

# Caboolture Morayfield Principal Activity Centre

## Part 3: Economic Development Strategy

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**MORETON BAY REGIONAL COUNCIL  
CABOOLTURE-MORAYFIELD PRINCIPAL  
ACTIVITY CENTRE**

**ECONOMIC DEVELOPMENT STRATEGY**

**NOVEMBER 2010**

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## 1 INTRODUCTION

The South East Queensland Regional Plan 2009-2031 proposes a 'strong network of regional activity centres connected by quality public transport to create compact, self-contained and diverse communities'. Caboolture-Morayfield is designated a Principal Activity Centre, meaning that it must provide employment and services for a catchment of regional significance.

The Moreton Bay Regional Council (MBRC) and the Queensland Government have engaged a consultant team to prepare a Master Plan to guide the development of the Caboolture-Morayfield Centre, incorporating the principles of economic, social and environmental sustainability. As part of this work, Pracsys has prepared an Economic Development Strategy to support the long-term economic resilience of the centre as well as the Moreton Bay Region as a whole.

The Economic Development Strategy for Caboolture-Morayfield Principal Activity Centre (CMPAC) will be an important tool in the creation of local quality employment opportunities. Such jobs are becoming increasingly valuable as trends see quality jobs centralised around the City of Brisbane while settlement is largely occurring in the outer regions. This has implications for transport infrastructure and community development, as well as increasing the residential population's vulnerability to macro-economic fluctuations.

The Economic Development Strategy follows a 'structure based paradigm' rather than focusing directly on specific project selection, recognising the need for effective and flexible implementation systems that can respond to changing economic conditions over the 20 year Master Plan timeframe and further into the future. The five key areas of focus for the

Strategy include:

- Establishing a vision for the economic resilience of CMPAC in line with economic development principles;
- Identifying specific goals to achieve the vision;
- Outlining potential governance structures required to achieve the vision;
- Designing feedback systems to assess progress to the vision; and
- Outlining projects and stages for implementation.

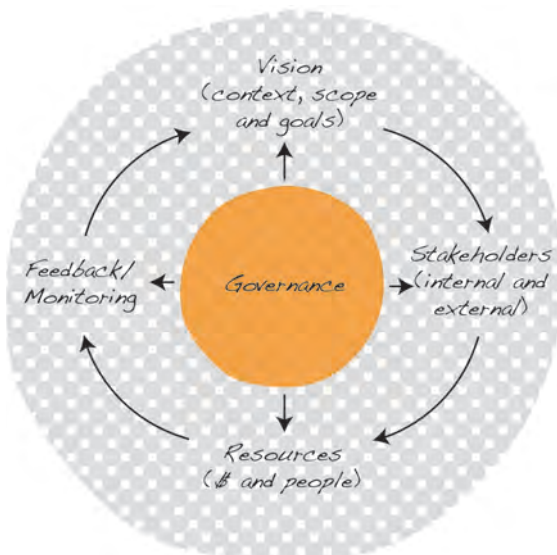
As part of the adoption of a comprehensive governance and delivery model, additional areas will need to be addressed, including identification of the stakeholders and the human and financial resources required to deliver the vision.

Figure 1 shows the relationships between each of these factors and emphasises the centrality of governance in the effective implementation of the Economic Development Strategy proposals. This is to ensure that from the outset, the Strategy will produce a framework and systems that will be:

- Accountable for outcomes and allocation of resources made available to it;
- Managed and delivered by a competent and experienced team;
- Structured to provide surety to stakeholders as to the commitment of the State Government and MBRC to deliver tangible economic development outcomes; and

- Structured to support the attraction of additional financial resources from state and federal funders.

**Figure 1: Economic Development Strategy Logic Flow**



Source: Pracsys Modelling (2009)

## MORETON BAY REGIONAL COUNCIL

The Moreton Bay Regional Council (MBRC) was created in 2008 through the amalgamation of the former Caboolture, Pine Rivers and Redcliffe local government areas (LGAs). With a \$398 million estimated operating budget and a population of almost 380,000 residents, it is the third largest local government in Australia after Brisbane City and Gold Coast City.

An Economic Development Strategy for MBRC in its entirety was completed by AECgroup in June 2010 and endorsed by Council. The purpose of this strategy for the Caboolture-Morayfield Principal Activity Centre is to understand the regional characteristics

and requirements and then outline specific employment targets for the PAC. As the designated principal activity centre within the region, CMPAC must take responsibility for a large proportion of MBRC employment, particularly within industries that have a regional or greater focus. Thus the directives specified in the MBRC strategy are all very relevant to the development of CMPAC, and are reiterated and expanded in this report. To achieve these directives, a series of measurable goals have been defined along with development recommendations that can be translated into land use planning to produce a Master Plan.

### Economic Characteristics

The impact of the City of Brisbane's centralised employment, combined with residential population decentralising to the surrounding regional LGAs, is increasingly felt throughout South East Queensland (SEQ)<sup>1</sup>. The emerging social challenges of dormitory suburbs along with congestion on roads and public transport are among the issues facing many residents, and will increase as populations grow without the proper planning for intervention. MBRC has one of the fastest growing populations in Queensland, yet has a relatively low economic base from which to develop a diversity and quality of employment.

The following estimates of residential population and dwelling growth for MBRC and the former Caboolture LGA were developed by the Planning Information and Forecasting Unit (PIFU) of the Queensland Government.

