalby and Wambo (1997). Additional data in this prospectus has been gathered locally. Over the last 10 years major business closures have cost the town 210 jobs. Despite this other enterprises have prospered. Dalby has an unemployment rate 1% lower than the Queensland average and much lower than other regional centres. The employment profile of the town is set out in Tables 6,7 and 8. The pattern of employment in Dalby is:

- Finance, insurance, property and business (402 jobs) including Accounting firms who have 250 employees in total
- Manufacturing (423 Jobs) including:
 - Bushman Tanks 50 to 100 employees
 - Clark Tanks 52 employees
 - Cramer Engineering 13 employees
 - Dingo Australia 70 employees
 - Engines Australia 20 employees
 - Major Metals 40 employees
 - Mid West Fabrications, 14 full time staff. Training, desperate for skilled staff and housing, components needed
 - Simplicity Air Seeders 60 employees
 - White Industries 60 employees
 - In addition it is estimated that there are 18 to 20 enterprises which employ six to eight people
- Education (345 jobs)
- Construction (311 jobs) including
 - Goolburri Regional Housing Co. Ltd. 22 employees
 - Murrumba Aboriginal Housing Co. Ltd. 15 employees with 50 involved with the CDP program
- Retail (820 jobs)
- Wholesale (302 Jobs)
- Health and Community service (311 Jobs) including
- Primary Industries and associated Activities (347 Jobs) including
 - Associated Grains 8 permanent 2 casual
 - B & L Seed graders 7 employees
 - Dunavant Ginning 8 - 10 permanent 30 casual
 - Dunavant Warehousing Pty Ltd 3 permanent 1 casual
 - Milne Industries 18 employees
 - Queensland Cotton - 10 permanent staff, 30 seasonal

The pattern of employment in the adjoining Wambo Shire is:

- Finance, insurance, property and business (100 jobs)
- Manufacturing (150 jobs)
- Education (151 jobs)
- Construction (87 jobs)
- Retail (192 jobs)
- Wholesale (68 Jobs)
- Health and Community service (126 Jobs)including
- Primary Industries and associated Activities (1184 Jobs)

Table 1 - 1996-1997 Manufacturing Census Number of Locations by Manufacturing Division and Sub-division by Employment Numbers by Wages and Salaries by Turnover Local Government Areas - Dalby and Wambo

Area	Industry (ANZSIC)	Locations (c) at 30 June (Number)	Employment at end of June (Number) (a)	Wages and salaries (\$ Millions) (b)	Turnover (\$ Millions)
Dalby	Food, Beverage and Tobacco Manufacturing	6	68	n.p.	n.p.
Dalby	Textile, Clothing, Footwear and Leather Manufacturing	1	n.p.	n.p.	n.p.
Dalby	Wood and Paper Product Manufacturing	4	18	0.3	1.4
Dalby	Printing, Publishing and Recorded Media	3	21	n.p.	n.p.
Dalby	Petroleum, Coal, Chemical and Associated Product Manufacturing	1	n.p.	n.p.	n.p.
Dalby	Non-Metallic Mineral Product Manufacturing	1	n.p.	n.p.	n.p.
Dalby	Metal Product Manufacturing	7	33	0.6	2.7
Dalby	Machinery and Equipment Manufacturing	17	326	8.2	47
Dalby	Other Manufacturing	4	12	0.2	0.9
Dalby	Manufacturing	43	502	12.1	85.2
Wambo	Food, Beverage and Tobacco Manufacturing	3	10	n.p.	n.p.
Wambo	Wood and Paper Product Manufacturing	2	n.p.	n.p.	n.p.
Wambo	Non-Metallic Mineral Product Manufacturing	1	n.p.	n.p.	n.p.
Wambo	Metal Product Manufacturing	1	n.p.	n.p.	n.p.
Wambo	Manufacturing	7	33	0.5	2.5
	Totals of Data Available	101	1023	\$22	\$140

Source Australian Bureau of Statistics 2003

Dalby has an active Chamber of Commerce that has a good relationship with the Town Council. The two have embarked on a social revitalisation of the CBD. The outcome of this process identified 100 things that needed to be done. Number-one on the list was the development of a customer service ethos. Today 30 plus of the 100 objectives have been achieved and the process is ongoing with 150 people directly involved. The Chamber of Commerce has instigated successful business excellence awards and is seen as a vehicle for promoting a commercial culture. Amongst the Chambers subcommittees is a manufacturers group that meets regularly.

The Acland and Wilkie Creek coalmines recently opened. Prospective major developments in the area include the Kogan Creek power station and coal mine, a Bio-Refinery (Ethanol) Plant, Tarong Energy's Chinchilla – Tarong Rail line project and the Tong Park Piggery.

Some years ago the Dalby Town Council established a gas undertaking in the town that provides significant economic return to the Council and carries with it the prospect of cheap energy for future economic development.

The Council's offices are located in a recycled sports centre that provides Council with significant space and opportunities to further develop cultural initiatives.

Two newspapers service the area. These newspapers occupy the same building and use the same staff while serving different market segments. Both are interested and promote in the welfare of the community.

Both public and private enterprises have a significant problem in recruiting and maintaining middle management positions. It is accepted that the major problem with this lies in providing appropriate social, cultural and opportunity environment for modern living.

Dalby has a lot of local events; in fact most weekends of the year are taken up with some sort of organised activity occurring in the town. There is significant issue in co-ordinating these events so that they achieve the best utilisation of local resources. Private enterprise currently provides a web site *www.dalby.info*. There are linkages between this enterprise and the Dalby Town Council.

A Statistical Snapshot of Dalby and District

Age

The median age of people in 2001 was 33 years for Dalby and 37 years for Wambo. The changes in the age profiles of Dalby, Wambo and the averages for Australia are presented in Tables 2, 3, and 4.

Table 2 - Age by Gender Profile of Residents in Dalby Town Shire

	0-14 years	15-24 years	25-44 years	45-64 years	65 years and over	Total
Male	1211	705	1385	1043	536	4880
Female	1086	667	1380	953	728	4814
Total	2297	1372	2765	1996	1264	9694
Percent	23.7%	14.2%	28.5%	20.6%	13.0%	100%

Source: ABS 2001 Census Basic Community profile and Snapshot for Darling Downs Statistical Division: Dalby Statistical Local Area .

Table 3 - Age by Gender Profile of residents in Wambo Shire

	0-14 years	15-24 years	25-44 years	45-64 years	65 years and over	Total
Male	673	281	661	730	304	2649
Female	591	234	660	670	275	2430
Total	1264	515	1321	1400	579	5079
Percent	24.9%	10.1%	26.0%	27.6%	11.4%	100%

Source: ABS 2001 Census Basic Community profile and Snapshot for Darling Downs Statistical Division: Wambo Statistical Local Area.