<sup>1</sup> Pracsys Analysis of ABS Census Journey to Work 2001-2006

**Figure 2: MBRC and former Caboolture LGA Population Forecast**

MBRC	2006	2011	2016	2021	2026	2031
Residents	324,788	376,949	422,146	464,155	498,194	533,168
Dwellings	123,340	149,118	174,925	198,589	217,673	231,432
Former Caboolture LGA	2006	2011	2016	2021	2026	2031
Residents	132,473	156,765	178,697	200,405	217,415	229,277
Dwellings	50,308	62,015	74,047	85,743	94,994	101,450

Source: OSER forecasts

MBRC is anticipated to continue to grow rapidly, with OESR forecasting that the population will increase by 209,000 to 533,000 residents by 2031. It will be imperative that new residential development is accompanied by substantial employment growth, which based on current labour-force participation rates will result in 90,000 new workers requiring employment by 2031.

Figure 3 shows total jobs required in MBRC and the former Caboolture LGA if employment self-sufficiency (ESS)<sup>2</sup> rates increase by 10% to reduce the need for increasing numbers of new residents to commute out of the area for work. Several employment scenarios were explored in the Economics and Employment Technical Study to identify how many jobs would be required with constant levels of ESS, constant commute levels and increasing ESS. Under the 10% increase scenario, MBRC would require at least an additional 68,000 jobs, of which 32,000 could be expected to locate within the Caboolture area to create local job opportunities for residents.

<sup>2</sup> Employment self-sufficiency refers to the number of jobs in a region as a percentage of the working population within the same region

**Figure 3: MBRC and former Caboolture LGA Employment**

MBRC	2006	2031	Increase
Population	324,788	533,168	208,380
Working Population	148,833	239,754	90,921
Total Jobs	77,890	145,998	68,108
Employment Self-Sufficiency	52%	62%	10%
Former Caboolture LGA	2006	2031	Increase
Population	132,473	229,277	96,804
Working Population	54,304	93,986	39,682
Total Jobs	31,129	63,275	32,146
Employment Self-Sufficiency	57%	67%	10%

Source: Pracsys Analysis of ABS Census 2006 and OSER forecasts

Figure 4 identifies the number of residents currently commuting for work, compared with the Gold Coast City (GCC). Although the Gold Coast is approximately 20 km further from Brisbane city than Caboolture, the presence of the Pacific Motorway means that the journey time is of similar length, and thus comparable.

**Figure 4: MBRC and GCC Commuters**

Region	Moreton Bay RC	Gold Coast City
Working Residents	148,831	218,368
Jobs	77,890	175,088
Working Locally	64,200	160,462
Employment Self Sufficiency	52%	80%
Employment Self Containment	43%	73%
Job Gap	70,941	43,280
Commute In	13,690	14,626
Commute Out	84,631	57,906

**Source:** Pracsys Analysis of ABS Census 2006 Journey to Work

Figure 4 shows that for every 100 working residents living within the Gold Coast area, there are 80 jobs and 73 of those jobs are actually occupied by residents living locally. In contrast, in MBRC there are 52 jobs for every 100 working residents, and not all are even occupied by locals. This means that 84,600 working residents commute from MBRC each day (57% of all working residents), while 57,900 commute from GCRC (equating to 27%).

GCC accommodates a greater number of jobs than MBRC for several reasons. These include a stronger economic base driven by a higher percentage of knowledge-intensive producer services jobs, as well as a proportionally greater percentage of population-driven jobs per resident. The Gold Coast is an interesting example because it initially built on its natural amenity to attract large numbers of tourists. This led to greater expenditure capture, supporting the creation of consumer services employment (including retail and entertainment jobs). While the amenity generated by a greater scale and

diversity of population-driven activity played a part in attracting higher order businesses, the Gold Coast also consciously moved toward industry diversification to become an alternative city destination for information communications technology (ICT) industries. It has also built knowledge employment around health and education infrastructure and export employment related to film production. Figure 5 compares population-driven and strategic employment in MBRC and GCC.

**Figure 5: MBRC and GCC Employment Mix**

Employment type	Moreton Bay RC	MBRC (%)	Gold Coast City	GCC (%)
Population-driven	70,479	92%	153,618	89%
Strategic/Knowledge	6,493	8%	18,661	11%
Population-driven jobs per resident	0.22		0.33	

**Source:** Pracsys Analysis of ABS Census 2006 ANZSIC Industries

MBRC has the potential for economic growth through an increase in centre-based population-driven employment, as well as economic development through building on existing industry strengths and attracting new strategic employment. As is currently being undertaken in the Gold Coast through development of a Health & Knowledge Precinct (a new teaching hospital next to Griffith University Gold Coast)<sup>3</sup>, MBRC has the opportunity to take advantage of investment in the Caboolture Hospital. The potential exists to collocate Caboolture TAFE and the hospital and

<sup>3</sup> Pracsys, 'Gold Coast Knowledge Precinct Economic Analysis', Report for Department of Infrastructure & Planning (2009)



facilitate linkages with commercial businesses in the Caboolture CBD. This could generate a greater scale and productivity of employment through innovation.

### CABOOLTURE-MORAYFIELD PRINCIPAL ACTIVITY CENTRE

Under the South East Queensland Regional Plan 2009-2031, Caboolture-Morayfield is designated a Principal Activity Centre (PAC). CMPAC is located in the northern corridor of metropolitan Brisbane, serving a spatial catchment that extends over approximately two thirds of the land area of MBRC. CMPAC is linear, encompassing Caboolture CBD and railway station in the north and extending southward along Morayfield Rd toward Morayfield Train Station.

The existing train stations at Caboolture Central and Morayfield are surrounded by a variety of employment-generating land uses. Lack of intensity, diversity, employment and connectivity mean that the two nodes do not currently perform the required principal activity centre function as defined in the SEQ Regional Plan.

#### Intensity

Centres that accommodate increased residential density within walkable catchments reduce the need for vehicle travel and encourage walking and cycling, particularly in proximity to public transport nodes. Likewise, concentrating employment ensures a more active & accessible centre core. Figure 6 shows the employment and dwelling numbers and density of CMPAC compared with other Queensland Activity Centres.

**Figure 6: Centre Intensity Comparison**

Centre/ Destination Zone	Area (ha)	Employment	Jobs/ha	Dwellings	Du/ha
Chermside	289	6,153	21	2,959	10
Strathpine	253	3,531	14	996	4
Helensvale	514	4,194	8	1,372	3
Garden City	114	5,858	51	919	8
Carindale	130	3,039	23	684	5
North Lakes	309	1,427	5	1,919	6
Caboolture CMPAC	1,623	9,396	6	5,390	3
Caboolture CBD	158	3,147	20	689	4
Caboolture South	828	4,345	5	2,597	3
Caboolture East	637	1,904	3	2,104	3

**Source:** Pracsys Analysis of ABS Census 2006 for Destination Zones

As the size of transport zones vary, the area of each identified centre cannot be uniform. However, it is an indication that the CMPAC is a very large centre with dispersed employment, no central core and many separate industry nodes. Low dwelling densities also suggest that use of the public transport infrastructure is not being maximised in line with Transit Oriented Development (TOD) principles.

#### Diversity

Centres with a variety of land uses generate multi-purpose visits (satisfying consumer needs with fewer trips) and are more self-sufficient in periods of rising transport costs.

Figure 7 compares the diversity of employment in CMPAC with diversity achieved in other Queensland centres. This is shown as percentages of retail and non-retail employment. The table demonstrates that while CMPAC scores well as a centre of activity compared with a mono-cultural retail centre, it is actually made up of several isolated centres each containing specialised industry types. The Caboolture CBD node contains civic and commercial uses but lacks retail and entertainment for office workers. Caboolture East contains mainly health, welfare and services associated with the hospital, yet does not link well with commercial businesses. This results in the need for multiple trips to access a range of goods and services, and centres which are only active for certain hours of the day and night. It means that user populations are also dispersed and the centre is unable to capture some segments of user expenditure.

**Figure 7: Centre Diversity Comparison**

Centre/Destination Zone	Retail %	Non-Retail %
Chermside	33%	67%
Strathpine Westfield	30%	70%
Helensvale	28%	72%
Garden City	30%	70%
Carindale SC	59%	41%
North Lakes	32%	68%
Caboolture CMPAC	25%	75%
Caboolture CBD	11%	89%
Morayfield	45%	55%
Caboolture East	4%	96%

**Source:** Pracsys Analysis of ABS Census 2006 for Destination Zones

## Employment

Large diverse centres create more employment choice for the local population, and enable multiple activities – work, shop, recreate, live. Economies of scale and agglomerated economies within activity centres can improve industry productivity through positive externalities including the sharing of infrastructure, proximity to suppliers and markets, and knowledge spillovers. Concentrating large numbers of businesses also improves the vitality of a centre by retaining greater numbers of consumers in one location. In turn, a greater frequency of transactions means more expenditure can be captured.

**Figure 8: Employment Type Classification**

Employment Type	CMPAC Employment	CMPAC Employment (%)
Export	136	1%
Consumer Services (CS)	5,379	58%
Producer Services (PS)	1619	17%
Knowledge-Intensive CS	1700	18%
Knowledge-Intensive PS	517	6%
Total	9,349	100%
Population-driven	8,696	93%
Strategic	653	7%

**Source:** Pracsys Analysis of ABS Census 2006 for Destination Zones

Figure 8 shows the industry type classifications of CMPAC in total jobs and percentages. Population-driven jobs are those which arise as a result of direct spending on goods and services by the local population. Strategic jobs include employment in export industries and

knowledge industries which capture external sources of income to be injected into the local economy. A local economy can only support a certain number of population-driven jobs, as residents have a finite amount of income to spend on goods and services. Thus a region cannot develop simply by growing more population-driven jobs, and the primary focus of an economic development strategy must be higher order knowledge-intensive export-oriented (KIEO) industries.

As Figure 8 identifies, CMPAC currently contains 653 strategic jobs, equating to just 7% of total employment. Under the SEQ Regional Plan, regional activity centres are targeted with attracting high-end creative and knowledge based businesses and advanced business services, effectively contributing to economic growth and development by co-locating a mix of land uses and concentrating goods and services more efficiently.

The plan also states that, out-of-centre development is inconsistent with the SEQ Regional Plan's strategic intent, as it can diminish the vitality of activity centres and detract from economic growth by diluting public and private investment in centre-related activities, facilities and infrastructure<sup>4</sup>.

Analysis of the existing industries of employment at each of the nodes highlights that Caboolture CBD contains the majority of knowledge-intensive producer services jobs in industries such as government administration, legal, accounting, architecture, finance and ICT; however these jobs are also dispersed to an extent throughout the centre. Knowledge-intensive consumer services jobs are mainly

located in Caboolture East, associated with the hospital, allied health and education.