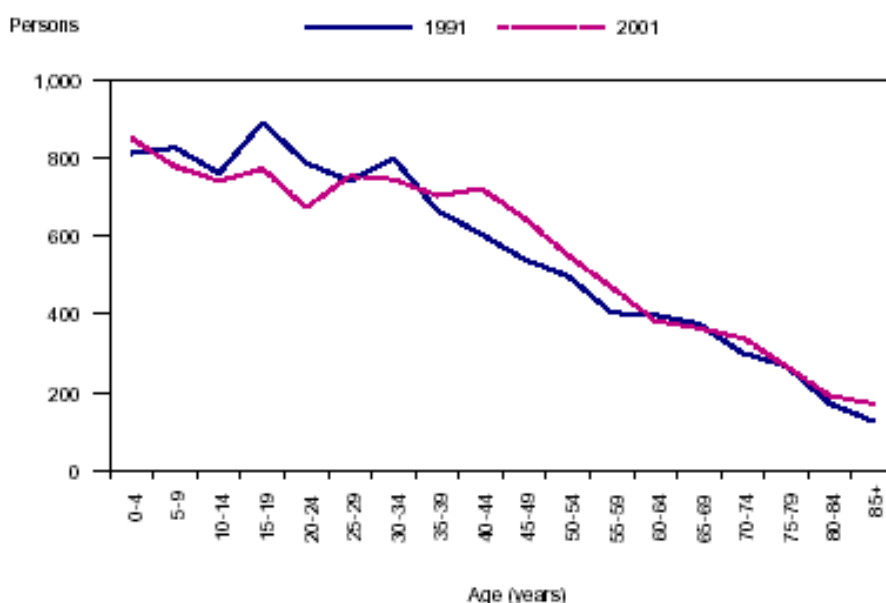
Table 4 - Age by Gender Profile of Australian Population

	0-14 years	15-24 years	25-44 years	45-64 years	65 years and over	Total
Male	21.6%	14.2%	29.7%	23.3%	11.2%	100%
Female	20%	13.2%	29.8%	22.8%	14.2%	100%
Percent	20.8%	13.6%	30.0%	23.1%	12.5%	100%

Source: ABS 2001 Population Census

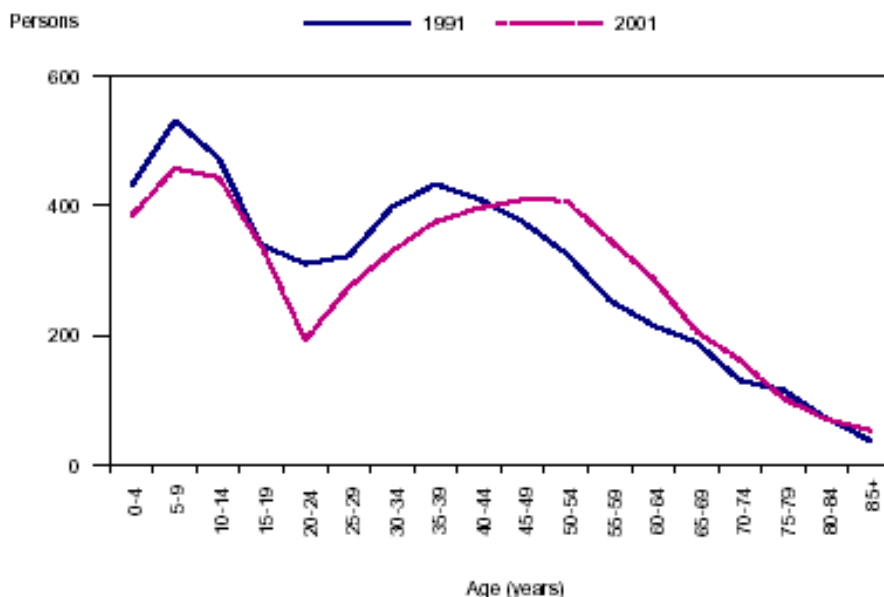
The shifts in age distributions between 1991 and 2001 for Dalby and Wambo are given in Figures 1 and 2. Over this period, both Dalby and Wambo have lost young people and gained middle-aged people. This shift can partly be explained by the baby boom demographic effect, however a migration effect also exists.

Figure 1. Estimated resident population by age group, Dalby (T) region, 30 June 1991 to 2001



Source: Australian Bureau of Statistics, Population by Age and Sex, Queensland (3235.3), 2001 Geographical Boundaries

I. Estimated resident population by age group, Wambo (S) region, 30 June 1991 to 2001



Source: Australian Bureau of Statistics, Population by Age and Sex, Queensland (3235.3), 2001 Geographical Boundaries

Selected averages for Dalby, Wambo and Australia (Table 5) show that the cost of housing in Dalby and Wambo is below the national average, while individual income is similar. Household income for Dalby is at national levels, while Wambo is significantly lower.

Table 5 - Selected Averages for Dalby, Wambo and Australia

Selected averages	Dalby	Wambo	Australia
Median age	33 years	37 years	35 years
Median monthly housing loan repayments	\$600-\$799	\$600-\$799	\$800-\$999
Median weekly rent	\$100-\$149	\$50-\$99	\$150-\$199
Median weekly individual income	\$300-\$399	\$300-\$399	\$300-\$399
Median weekly family income	\$800-\$999	\$600-\$699	\$800-\$999
Median weekly household income	\$600-\$699	\$600-\$699	\$700-\$799
Mean household size	2.6 persons	2.7 persons	2.6 persons

Source: ABS 2001 Population Census and 2001 Census Basic Community profiles and Snapshot for Darling Downs Statistical Division: Dalby and Wambo Statistical Local Areas.

Indigenous origin

In the 2001 census, 5.6% of the population of Dalby were of Indigenous origin. This represents an increase of 50.7% since the 1996 Census, and an increase of 147.0% since the 1991 Census.

Computers and the Internet

In the week preceding the 2001 Census, 33.7% people had used a personal computer at home. The comparable Australian figure was 42.0%. Not surprisingly, computer usage was highest in the younger age groups with 13.6% aged between 0-19 years, 13.4% aged 20-44 years, 5.9% aged 45-64 years and 0.8% aged 65 years and older.

Registered Marital Status

In the 2001 Dalby Census, 53.6% of people were married, 3.5% were separated, 5.4% were divorced, 7.2% were widowed. At this time, 30.4% of the Dalby population had never been married.

Education level

Education level for Dalby and Wambo are presented along with Queensland and national data in Table 6. In the 2001 Census, 1.2% of people in Dalby held a postgraduate degree, graduate diploma or graduate certificate. This compares with 1.2% people in the 1996 Census and 0.7% in the 1991 Census. The comparable national figure in 2001 was 3.2%.

In the 2001 Census, 5.7% of people in Dalby held a bachelor degree, compared with 4.8% in the 1996 Census and 3.4% in the 1991 Census. The comparable national figure in 2001 was 9.7%. In 2001, 18.6% of people in Dalby held an advanced diploma, diploma or certificate, compared with 15.7% in the 1996 Census and 14.2% in the 1991 Census. The comparable national figure in 2001 was 21.8%.

Table 6 - Highest post-school educational qualifications Dalby, Wambo, Queensland and Australia 2001

Qualification	Dalby		Wambo		Queensland	Australia
	Number	%	Number	%	%	%
Postgraduate degree, graduate diploma or graduate certificate	84	1.2	0	0	2.5	3.2
Bachelor degree	422	5.7	51	6.1	8.3	9.7
Advanced diploma, diploma or certificate	1379	18.6	153	18.4	21.5	21.8
Not stated or applicable	5511	74.5	627	75.5	67.7	65.3
Total	7396	100%	831	100%	100%	100%

Labour Force Status and Occupational Profile

Labour force and occupational data is presented in Table 7. During the week prior to Census night 2001, 93.2% of the labour force in Dalby was employed. Of these, 66.6% were working full-time and 30.7% were working part-time. This compares with 92.0% who were employed in the 1996 Census and 89.2% who were employed in the 1991 Census. In the 2001 Census, 309 people were unemployed, representing 6.8% of Dalby's labour force (7.4% nationally). Of these, 78.0% were looking for full-time work and 22.0% were looking for part-time work. In the 1996 Census, 8.0% were unemployed, compared to 10.8% in the 1991 Census.