It is clear that there are two main problems at CMPAC preventing it from operating successfully in its designated role of a Principal Activity Centre:

- a lack of strategic employment as a basis for economic development, and
- the lack of a concentrated centre core to enable productivity increases through agglomeration

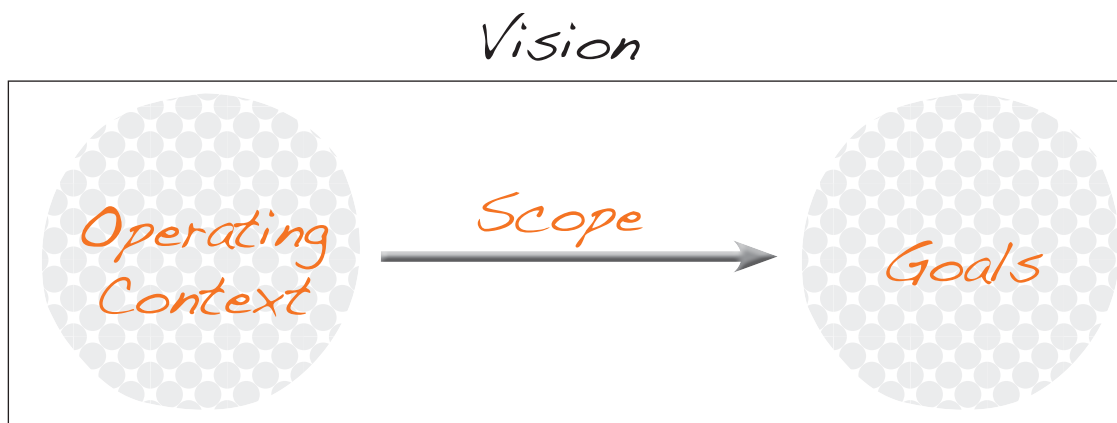
The preferred Master Plan scenario aims to address these issues by focusing development around train stations, building upon the existing employment and activity nodes, but designating the Caboolture CBD node as the major 'city centre' to encourage knowledge economies and also attract more dining, consumer services and worker convenience retail to the area. This scenario aims to increase the liveability of the area and create a more balanced and attractive environment. By enforcing well-delineated centre boundaries and encouraging new businesses and residential development to locate within them, job and dwelling densities will increase. This can encourage walking and cycling and ensure more active & accessible centre cores.

The Economic Development Strategy outlines a set of measurable goals in line with the above principles which will need to be achieved in order to meet the vision for CMPAC.

<sup>4</sup> South East Queensland Regional Plan 2009 - 2031

## 2 CMPAC'S ECONOMIC VISION

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The CMPAC Economic Development Strategy will outline measures to effectively deliver on-the-ground employment benefits to the residents of the Moreton Bay Regional Council, guided by a well-defined vision. Such a vision must consider:

- The current and future context in which the strategy will operate;
- The scope within which strategic activities will occur; and
- The goals that the strategy will seek to achieve.

The existing region-wide economic context for CMPAC was addressed in the previous chapter. The impact of these characteristics can now be considered, with a focus on the employment and amenity needs of future CMPAC and MBRC residents.

### 3 CONTEXT – CMPAC EMPLOYMENT NEEDS

Successful development of a sustainable centre at CMPAC requires examination of the impact of the forecast growing population on the MBRC and wider SEQ economies. The employment needs study analysed how employment will need to develop within MBRC and CMPAC as the residential population rises and the activity centres mature.

#### METHODOLOGY

Employment modelling for CMPAC was broken down into two phases.

- 1) Population and employment model for MBRC and the former Caboolture LGA

Population-driven and strategic employment growth required to achieve the four different employment self-sufficiency (ESS) scenarios was determined based on the expressed resident and dwelling numbers compiled by PIFU. The required levels of employment were allocated to each of the former LGAs (Caboolture, Redcliffe and Pine Rivers) giving consideration to dwelling projections, the activity centres hierarchy and centre maturity.

The third scenario, based on the premise of a 10% increase in Caboolture's ESS from 57% to 67% to 2031, was chosen as the most appropriate scenario to target, balancing the achievability of regional employment with the capacity of the transport system (i.e. bringing the jobs to the people and the people to the jobs). This target assumes that while population-driven jobs per capita will increase to account for additional user groups and less leakage; more high value, knowledge-intensive employment can also be encouraged within a higher amenity, alternative business environment.

- 2) CMPAC employment model

The existing employment picture for CMPAC was analysed, determining the type, quality and land use of employment located in the centre. This was then calculated as a percentage of the (former) Caboolture LGA employment to illustrate the scale of employment and type of industries that have located within centre boundaries compared with alternative employment nodes throughout the LGA.

In line with agglomeration principles and an understanding of potential industry supply chains, the model assumes that a greater proportion of strategic and knowledge jobs will potentially be attracted to the region on the basis that they are encouraged to locate in-centre. Thus the number of knowledge-intensive and strategic jobs will increase, with the proportion of strategic jobs within the CMPAC increasing significantly (from a very low base).

The population-driven jobs are then translated into consumer services (CS), producer services (PS) and knowledge-intensive consumer services (KICS) categories based on the catchment population future expenditure analysis. The analysis illustrated that the population projected by PIFU for the Caboolture area, along with the potential worker and visitor populations, will be able to support the level of population-driven employment as required by the 10% ESS increase scenario. The additional employment needed to meet ESS targets must therefore be in strategic industries.

The strategic jobs are translated into export and knowledge-intensive producer services (KIPS) based on projected increases from the

existing scenario and analysis of potential growth through agglomeration of industries related to Caboolture’s existing strengths (such as manufacturing and the presence of the hospital and TAFE). This will be highly dependent on economic development initiatives and therefore planning needs to be flexible and open to changing economic circumstances over the life of the Master Plan.