Table 7 - Employed persons by occupation, Dalby, Wambo and Queensland, 2001

Occupation	Dalby		Wambo		Queensland	
	Number	%	Number	%	Number	%
Managers and administrators	304	7.2	981	40.3	133,295	8.5
Professionals	550	13.0	195	8.0	251,273	16.0
Associate professionals	511	12.1	140	5.8	187,910	12.0
Tradespersons and related workers	597	14.1	192	7.9	200,665	12.8
Advanced clerical and service workers	173	4.1	75	3.1	54,677	3.5
Intermediate clerical, sales and service workers	671	15.8	231	9.5	265,751	16.9
Intermediate production and transport workers	407	9.6	209	8.6	133,702	8.5
Elementary clerical, sales and service workers	494	11.7	109	4.5	158,222	10.1
Labourers and related workers	448	10.6	257	10.6	152,773	9.7
Inadequately described	29	0.7	9	0.4	11,385	0.7
Not stated	54	1.3	34	1.4	19,211	1.2
Total	4,238	100%	2,432	100%	1,568,864	100%

Source: ABS, 2001 Census of Population and Housing, Basic Community Profile (BCP) - Second Release, 2001 Geographical Boundaries from Office of Economic and Statistical Research: Queensland Office of the Government Statistician

In the 2001 Dalby Census, 7.2% people were employed as Managers and Administrators, which compares with 6.3% people in the 1996 Census and 7.1% in the 1991 Census. There were 13.0% (18.2% nationally) employed as Professionals in the 2001 Census, which compares with 13.4% in the 1996 Census and 11.6% in the 1991 Census.

In the 2001 Census, 12.1% of people in Dalby were employed as Associate Professionals (11.8% nationally), which compares with 11.1% in the 1996 Census and 8.3% in the 1991 Census. During this time, 14.1% were employed as Tradespersons and Related Workers in the 2001 Census (12.3% nationally), which compares with 15.3% in the 1996 Census and 14.6% in the 1991 Census.

In the 2001 Census, there were 15.8% of people employed as Intermediate Clerical, Sales and Service Workers (16.5% nationally), which compares with 15.7% in the 1996 Census and 11.2% in the 1991 Census. There were 10.6% employed as Labourers and Related Workers in the 2001 Census, which compares with 10.6% in the 1996 Census and 11.5% in the 1991 Census.

Industry of employment

A profile of employment by occupation is presented in Table 8. In the 2001 Census, 10.0% of Dalby's labour force were employed in the Manufacturing industry (12.2% nationally), which compares with 9.7% of people in the 1996 Census and 8.0% of people in the 1991 Census. In 2001 7.3% of people were employed in the Construction industry (6.7% nationally), compared with 5.2% in the 1996 Census and 4.8% in the 1991 Census.

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Table 8 - Employment by industry, Dalby, Wambo and Queensland, 2001

Industry	Dalby		Wambo		Dalby Wambo		Queensland
	Number	%	Number	%	Number	%	%
Agriculture, forestry and fishing	347	8.2	1184	49.1	1531	23.0	4.9
Mining	21	0.5	20	0.8	41	0.6	1.2
Manufacturing	423	10	150	6.2	573	8.6	10.7
Electricity, gas and water supply	97	2.3	14	0.6	111	1.7	0.8
Construction	311	7.3	87	3.6	398	6.0	7.1
Wholesale trade	302	7.1	68	2.8	370	5.6	5.1
Retail trade	820	19.3	192	8	1012	15.2	15.3
Accommodation, cafes and restaurants	184	4.3	69	2.9	253	3.8	5.6
Transport and storage	166	3.9	74	3.1	240	3.6	4.9
Communication services	45	1.1	14	0.6	59	0.9	1.5
Finance and insurance	101	2.4	20	0.8	121	1.8	2.8
Property and business	301	7.1	80	3.3	381	5.7	9.8
Government administration and defence	191	4.5	51	2.1	242	3.6	4.8
Education	345	8.1	151	6.3	496	7.5	7.6
Health and community services	311	7.3	126	5.2	437	6.6	9.6
Cultural and recreational services	46	1.1	12	0.5	58	0.9	2.4
Personal and other services	138	3.3	27	1.1	165	2.5	3.7
Non-classifiable economic units	9	0.2	3	0.1	12	0.2	0.5
Not stated	82	1.9	70	2.9	152	2.3	1.8
Total	4240	100%	2412	100%	6652	100%	100%

In the 2001 Census, there were 19.3% employed in the Retail Trade industry (14.6% nationally), compared with 17.7% in the 1996 Census and 18.8% in the 1991 Census. During this time, 7.1% were employed in the Property and Business Services industry (11.1% nationally), compared with 5.5% in the 1996 Census and 4.9% in the 1991 Census.

In the 2001 Census, there were 8.1% employed in the Education industry (7.2% nationally), compared with 8.2% in the 1996 Census and 7.2% in the 1991 Census. There were 311 (7.3%) people (64 males and 247 females) employed in the Health and Community Services industry in the 2001 Census (9.7% nationally), compared with 364 (9.0%) people (88 males and 276 females) in the 1996 Census and 311 (8.2%) people (84 males and 227 females) in the 1991 Census.

Industrial and Commercial profile

A profile of the industrial and commercial sectors in Dalby, Wambo and Queensland is presented in Tables 9, 10 and 11. The largest number of businesses in Dalby were in the retail trade industry (142 businesses or 18.3%), followed by the agriculture, forestry and fishing industry (88 businesses or 11.4%).

Table 9 - Number of businesses by industry, Dalby, Wambo and Queensland, September 1998

Industry	Dalby		Wambo		Queensland
	Number	%	Number	%	%
Agriculture, forestry and fishing	88	11.4	733	83.8	17.2
Mining	0	0.0	2	0.2	0.4
Manufacturing	54	7.0	11	1.3	5.5
Electricity, gas and water supply	8	1.0	5	0.6	0.4
Construction	76	9.8	15	1.7	10.8
Wholesale trade	70	9.0	5	0.6	6.4
Retail trade	142	18.3	14	1.6	15.2
Accommodation, cafes and restaurants	31	4.0	16	1.8	3.9
Transport and storage	72	9.3	31	3.5	5.2
Communication services	3	0.4	1	0.1	0.6
Finance and insurance	29	3.7	1	0.1	3.3
Property and business services	58	7.5	7	0.8	14.8
Government administration and defence	11	1.4	0	0.0	0.7
Education	21	2.7	9	1.0	2.2
Health and community services	58	7.5	5	0.6	6.7
Cultural and recreational services	17	2.2	2	0.2	2.1
Personal and other services	36	4.7	18	2.1	4.7
Total	774	100%	875	100%	100%

Source: Australian Bureau of Statistics, Business Register, Unpublished data, 1998 Geographical Boundaries from Office of Economic and Statistical Research: Queensland Office of the Government Statistician

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Table 10 - Business by Turnover in Dalby and Wambo June 2001

	Annual Turnover Range	Agriculture, Forestry and Fishing	Mining	Manufacturing	Construction	Wholesale Trade	Retail Trade	Accommodation, Cafes and Restaurants	Transport and Storage	Communication Services	Finance and Insurance	Property and Business Services	Government Administration and Defence	Education	Health and Community Services	Cultural and Recreational Services	Personal and Other Services	Industry Not Stated	All Industries
Dalby	\$0 - \$49 999	227		18	39	14	23	6	21	n.p.	29	68	n.p.	8	n.p.	22	24		511
	\$50 000 - \$99 999	140		15	39	n.p.	24	8	16	n.p.	20	54	n.p.	n.p.	n.p.	9	11		346
	\$100 000 - \$1 000 000	260		23	59	30	76	20	31	n.p.	12	54	n.p.	n.p.	19	10	9	1	613
	\$1 000 001 AND OVER	28		20	6	n.p.	22	5	5	n.p.		6	n.p.	n.p.				1	105
	Unknown			1															1
	TOTAL ALL RANGES	655		77	143	56	145	39	73	10	61	182	n.p.	17	24	41	44	2	1576
	\$0 - \$49 999	n.p.												5				1	51
	\$50 000 - \$99 999	33																	
	\$100 000 - \$1 000 000	53						5											67
	\$1 000 001 AND OVER	n.p.																	
	Unknown																		
	TOTAL ALL RANGES	118					7	5	5			6		5				1	161
Cecil Plains	\$0 - \$49 999	20																	36
	\$50 000 - \$99 999	n.p.																	26
	\$100 000 - \$1 000 000	33																	45
	\$1 000 001 AND OVER	n.p.																	9
	Unknown																		
	TOTAL ALL RANGES	74		7	8				6										116
Bell	\$0 - \$49 999	52																	77
	\$50 000 - \$99 999	39																	49
	\$100 000 - \$1 000 000	n.p.																	
	\$1 000 001 AND OVER	n.p.																	
	Unknown																		
	TOTAL ALL RANGES	129		5	6				6										171
Jandowae	\$0 - \$49 999	62																	97
	\$50 000 - \$99 999	n.p.																	
	\$100 000 - \$1 000 000	79			7		12		7										119
	\$1 000 001 AND OVER	n.p.																	
	Unknown																		
	TOTAL ALL RANGES	191		6	16	7	19	5	15			7			5		7		286
Warra	\$0 - \$49 999	20																	27
	\$50 000 - \$99 999	n.p.																	30
	\$100 000 - \$1 000 000	35																	42
	\$1 000 001 AND OVER	n.p.																	5
	Unknown																		
	TOTAL ALL RANGES	78									6								104
Total		2326	0	172	323	107	328	93	185	10	128	377	0	35	48	82	95	6	4670

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Table 11 - 2001 Census of Population and Housing Number of Persons by Industry Sub-Division by Individual Income Range Local Government Areas - Dalby and Wambo

	Negative income	Nil income	\$1-\$39	\$40-\$79	\$80-\$119	\$120-\$159	\$160-\$199	\$200-\$299	\$300-\$399	\$400-\$499	\$500-\$599	\$600-\$699	\$700-\$799	\$800-\$999	\$1,000-\$1,499	\$1,500 or more	Not stated	N/A	Overseas visitor	Total
Dalby (T)																				
01 Agriculture	3	3	-	-	9	5	12	25	23	50	32	20	13	22	11	14	7	-	-	249
02 Services to Agriculture; Hunting and Trapping	-	-	-	-	-	-	-	4	10	10	8	5	8	6	10	6	8	-	-	75
03 Forestry and Logging	-	-	-	-	-	-	-	-	3	3	-	-	3	-	-	-	-	-	-	9
04 Commercial Fishing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
A0 Agriculture, Forestry and Fishing, undefined	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-	-	3	-	-	6
11 Coal Mining	-	-	-	-	-	-	-	-	-	-	3	-	-	-	3	8	-	-	-	14
12 Oil and Gas Extraction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
13 Metal Ore Mining	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	3
14 Other Mining	-	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	3
15 Services to Mining	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	3
B0 Mining, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
21 Food, Beverage and Tobacco Manufacturing	-	-	-	-	3	-	3	-	-	4	9	4	5	-	-	-	-	-	-	28
22 Textile, Clothing, Footwear and Leather Manufacturing	-	-	-	-	3	-	-	4	5	3	-	3	-	3	3	3	-	-	-	27
23 Wood and Paper Product Manufacturing	-	-	-	-	-	-	-	-	5	3	6	3	-	-	-	3	-	-	-	20
24 Printing, Publishing and Recorded Media	-	-	-	-	-	-	-	3	-	5	3	-	-	-	-	3	-	-	-	14
25 Petroleum, Coal, Chemical and Associated Product Manufacturing	-	-	-	-	-	-	-	-	4	3	7	4	6	3	4	-	3	-	-	34
26 Non-Metallic Mineral Product Manufacturing	-	-	-	-	-	-	-	3	-	3	-	-	-	3	-	-	-	-	-	9
27 Metal Product Manufacturing	-	-	-	3	-	-	-	4	6	9	13	6	4	4	7	-	3	-	-	59
28 Machinery and Equipment Manufacturing	-	-	-	3	3	-	-	4	12	32	50	29	21	13	8	3	-	-	-	178
29 Other Manufacturing	-	-	-	-	-	-	-	3	3	-	-	3	-	-	-	-	3	-	-	12
C0 Manufacturing, undefined	-	-	-	-	-	-	-	-	-	6	9	4	5	3	6	-	-	-	-	33
36 Electricity and Gas Supply	-	-	-	-	-	-	-	-	3	4	4	11	11	25	22	3	-	-	-	83
37 Water Supply, Sewerage and Drainage Services	-	-	-	-	-	-	-	-	-	-	-	6	4	3	-	-	-	-	-	13
D0 Electricity, Gas and Water Supply, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
41 General Construction	-	-	-	-	-	-	3	9	16	16	27	15	19	12	16	3	4	-	-	140
42 Construction Trade Services	3	-	-	-	5	-	-	7	18	22	33	15	14	24	10	-	3	-	-	154
E0 Construction, undefined	-	-	-	-	-	-	-	-	3	-	-	-	-	4	-	3	-	-	-	10
45 Basic Material Wholesaling	-	3	4	-	3	3	-	6	17	19	13	19	13	14	16	3	3	-	-	136
46 Machinery and Motor Vehicle Wholesaling	3	3	-	-	4	3	-	8	6	25	24	12	8	12	11	3	-	-	-	122
47 Personal and Household Good Wholesaling	-	-	-	3	-	3	-	5	6	10	6	-	3	3	3	-	-	-	-	42
F0 Wholesale Trade, undefined	-	-	-	-	-	-	-	-	-	3	3	-	3	3	3	-	3	-	-	18
51 Food Retailing	-	-	14	32	27	22	21	40	40	39	25	11	5	7	-	-	8	-	-	291
52 Personal and Household Good Retailing	-	3	12	15	7	13	5	33	41	46	39	20	6	10	7	6	5	-	-	268
53 Motor Vehicle Retailing and Services	-	-	-	3	6	-	3	14	30	43	60	29	15	11	7	-	3	-	-	224
G0 Retail Trade, undefined	-	-	-	-	3	-	4	3	4	6	-	4	-	-	3	-	3	-	-	30
57 Accommodation, Cafes and Restaurants	-	3	6	4	9	10	9	38	35	33	15	8	-	3	3	3	6	-	-	185
61 Road Transport	-	-	-	-	3	5	-	9	11	18	20	14	9	15	9	3	3	-	-	119
62 Rail Transport	-	-	-	-	-	-	-	-	-	-	-	4	3	-	-	-	-	-	-	7
63 Water Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
64 Air and Space Transport	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	3
65 Other Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
66 Services to Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
67 Storage	-	-	-	-	-	3	-	-	-	-	3	-	-	-	-	-	-	-	-	6
I0 Transport and Storage, undefined	-	-	-	-	-	-	-	3	3	4	5	3	3	-	-	-	-	-	-	21
71 Communication Services	-	-	-	-	-	-	3	6	5	6	4	6	3	3	6	-	-	-	-	42
73 Finance	-	-	-	-	-	-	3	5	5	6	7	9	5	9	10	7	-	-	-	66
74 Insurance	-	-	-	-	-	-	3	-	4	-	-	6	-	-	-	3	-	-	-	16
75 Services to Finance and Insurance	-	3	-	-	-	-	-	-	3	-	3	-	3	3	3	-	3	-	-	21
K0 Finance and Insurance, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0