The types of employment are further categorised into land use classifications to enable land and floorspace requirements to be estimated and assessed under State and Local Government Planning Schemes.

## MODELLING OUTCOMES

The outcomes of the stages of modelling are a set of tables which outline future employment requirements from a ‘big picture’ regional level down to an on-ground centre level.

### Regional Employment Requirements

Figure 9 illustrates the regional employment requirements of MBRC and the former Caboolture LGA if population increases according to PIFU projections and ESS levels must rise by 10% to prevent untenable pressure on road infrastructure.

**Figure 9: Regional Employment Needs – Preferred Scenario**

MBRC	2006	2031	Increase
Population	324,788	523,037	198,249
Working Population	148,833	239,754	90,921
Total Jobs	77,890	145,998	68,108
Population-driven Jobs	70,479	116,687	46,208
Strategic Jobs	6,493	29,311	22,818
Employment Self-Sufficiency	52%	62%	10%
Population-driven Jobs per Capita	0.22	0.22	0
Former Caboolture LGA	2006	2031	Increase
Population	132,473	229,277	96,804
Working Population	54,304	93,986	39,682
Total Jobs	31,129	63,275	32,146
Population-driven Jobs	28,228	52,734	24,506
Strategic Jobs	2,564	10,541	7,977
Employment Self-Sufficiency	57%	67%	10%
Population-driven Jobs per Capita	0.21	0.23	0.02

**Source:** Pracsys Analysis of ABS Census 2006 and PIFU forecasts

Within the former Caboolture LGA, ESS growth of 10% means an additional 32,000 jobs by 2031. Population-driven jobs per capita increase slightly to the regional local government average based on the assumption that the centre will operate more effectively, providing a more comprehensive goods and services offering which reduces leakage levels. This represents an additional 24,500 jobs supported directly by growth in local consumer expenditure.

Changes in the quantity or characteristics of the population being serviced by population-driven activity are classed as economic growth. For economic development to occur, strategic industry must draw in greater income from external markets through the export of goods and/or services. This strategic employment also provides a diversity of job opportunities to facilitate greater levels of local employment (and the growth in employment self-sufficiency rates). Thus to reach target employment, the remaining 7,977 job growth must be strategic/knowledge jobs. This segment typically employs a higher-skilled and higher income workforce that is likely to generate significant flow-on impacts through business to business and consumer expenditure within the local economy.

Figure 10 shows the more detailed future employment type breakdown for the former Caboolture LGA.

**Figure 10: Employment type classification**

Former Caboolture LGA	2006 Jobs	2031 Jobs
Export	1,229	3,164
Consumer Services (CS)	14,016	25,250
Producer Services (PS)	10,027	18,900
Knowledge-Intensive CS	4,185	8,368
Knowledge-Intensive PS	1,335	7,593
Total	30,792	63,275
Population-driven	28,228	52,518
Strategic	2,564	10,757

**Source:** Pracsys Analysis of ABS Census 2006 and National Accounts

To demonstrate that future population-driven job projections can be supported by the growing population, detailed expenditure analysis was carried out using ABS Household Expenditure Survey data. For example, in 2006 there were 14,000 consumer services jobs, of which almost 11,000 could be attributed to spending by residents within the local catchment. Using the same methodology for the future resident population (but reducing leakage rates to account for greater amenity local provision), it is possible to estimate how many additional jobs could be needed by 2031, simply to accommodate growing residential demand for goods and services.

**Figure 11: Employment driven by User Population Expenditure**

Consumer Services Jobs	2006	2031	Increase
Resident-driven jobs	10,907	18,176	7,269
Worker-driven jobs	2,109	5,134	3,025
Visitor-driven jobs	1,000	2,000	1,000
Total Consumer Services Jobs	14,016	25,310	11,294

**Source:** Pracsys Analysis of ABS Household Expenditure Survey and PIFU forecasts

Figure 11 shows the estimated number of consumer services jobs supported by the different user group expenditure, corresponding with numbers in figure 10.

### CMPAC Employment Needs

Figure 12 shows centre-based employment (within CMPAC boundaries) currently and forecast to 2031, by employment type classification. There is large growth needed in consumer services due to the growing residential and worker populations. The second



largest growth must occur in the knowledge-intensive producer services category due to the low base point and the need for high-productivity business-to-business activity (such as professional services and logistics) to directly facilitate export oriented activity and thus drive economic development. The lowest growth within the centre will be in the producer services category, due to the large space and road access requirements often experienced by these types of industries (i.e. storage and distribution, large item manufacturing). Preferred uses for within the centre core and surrounding train stations are higher density residential, commercial office, community office and services and complementary retail. Although producer services are traditionally encouraged to locate in industrial parks and on the periphery of activity centres, it is important for strong access links to be maintained for supply chain completion.