Dalby 2013 Strategy

	Negative income	Nil income	\$1 - \$39	\$40 - \$79	\$80 - \$119	\$120 - \$159	\$160 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500 - \$599	\$600 - \$699	\$700 - \$799	\$800 - \$999	\$1,000 - \$1,499	\$1,500 or more	Not stated	N/A	Overseas visitor	Total
77 Property Services	-	-	-	-	-	-	-	6	4	3	5	4	-	4	4	-	-	-	-	30
78 Business Services	-	-	3	-	5	5	7	29	19	39	38	33	20	20	26	14	3	-	-	261
L0 Property and Business Services, undefined	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	3
81 Government Administration	-	-	-	3	-	-	3	10	8	15	35	29	22	33	18	7	3	-	-	186
82 Defence	-	-	-	-	-	-	-	3	-	-	-	-	3	-	3	-	-	-	-	9
M0 Government Administration and Defence, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	3
84 Education	-	-	3	3	3	7	6	24	30	37	38	24	38	56	70	4	3	-	-	346
86 Health Services	-	-	-	-	-	3	8	15	23	21	44	33	23	12	18	14	3	-	-	217
87 Community Services	-	-	-	-	3	3	4	13	11	13	13	6	5	-	3	-	-	-	-	74
O0 Health and Community Services, undefined	-	-	-	-	-	-	-	-	3	3	3	4	3	3	-	-	-	-	-	19
1 Motion Picture, Radio and Television Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
92 Libraries, Museums and the Arts	-	-	-	-	-	-	3	3	-	3	8	-	3	-	-	-	-	-	-	20
93 Sport and Recreation	-	-	-	3	3	-	3	4	3	5	3	4	-	-	3	-	-	-	-	31
P0 Cultural and Recreational Services, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
95 Personal Services	-	-	-	3	4	10	6	11	8	6	9	10	4	-	-	-	-	-	-	71
96 Other Services	-	-	-	-	-	3	-	5	-	4	12	-	7	12	12	3	-	-	-	58
97 Private Households Employing Staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Q0 Personal and Other Services, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
99 Non-Classifiable Economic Units	-	-	-	-	-	-	-	-	-	3	-	-	-	-	3	-	-	-	-	6
& Not stated	-	-	5	3	3	3	8	14	9	5	6	6	-	-	3	3	10	-	-	78
@ Not applicable	20	294	70	117	127	262	541	651	275	131	67	31	18	18	7	12	526	2297	-	5464
V Overseas visitor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	38	38
Wambo (S)																				0
01 Agriculture	101	33	8	14	32	53	51	117	119	175	134	60	55	49	57	39	46	-	-	1143
02 Services to Agriculture; Hunting and Trapping	3	-	-	-	-	-	3	-	7	3	4	3	3	-	3	-	-	-	-	29
03 Forestry and Logging	-	-	-	-	-	-	-	-	-	5	3	3	-	-	-	-	-	-	-	11
04 Commercial Fishing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
A0 Agriculture, Forestry and Fishing, undefined	-	-	-	-	-	-	-	-	-	3	3	-	-	-	-	-	-	-	-	6
11 Coal Mining	-	-	-	-	-	-	-	-	-	-	3	-	-	3	5	-	3	-	-	14
12 Oil and Gas Extraction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
13 Metal Ore Mining	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
14 Other Mining	-	-	-	-	-	-	-	-	-	3	3	-	-	-	-	-	-	-	-	6
15 Services to Mining	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
B0 Mining, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
21 Food, Beverage and Tobacco Manufacturing	-	-	-	-	-	-	-	-	3	3	3	-	-	-	-	3	-	-	-	12
22 Textile, Clothing, Footwear and Leather Manufacturing	-	-	-	-	-	-	-	3	-	-	-	3	-	-	-	3	-	-	-	9
23 Wood and Paper Product Manufacturing	-	-	-	-	-	-	3	-	11	14	10	3	-	3	3	4	-	-	-	51
24 Printing, Publishing and Recorded Media	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
5 Petroleum, Coal, Chemical and Associated Product Manufacturing	-	-	-	-	-	-	3	-	-	-	-	3	3	3	3	3	-	-	-	18
26 Non-Metallic Mineral Product Manufacturing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
27 Metal Product Manufacturing	-	-	-	-	-	3	-	3	5	3	3	3	-	-	-	-	-	-	-	20
28 Machinery and Equipment Manufacturing	-	-	-	-	-	-	3	5	4	7	6	5	8	3	3	-	-	-	-	44
9 Other Manufacturing	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	3
0 Manufacturing, undefined	-	-	-	-	-	-	-	-	3	4	-	-	-	-	-	-	-	-	-	7
36 Electricity and Gas Supply	-	-	-	-	-	-	-	-	-	-	4	3	3	-	4	-	-	-	-	14
37 Water Supply, Sewerage and Drainage Services	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	3
D0 Electricity, Gas and Water Supply, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
41 General Construction	-	-	-	-	-	3	-	-	5	4	9	7	-	3	-	3	3	-	-	37
42 Construction Trade Services	-	-	-	-	-	-	3	3	9	11	7	7	5	5	-	-	4	-	-	54
E0 Construction, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
45 Basic Material Wholesaling	-	-	-	-	3	-	-	3	-	3	6	7	3	7	-	-	3	-	-	35

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	Negative income	Nil income	\$1 -\$39	\$40 -\$79	\$80 -\$119	\$120 -\$159	\$160 -\$199	\$200 -\$299	\$300 -\$399	\$400 -\$499	\$500 -\$599	\$600 -\$699	\$700 -\$799	\$800 -\$999	\$1,000 -\$1,499	\$1,500 or more	Not stated	N/A	Overseas visitor	Total
46 Machinery and Motor Vehicle Wholesaling	-	-	-	-	-	-	-	3	3	5	3	3	-	3	-	-	3	-	-	23
47 Personal and Household Good Wholesaling	-	-	-	-	-	-	-	3	3	-	-	3	-	-	-	-	-	-	-	9
F0 Wholesale Trade, undefined	-	-	-	-	-	-	-	3	-	-	-	-	-	-	3	-	-	-	-	6
51 Food Retailing	-	-	3	5	6	8	-	13	8	9	6	3	-	3	-	3	3	-	-	70
52 Personal and Household Good Retailing	-	-	5	5	3	3	-	7	11	13	10	5	-	-	3	-	-	-	-	65
53 Motor Vehicle Retailing and Services	-	-	-	-	-	-	5	3	9	13	9	7	3	3	3	-	-	-	-	55
G0 Retail Trade, undefined	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	3
57 Accommodation, Cafes and Restaurants	-	3	5	5	5	3	5	13	10	4	5	3	3	-	-	-	6	-	-	70
61 Road Transport	-	-	3	-	-	-	4	7	8	15	7	-	4	3	-	3	-	-	-	54
62 Rail Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
63 Water Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
64 Air and Space Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
65 Other Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
66 Services to Transport	-	-	-	-	-	-	3	-	-	3	-	-	-	-	-	-	-	-	-	6
67 Storage	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-	3
I0 Transport and Storage, undefined	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	5	-	-	8
71 Communication Services	-	-	-	-	-	-	-	-	5	3	-	-	-	-	-	-	-	-	-	8
73 Finance	-	-	-	-	-	-	-	-	3	3	3	3	3	3	-	-	-	-	-	18
74 Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
75 Services to Finance and Insurance	-	-	-	-	-	-	3	3	-	-	-	-	-	-	-	-	-	-	-	6
K0 Finance and Insurance, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
77 Property Services	-	-	-	-	3	-	-	-	3	-	-	-	-	3	-	-	-	-	-	9
78 Business Services	-	-	-	-	3	-	3	10	4	13	13	4	8	5	4	4	3	-	-	74
L0 Property and Business Services, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
81 Government Administration	-	-	-	-	-	-	4	4	3	7	10	6	-	10	4	3	-	-	-	51
82 Defence	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
M0 Government Administration and Defence, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
84 Education	-	-	-	-	-	3	6	17	25	17	18	7	11	18	26	-	3	-	-	151
86 Health Services	-	-	-	-	3	3	-	4	10	12	18	9	14	8	7	-	3	-	-	91
87 Community Services	-	-	-	-	-	3	3	4	5	4	3	5	-	3	-	-	-	-	-	30
O0 Health and Community Services, undefined	-	-	-	-	-	-	-	3	-	-	3	-	-	-	-	-	-	-	-	6
91 Motion Picture, Radio and Television Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
92 Libraries, Museums and the Arts	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	3
93 Sport and Recreation	-	-	-	-	-	-	-	-	3	-	-	-	-	3	-	3	-	-	-	9
P0 Cultural and Recreational Services, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
95 Personal Services	-	-	3	-	-	-	3	5	-	4	3	-	-	-	-	-	3	-	-	21
96 Other Services	-	-	-	3	-	-	-	-	-	3	-	-	-	-	7	-	-	-	-	13
97 Private Households Employing Staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Q0 Personal and Other Services, undefined	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
99 Non-Classifiable Economic Units	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	3	-	-	6
Not stated	3	9	3	3	-	-	7	7	5	8	3	-	-	4	3	-	7	-	-	62
@ Not applicable	27	167	41	62	49	160	294	244	112	40	22	8	7	5	8	4	147	1264	-	2661
V Overseas visitor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22	22
Source : ABS 2003																			Total	14836

Families and households

In the 2001 Census, there were 1145 couple families with children (which comprised 45.9% of all families in occupied private dwellings), 939 couple families without children (37.7%), 373 one-parent families (15.0%) and 37 other families (1.5%)

There were 302 people (3.3%) in group households and 825 people (9.1%) in lone person households in the 2001 Census.

Dwellings

Of all occupied private dwellings in the 2001 Census, 2257 were either fully owned or being purchased, which represents (63.3%) of all occupied private dwellings, while 1065 (29.9%) were being rented. This compares with 2237 (65.3%) either fully owned or being purchased and 1031 (30.1%) being rented in the 1996 Census, and 2196 (68.7%) either fully owned or being purchased and 829 (25.9%) being rented in the 1991 Census.

Tourism Demand Indicators

Data collected during the March quarter (2003) by the Australian Bureau of Statistics (ABS) reveal that the average occupancy rate for accommodation in Dalby was 48.7%. During this quarter, the total number of guest arrivals was 7363, and the average length of stay was 1.3 nights. As at March 2003, Dalby has 6 hotel and motel establishments, totalling 142 guest rooms, 443 bed spaces, and employs 33 people.

Agricultural Production

The total gross value of agricultural production in the Dalby/Wambo areas combined for the 1998-99 financial year was \$205.2 million, representing 3.2 per cent of the Queensland total. Crops comprised 67.9 per cent of the Wambo total and 52.3 % for Dalby. Livestock disposals comprised 27.8 per cent of the total for Wambo and 33.0% for Dalby. Livestock products comprised 4.3 per cent of the total for Wambo and 14.7 per cent for Dalby

Government support and employment status

The Dalby district postcode has 7112 allowances being paid by Centrelink. A number less than 7112 represents the number of people who receive some sort of commonwealth benefit payment. The number of households in receipt of benefits will be a smaller number again.

800 people receive rent assistance (although more than one person in receipt of assistance can live in a single dwelling) this suggests that the town has a significant rental property stock that is attracting people of lower social economic status. This is probably influenced by the changes in rental property price and availability in near coastal environments.

Of the 7112 benefits, 1501 go to people who are outside the workforce (aged and disability pensions), 666 people are available for employment full time and possibly 510 go to people who could be available for part time work. These figures are consistent with Dalby's status as an area with low unemployment. The current unemployment status for Dalby is 5.7%, (at the 2001 census 7.4% and 9.2% in 1996). The current figure is at least 1% below the State average and significantly below other centres for example Bundaberg, which has a rate of 13.3% (data as at 24 September 2003).

Dalby: Opportunities for Innovation

In consultative process, leading to the development of this prospectus, the people of Dalby and district have adopted a strategic approach to their community's development. They recognise the need for vision and a focus on the town and surrounding area's amenity, logistics infrastructure, water supply and educational facilities. The idea of extending the main street development to improving the physical and social amenity of the entire town was seen as essential to the town's competitive positioning. This will require urban design an improved and well-utilised water supply. In addition the further development and adoption of a cultural plan is important.

The view, often stated, was that the Councils should review their relationship with the commercial and community sectors. The emergent view is that Councils should review their role so and move beyond traditional preoccupations to see themselves as both service and innovation providers to industry and the community.

One prospective area for Dalby is the better integration of the 5.6% of the population who are of Aboriginal origin into the industrial base. Aboriginal organisations currently provide 115 jobs in Dalby and spend several million dollars in the economy. In discussions with these organisations it is apparent that attention needs to be paid to achieving the attitudinal change necessary for more harmonious relationships with better economic integration.

Access to educational and training infrastructure is a recurring theme. Although recent improvements to the local TAFE are seen as a positive step it is clear that much greater attention needs to be paid to education infrastructure. This is a necessary precursor for Dalby to develop as both a manufacturing and a service centre. In this context, an expanded role for the Dalby Agricultural College and the local High School was frequently mentioned. Additional comments called for the community to seek to develop a relationship with research-intensive universities in the areas of innovation that underpin its industrial base.

There is clearly a significant community debate about possible future use of the Showground site and the area of potential industrial land to the west of the Showgrounds. Options range from its retention as is, it's being subject to a native title claim, its redevelopment as residential or industrial land to its redevelopment as a multipurpose high-quality community centre. These concerns are linked to the need for Councils to lay out enduring zoning plans that facilitates further industrial development. This includes the securing of access and logistics systems that can operate in a 24/7 environment, the provision of serviced industrial land with the secure long-term use guarantees that come from buffer zones between industrial and urban land use.

In common with much of rural Australia, there is community concern about the retention of young people. Available data (Figures 1 and 2) suggest that this is an extreme problem in Wambo and a significant one in Dalby. In discussion with the community (including the High School Student Council) it was recognised that it will always be necessary for young people to leave Dalby to study, the critical issue is the attractiveness of the area to youth while at School and young people post graduation. Suggestions were made that the service and industrial sectors should, as a priority, develop strategies to ensure that student industrial placements be undertaken in Dalby across a range of professions. It was further suggested that the experience of these people should be enhanced through efforts to integrate them into the community while on placement. It was also suggested that efforts be made to further integrate

the areas youth with the commercial and industrial work through School familiarisations and, where practical, part time work beyond the traditional service / retail sectors. It was striking that comments by young and older community members emphasised the value of work as a youth developmental experience, as a means to feel more engaged with the community and as a counter for boredom. It was also striking that young people saw the appearance of the Town as an issue and expressed interest in the importance of sense of place and activities as being important. It would appear that youth share the susceptibilities of all the community; optimism creates positive attitudes as do appearance. In many ways retaining a viable age balance in the area is related to the integration of youth into the community while allowing them a distinctive identity and the creating of diverse employment and social opportunity.