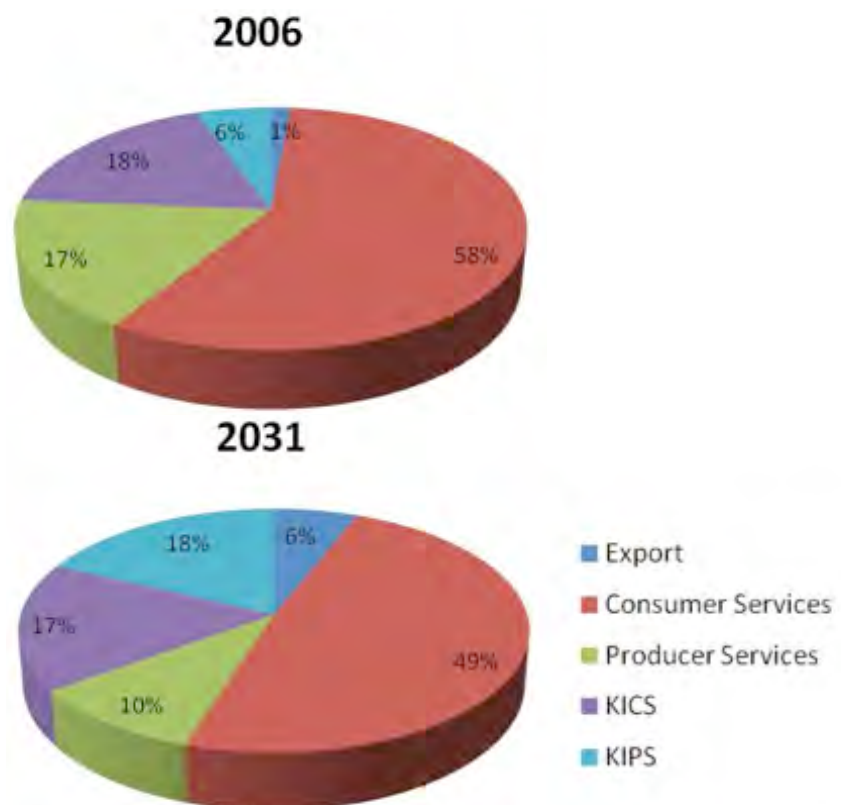
**Figure 12: CMPAC Employment by Type Classification**

CMPAC Jobs	2006	2031	Increase
Export	136	1,519	1,383
Consumer Services (CS)	5,378	12,402	7,024
Producer Services (PS)	1,619	2,531	912
Knowledge-Intensive CS	1,699	4,303	2,604
Knowledge-Intensive PS	517	4,556	4,039
Total	9,349	25,310	15,961
Population-driven	8,696	19,236	10,540
Strategic	653	6,074	5,421

Source: Pracsys Analysis of ABS Journey to Work for ANZSIC Industries

Figure 13 graphically represents the required change in CMPAC employment type by 2031.

**Figure 13: CMPAC Employment Type Chart**



Source: Pracsys 2010

Total strategic employment growth required in the centre (comprising Export and KIPS categories) equates to 5,421 jobs. This is a large increase from a small base, representing an ambitious target for CMPAC and the MBRC. It does however compare with numbers and proportions achieved in other principal regional centres, and as shown in figure 9 is necessary to enable only a 10% uplift in ESS (providing local job opportunities for residents to prevent long commutes). While the population-driven employment will take care of itself to some extent, the actions, governance and implementation arrangements specified



in the Economic Development Strategy are primarily to drive strategic industry attraction and retention.

**Figure 14: CMPAC Employment by Land Use Category**

CMPAC Jobs	2006	2031	Increase
Retail	2,708	6,328	3,620
Office	1,624	7,087	5,463
Showroom	534	1,519	985
Industrial	1,202	3,417	2,215
Community	3,281	6,960	3,679
Total	9,349	25,310	15,961

Source: Pracsys Analysis

Figure 14 illustrates potential land use implications for the future employment in CMPAC. Employment from figure 12 is put into a set of land use categories which can then be translated into floorspace and land area requirements based on a number of ratios and assumptions.

### Jobs In-Centre

Figures 15 and 16 show the proportion of former Caboolture LGA employment in each employment type and land use category that will be located within the CMPAC centre boundaries. Centre-based employment lifts from 30% to 40% as a minimum requirement, consistent with centres policy principles (such that economic activities should be located in areas that are commercially attractive, cost effectively provided with infrastructure and environmentally sustainable<sup>5</sup>). While the proportion of population-driven employment

5 Regional Framework for Growth Management for South East Queensland

in-centre increases somewhat to reflect the centre’s role as a regional services hub, some components of this type of employment must also disperse to be close to resident populations and the communities they serve (i.e. convenience retail, health services). In contrast, much of the strategic employment (particularly the KIPS category) will need to locate in-centre to take advantage of productivity gains from agglomeration, and this is reflected in the increasing proportions.

**Figure 15: Proportion of former Caboolture LGA Employment in CMPAC**

Employment Type Category	2006	2031	Increase
Export	11%	48%	37%
Consumer Services (CS)	38%	49%	11%
Producer Services (PS)	16%	13%	-3%
Knowledge-Intensive CS	41%	51%	11%
Knowledge-Intensive PS	39%	60%	21%
Total	30%	40%	10%
Population-driven	31%	37%	6%
Strategic	25%	56%	31%

**Figure 16: Proportion of former Caboolture LGA Employment in CMPAC**

Land Use Categories	2006	2031	Increase
Retail	44%	50%	6%
Office	45%	59%	14%
Showroom	37%	48%	11%
Industrial	12%	21%	8%
Community	33%	37%	3%
Total	30%	40%	10%

Source: Pracsys Analysis

## FLOORSPACE IMPLICATIONS

Employment by land use category has been translated into floorspace and land area requirements based on certain ratios and assumptions taken from analysis of the existing situation in Caboolture and benchmarks from activity centres around Australia. Figure 17 shows the ratios of floorspace per employee in square metres for each land use category.