The competitive position of Dalby and district as an industrial site was mentioned several times. It was pointed out that Dalby is already competing with alternative sites for its existing industries. To keep these industries, to attract existing industries from elsewhere or to facilitate the development of new local industries the area must develop enduring relationships between the Councils and individual enterprises. This would include the provision of necessary infrastructure, the active promotion of the educational infrastructure and services necessary to support industry and to ensure that the town further develops as an attractive place for people to live and work.

There seems to be a particular need for the Dalby Town Council, and if possible Wambo Shire Council, to invest in industry liaison. Such liaison would extend the range of services offered by the Councils into areas necessary for the continued industrial development of the area.

The need for a more co-operative approach was recognised as extending beyond the relationship between Councils and individual commercial entities. The need for Dalby to develop approaches to the pooling of high transaction cost activities such as promotion, recruiting, the development of innovation clusters, benchmarking systems, equipment pooling to achieve scale affects were all mentioned. This has many attributes of the competitive co-operation model that is a feature of Japanese industry. The marketing of Dalby as an industrial centre could be facilitated by the development of an *@Dalby* brand that is tagged to existing brands that originate from Dalby. If this tag is available and can be commercially protected it would allow cross promotion between products and the areas web identity.

In the above context the need to apply clustering principles to Dalby's further economic development was recognised and some work on it is underway.

Rural industries will continue to account for 2/3 of the areas exports and about 23% of direct employment (Table 7) for the foreseeable future. These industries are, however, challenged by an aging workforce and issues of farm income. It is likely that the area in common with much of rural Australia has a situation where the top 20% of farm enterprises are profitable and the balance, to varying degrees, either struggle or is dependent on off farm income as a significant component of viability. This suggests that the industrial and service development of the area and the jobs associated with it is an important component of the future viability of farming.

Dalby has a significant number of persons who are in receipt of benefits and have special needs. This is in the context of labour force participation levels that are in the order of 93%. As part of securing Dalby's future it was suggested that there is a need for social planning that is directed at increasing participation, raising the quality of this participation though education, better utilising differently able people and increasing community cohesiveness.

Tourism is a hidden but significant component of the Dalby and district economy. Most business is in the service and accommodation sectors. Dalby motel and hotel occupancy is reported to show a pattern common to towns on through roads. Occupancy is highest during the week with a significant decline on Friday to Sunday. This would reflect business travelling patterns and suggest that opportunities exist for Dalby to target weekend travel. Previous work in Chinchilla and local opinion suggests that opportunities lie in integration of Dalby with Western Downs weekend tourism development that focuses on motel based regional touring.

Additional tourism opportunities for Dalby lie in the "grey nomad". Recent work indicates that this market is strongly orientated to freedom of choice and is characterised by an "anti-Tourist" attitude. For Dalby and district to access this market it will be necessary for it to develop creative strategies that attract and hold "grey nomads" for a short periods of time.



The future success of the Dalby district depends on its ability to:

- retain and then grow the economic activity while continually improving those elements of social and physical infrastructure valued by the community;
- create new economic activities and necessary infrastructure;
- contribute to the wellbeing of all the community; and
- Improve those aspects of the town and surrounds that detract from the areas competitive position and amenity.

The Role of Councils

For the Dalby district to succeed it must pay attention to the building of all forms of capital in the community. This may come from direct council investment, council investment in lobbying and council investment in co-operative activities with other local government groups, community groups and private enterprise. What is clear is that local governance matters as a critical component of the areas competitive positioning. What is also clear is that the amalgamation is a divisive issue that could significantly undermine the areas progress. There is a distinction between good governance and local government boundaries. Good governance can be achieved by negotiation, good will and leadership; boundaries and entities do not determine this but they may in time follow it.

Council recognises that all the actions set out in this plan cannot be achieved immediately. Council will charge the Chief Executive Officer with the development of a Dalby 2013 implementation plan that will set out timelines and investment strategies for achieving Dalby 2013. Progress will be reported annually to Council and published in the local press.

Specific Actions

Throughout this prospectus it is assumed that business is the key driver for local prosperity. For a small community the relationship between Council, business and community groups is intimate and at times it can be difficult to manage. The challenge for the Dalby area is to build a system of governance that promotes the well-being of the area through creation of the conditions for individual prosperity and international competitiveness. Below are specific strategic actions that Council have adopted.

Building Financial Capital and Services

Low (competitive) aggregate business costs

The overall cost of doing business in Dalby must be competitive.

- Councils will develop policies on direct charges to business and the use of incentives to attract and retain business; and
- Council will lobby government for regional investment incentives and business cost relief for regional business.

Competitive labour costs

The need to increase community recognition that individual well-being is determined increasingly by mixed income sources and the legal organisation of taxation arrangements. This is an area where Council recognises that a co-operative approach by local employers could pay dividends.

- The Council will encourage the Chamber of Commerce and Industry and local businesses to develop and provide competitive packages to prospective employees and contractors in Dalby;
- The Council will in collaboration with Commerce and Industry seek to attract new settlers to Dalby who have the skills to contribute to local industry; and
- Council will link this initiative to its "Farmer Friendly Employment Initiative".

Building and retaining labour skills

In addition to the educational and skill development initiatives identified in this document Council recognises that there is a need to ensure that Dalby and district develops a labour force that is flexible and committed to the area. Council further recognises the trend for Dalby manufacturing to source staff in the surrounding rural areas. The circumstances of rural industry is such that it is a potential strength for Dalby if it is possible to provide ensured income to farmers while allowing land retention and the better management of natural resources.

- Council will with local business establish a task force to develop models for a "Farmer Friendly Employment Initiative". This initiative will:
 - seek resources to build farmers and their families skills for employment in local industry,
 - encourage local industry to adopt work practices and contracting systems that allow the retention of farms by individuals who work locally, and

- provide advice to farmers who either want to increase their operational scale by land leasing or alternatively reorganise their finances to use leasing and employment to improve their individual well being.

Assistance for new investors

The Council will develop a cooperative approach with business to identify of key needs for the local industrial mix.

- Council will develop an industry recruitment initiative. To do this Council will consider assistance with establishment or relocation and setup incentives;
- Council will establish and resource a local industry establishment and recruitment strategy to assist with business case development and investment planning; and
- Council will negotiate the establishment of a new business advisory service to encourage the establishment of new small business in specialised areas. Where possible this strategy will seek to encourage local business development by Council recruiting local business people to assist by the provision of practical advice.

Formation of a Local Capital Base and Retaining Retirees

The demographic data for both Dalby and Wambo suggest that people retire elsewhere. When this occurs it is often accompanied by capital transfers.

- As part of an integrated strategy for retaining retirees in Dalby, Council will establish a taskforce to develop strategies for the retention of both retirees and part of their capital in the area. The first task for this group may be necessary research on factors that would lead to a decision to retire in Dalby. A second task would be the identification of appropriate strategies for capital management. The third will be strategies to attract superannuation fund investment in Dalby;
- Council will negotiate with providers of retirement facilities in Dalby to increase investment in accommodation in this sector. The goal of Council is to achieve an effective just in time approach to accommodation that retains people in the area; and
- Council will ensure that these two strategies are coordinated.

Physical Infrastructure

Fast and effective high-tech telecommunications infrastructure

- Council will, as a matter of priority, continue to press for absolute communication equality with urban Australia and, if necessary, Council will investigate strategies for aggregating and subjecting to competitive processes the provision of communications services.

Access to high quality child care, primary and secondary education, and high quality health services

These are basic requirements for the area to be attractive to new settlers. The provision of these services is through well established planning systems.

- Council require the Chief Executive Officer to maintain a watching brief that ensures that service provision keeps pace with development.

Access to life-style infrastructure (leisure activities)

For Dalby to be attractive it must hold a comprehensive portfolio of activities for all age groups. Council recognises that initially public-private investment may be the only way for Dalby to increase its lifestyle advantage. This extends to partners and youth.

- Council will commission comprehensive research (including local consultations) into the social, cultural and leisure factors that contribute to well-being for all age groups in Dalby;
- Council will investigate the possibility of better utilisation of leisure facilities in the Town; and
- Following these investigations, Council will develop a 'Cultural and Leisure Plan' that sets out realistic investments by private, public or private-public investment partnerships.

Provision of essential infrastructure

Water, transport, land and amenity are the four critical factors that are the infrastructure pillars for Dalby and district.

Dalby sees itself as a potential land transport hub in the short term and in the longer term believes that this can be linked to air transport. In addition the needs of rural industries for the better development of supply chains and value adding infrastructure is an opportunity for Dalby and district that is linked to good transport logistics. The development of local skills in these areas is an educational need of the area that will be addressed.

- Council will establish a partnership with industry so that Dalby becomes actively engaged in the current transport planning for the region;
- Council will form all necessary partnership to seek the upgrading of the Toowoomba Dalby road to national four lane standards; and
- Council will move to ensure that existing road and rail transport corridors through the town are maintained and provision is made for their up grading. This will be linked to the zoning of industrial areas in Dalby that can operate 24/7 throughout the year.

The capacity of the areas water infrastructure needs to be planned to be well beyond immediate needs. As a general principle, the area should have sufficient water now to allow for any industrial expansion that can be envisaged for the next 20 years. In addition, no water scheme can exist in an environment in which water is not realistically costed. Consequently Council sees the use of price and other economic instruments as means to promote water use efficiency. Council also recognises that rural water use is an industrial opportunity.

- Council will continue to develop its water supply strategy to include:
 - all the grades of water that are needed for industrial development;
 - strategies for encouraging investment in household water capture and use;
 - strategies for water reuse;
 - strategies for designing a high amenity value town with minimal water use; and
 - strategies to ensure that the provision of water is an unsubsidised Council business.
- Council will seek the cooperation of business and industry to establishing a water innovation group the purpose of which is to encourage innovative thinking in water use and industries associated with water use

The provision of housing and industrial land stocks is a continuing problem for rural and regional communities. Amongst the barriers to private enterprise developing land, for these purposes, are the high holding costs associated with developments and the relatively long time for a return to accrue. In addition, Dalby is encountering problems with the current distribution of its critical industrial base as housing and industrial activity clash. Industry has strongly indicated that it requires certainty in its operating locations and individual residents require quality living environments.

- Council will ensure that the zoning of industrial land is organised so as to create surety for industry in its industrial areas;
- Council will negotiate land developments that ensure that Dalby has an ongoing stock of industrial and residential land; and
- Council will ensure certainty by the development of a Dalby Environmental Management Plan that considers the needs of residence, industry and the environment.

Amenity

The appearance of Dalby is important as part of its image as a thriving business and industry centre and a place to retire.

- Council will take immediate action to improve the approaches to Dalby by amenity planting and the creative use of screening and street scaping;
- Council will consider options such as a national competition for a town enhancement design that has as components optimal water use, amenity and liveability; and
- Council will develop a co-investment plan to ensure that future businesses locations have appropriate access to transport and service while maintaining visual amenity.

Environment

The environment is part of Dalby's amenity and its management critical for the certainty required by business.

- Council will establish a Dalby Environmental Management Plan that sets out:
 - an on going system for evaluating progress towards agreed objectives in the plan;
 - suggest strategies for implementing the evaluation and continuous improvement of Dalby's environment;

- partnerships with a large group of property owners and residents;
- the community's views on Council's roles and responsibilities with respect to environmental management;
- a community driven focus to long term environmental planning; and
- raises awareness of environmental issues.

Human and Social Capital

The principle development issues associated with human and social capital are being set out in the introduction. These are typically:

- access to tertiary education (Universities and TAFE) and quality secondary education;
- appropriate delivery of education and training;
- addressing skills shortages;
- production and marketing skills development;
- access to training and skilling opportunities for the work force; and
- access to quality research and development capacity.

Post Secondary Education

The current situation with post secondary education in Dalby is a significant impediment to the area's growth. The area clearly is below Australian figures in terms of postsecondary educational outcomes and this is clearly recognised by industry leaders who constantly have problems in finding appropriately qualified employees.

Dalby has a well-established Agricultural College and High Schools. SQIT maintains a local presence that has been identified as suboptimal. In consultations it has been apparent that all providers do not have sufficient resources to meet the areas needs. This is partially due to the high transaction cost associated with service provision and demarcation issues within the educational sector.

- Council will, with industry and other local governments, establish and support a group the purpose of which is to consolidate post secondary education and training in Dalby in one entity by 2005. The entity must:
 - build relationships with centres of innovation (including universities and CSIRO) and to create networks that can be used by the manufacturing and rural industries in continuous innovation and improvement,
 - develop creative strategies to meets all the educational and training needs of the community,
- Council will aggressively pursue the goal of improving post secondary education opportunities in Dalby as one of its highest priorities; and
- Council will encourage local industries to create vocational and industrial placement opportunities for students in relevant professional university courses. When such placements occur in Dalby Council will ensure that a local orientation is provided.

Access to high quality financial and industrial relations advice

Given the need for industry in Dalby to be competitive in an international environment, financial and industrial practices need to meet international best practice. The accounting cluster in Dalby is a considerable resource.

- Council will seek the cooperation of this cluster in making local employment increasingly economically attractive.

An available workforce equipped with the multi-sectoral skills

This is an outcome of several of the actions above.

Ease of working with local authorities and government departments

An adaptable and entrepreneurial approach by local and government authorities

The role of government in development cannot be understated. For Dalby to prosper, local government will need to take a leadership role in the establishment of the environment in which business operates. The need to build a community that is physically and socially attractive is important as is the public-private partnerships that are needed for industry to feel welcome, become adaptive and competitive. In addition, for individuals to have sufficient optimism to build their skills and individual prosperity, a local setting that values skills and intellectual pursuits is necessary. Dalby needs to extend its celebration of achievements as widely as possible, seek to attract skilled young people and skilled new Australian settlers.

- Council will in partnership with local groups establish a living in Dalby taskforce to advise it on such matters.

Improving the image of Dalby and district

Improving the image of Dalby is an ongoing task for Council and business.

- Council will register and promote the *@Dalby* tag for universal use. In addition the communication of what is *@Dalby* should be a feature of signage, town orientation and internet promotion; and
- Council will encourage the development of a "Living in Dalby" promotion concept targeted at lifestyle shows.

Building tourism

The improvement of the Dalby and district image and promotion of the area as a community could along with local attractions form part of an integrated regional tourism strategy. In addition co-operation between the western downs councils is the only route for the further development of tourism.

- Council will establish co-operative approaches with other councils in the area for the development of tourism routes, information systems and promotion strategies.

Critical Council Activities

The above has outlined a role for the Dalby Town Council that in partnership with Wambo Shire Council, business and the community will make Dalby a competitive and attractive town. The purpose of development for a community is not necessarily to become bigger it is rather to achieve greater sustainable wellbeing for all who live in the area.

The specific tasks for the councils can be summarised as:

- providing leadership and well integrated and stable governance;
- ensuring community empowerment with tolerance and inclusiveness;
- providing land with the necessary infrastructure;
- ensuring access to housing and facilities which are of a acceptable quality;
- taking a long term locational approach to the areas development;
- ensuring that there is appropriate human and social capital capacity building infrastructure;
- improving environmental quality;
- improving the amenity and liveability of Dalby town; and
- improving the image of Dalby and district.

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