**Figure 17: Floorspace to Employee Ratio (m2)**

Land Use Categories	NLA per employee (m2)
Retail	43
Office	27
Showroom	64
Industrial	100
Community	43

**Source:** Caboolture Land Use Survey, ABS Journey to Work and Pracsys Benchmarking

Figure 18 uses these ratios to translate employment by land use category into floorspace by land use category. This methodology provided a result (based on current employment numbers) which was fairly consistent with floorspace as measured by Parsons Brinckerhoff in their site visit floorspace and land use audit.

**Figure 18: CMPAC Floorspace (m2) by Land Use Category**

Land Use Categories	2006	2031	Increase
Retail	114,372	272,061	157,689
Office	28,350	191,349	162,999
Showroom	34,380	97,216	62,836
Industrial	114,850	341,700	226,850
Community	170,001	299,280	129,280
Total	461,952	1,201,606	739,654

**Source:** Caboolture Land Use Survey, ABS Journey to Work and Pracsys Benchmarking

As part of the economic development strategy feeding into the land use strategy, these employment and floorspace figures for CMPAC are further allocated to five precinct locations (see Section 10: Implementation for the precinct staging). This is in fitting with existing transport and knowledge infrastructure, existing concentrations of activity, employment node linkages and requirements for business amenity. The Master Plan for CMPAC and the staging of development within the centre will drive vital business attraction and infrastructure investment, necessary for centre growth and prosperity.

## 4 CMPAC'S ECONOMIC DEVELOPMENT SCOPE

The scope for activity conducted through the CMPAC Economic Development Strategy has been articulated through 8 key principles. These seek to provide a defined area in which the CMPAC Economic Development Strategy will seek to influence. The scope encompasses both economic growth (population-driven) and economic development (strategic industry driven) initiatives.

### PRINCIPLE 1

**Encourage strong comparative advantages around which strategic employment may be based**

Brisbane's centralised employment characteristics are based upon the comparative value propositions of the various activity centres. Enterprises make decisions as to their location based upon judgement as to what an area offers comparative to another. Considerations as to location include:

- Proximity to important supply chains;
- Proximity to essential infrastructure;
- Connectivity to other activity centres;
- Availability of skilled workforce; and
- Cost to business in locating there.

Current employment characteristics of the MBRC suggest that some competitive advantages exist based around agricultural and manufacturing industries.

Within CMPAC itself there are no existing comparative advantages to leverage, such as close proximity to a port or airport, mineral resources or the presence of higher order knowledge infrastructure. The implication for the CMPAC Economic Development Strategy

is that to successfully develop sustainable knowledge-intensive export-oriented employment opportunities for the region's population, interventions related to the following will need to be actively developed:

- Enhance existing regional advantages;
- Create linkages between CMPAC and existing advantages; and
- Develop new advantages in CMPAC, and throughout the region.

### PRINCIPLE 2

**Focus on the development of industry that meets ongoing national and international needs**

Strategic economic activity is differentiated from population-driven activity by the generation of net new income for an economy through the creation of knowledge, goods and services that are of value to markets outside the immediate catchment.

A basis for the development of strategic economic activity within CMPAC is a clear understanding of the needs of external markets and the part that the centre may play in meeting these needs in the context of existing or potential comparative advantages. With existing manufacturing and agricultural strengths, and available space for large projects, MBRC and CMPAC may be able to develop a business case for research into several key areas.

Examples of three broad challenges pertinent to national and international markets that may be considered by the CMPAC Economic Development Strategy as a basis for the development of a value proposition include:

1. The management of water in urban populations

The supply of fresh water (and corresponding management of waste water) will be one of the great international challenges of the next century. Technological solutions will need to explore opportunities in efficient water use, waste-water recycling, localised treatment and supply of rainwater and energy efficient/cost effective desalination of sea water.

2. A resilient supply of food to populations in an era of climate uncertainty, increasing oil prices and carbon pricing

Increasingly globalised food supply chains and 'just-in-time' inventory management have made food supply systems vulnerable to global supply chain disruptions. In addition, the carbon cost of such supply chains will be increasingly felt by consumers in the future, making consumers more aware of the 'food miles' they eat. This will result in increased demand for local food sources. This demand will be met by modern farming and horticulture practices that efficiently use less land for greater yields, with less impact on the surrounding environment.

3. Sprawling population settlement creating burdens on fringe infrastructure

Ten percent of the world's population lived in cities in 1900. This had increased to 50% of the population by 2007 and is likely to reach 75% by 2050. Such rapid growth is placing strain on infrastructure systems as fringe development puts pressure on grids, sewers, dams, roads, rail, etc. Innovation is required that helps facilitate the development of sustainable and liveable cities for vast populations.

## PRINCIPLE 3

### Create 'sticky' jobs

Any assessment of employment creation at CMPAC should look beyond construction jobs and short-term footloose opportunities to longer term 'sticky' jobs and industries that will last and grow as the development matures. The production of knowledge-based strategic employment built upon sustained competitive advantages will be particularly vital to the delivery of sticky jobs.

The creation of sticky jobs will require investment in 'soft' knowledge infrastructure, which facilitates interactions between parties with complementary interests. Providing access to services perceived as desirable to major decision makers assists in retaining key actors around which industry is based. In the case of CMPAC, there will need to be integration of commercial initiatives within the central business core with research-based knowledge industries in the adjacent hospital site, to produce innovative outcomes attracting external investment.

## PRINCIPLE 4

### Maximise the population-driven employment generated within CMPAC in the context of the centres hierarchy

One component required for meeting employment goals for South East Queensland and MBRC will be the encouragement of economic growth through effective maturation and activation of Activity Centres. This will entail the provision of diverse activities throughout intense spaces, which are highly connected to local and sub-regional catchments. Levels

of amenity with CMPAC will need to be of an appropriate scale to perform the designated Principal Activity Centre role and support the future needs of the resident, worker and visitor populations.

In order for activity centres with little or no natural competitive advantages (as in CMPAC) to mature, they must plan to be diverse, intense and well connected with high amenity characteristics that initially are focussed upon servicing the needs of the local population. Successfully providing for the needs of the local population will allow CMPAC to minimise expenditure leakage outside of the centre catchment. It will also be beneficial in supporting CMPAC's 'quality of life' driver of competitiveness, helping to attract footloose small strategic businesses seeking appropriate bases for operations. Larger strategic industry based out of centre (i.e. associated with the resource industry) may also seek commercial offerings within a full provision activity centre.

## PRINCIPLE 5

### **Regional opportunities developed within CMPAC should not compete with other centres in MBRC**

The region's employment challenges will more easily be solved through the development of large 'agglomeration economies' around which support infrastructure can be invested and supply chains developed. These economies will provide higher order population-driven services to meet the area's needs, as well as being the base for knowledge-intensive export-oriented activity that exports knowledge, goods and services from the area. The centres hierarchy defines CMPAC as the Principal Activity Centre for agglomerated economic activity within the region.

Other centres within MBRC are classified as Major Activity Centres, intended to play a lesser strategic role than the CMPAC through the primary provision of population-drive employment.

Planning for the staging and development of all activity centres in MBRC will need to be highly cognisant of the need to support the development of agglomeration economies within the region through the intensification and diversification of activities within priority and established centres. For example, existing employment concentrations at other centres should seek to support the strategic employment at CMPAC through the integration of these centres into supply chains. This integration may range from the establishment of targeted complementary services right through to linking more general professional services. Linkages can be formalised through alliances and partnerships or informally promoted through networking opportunities.

## PRINCIPLE 6

### **Ensure economic development gains will be sustained into the future**

For economic development initiatives to be successful in the long term, all aspects of the master planning process (land use, transport, environmental, economic planning etc.) should ensure that the centre develops in a sustainable way. Businesses and industries should not be allowed to locate in the locations that are cheapest or most profitable now without consideration of the best way to address future consumer needs. For example, large petrol price hikes could mean that population-driven businesses without public transport access lose vital consumer expenditure, while

strategic industries would require proximity to freight rail instead of relying on the transport of exports by road.

Sustainable future planning must ensure that centres are concentrated to maximise transport efficiency, diverse to enable multi-purpose trips, accessible by public transport to reduce car dependency and comprised of high quality employment to reduce the need for long work commutes. Without adequate attention to these measures, even strong economic centres will be susceptible to external impacts, particularly those in regional areas.

## **PRINCIPLE 7**

### **Activity must be based on a rigorously developed business case**

For economic development strategies to move from a series of metric and motherhood statements to productive documents that drive results, a rigorous business case is required to support the goals identified within the strategy. This business case will need to include:

- Projected revenue sources for different periods of maturity over the strategy's lifetime;
- A governance model that supports regional, sub-regional and economic development targets. This model should also appropriately reflect the maturity of initiatives over the strategy's lifetime;
- Metrics and measures around which to develop and assess key performance indicators; and

- Appropriate reporting and feedback mechanisms to ensure that stakeholders remain engaged and the strategy remains relevant to CMPAC and the region's changing economic circumstances.

## **PRINCIPLE 8**

### **Implementation should be performed by agencies with economic development as their core business**

The business of delivering targeted economic development interventions should be the core business of the agency that is charged with implementing the CMPAC Economic Development Strategy. This may mean that MBRC, the Queensland State Government and other stakeholders involved within land industry development at the CMPAC are required to delegate responsibility for delivery to an external public or private sector agency with expertise in this area. The scope and empowerment of the agency should intentionally avoid the pitfalls that often hinder the success of economic development strategies.

**Figure 19: CMPAC Economic Development Principles**

1	Encourage strong comparative advantages around which strategic employment may be based	<ul style="list-style-type: none"> <li>Enhance existing regional advantages</li> <li>Create linkages between CMPAC and existing advantages</li> <li>Develop new advantages in CMPAC and the region</li> </ul>
2	Focus on the development of industry that meets ongoing national and international needs	<ul style="list-style-type: none"> <li>Understand the enduring needs of large external markets</li> <li>Explore ways in which CMPAC and MBRC may assist in meeting these needs</li> </ul>
3	Create 'sticky' jobs	<ul style="list-style-type: none"> <li>Jobs that last beyond construction and early phases of development</li> <li>Jobs in industries with growth trajectories</li> <li>Jobs in established industry agglomerations</li> </ul>
4	Maximise the population-driven employment generated within CMPAC in the context of the centres hierarchy	<ul style="list-style-type: none"> <li>Lack of natural strategic competitive advantage means that initial employment opportunities will be population-driven</li> <li>Effective population-driven activation provides a long-term value proposition for attraction of footloose strategic industry as the centre matures</li> </ul>
5	Regional opportunities developed within CMPAC should not compete with other centres in MBRC	<ul style="list-style-type: none"> <li>Agglomeration economies will generate the best results for local quality employment for CMPAC residents</li> <li>Dispersing activity away from the centre diminishes intensity required for economic development</li> </ul>
6	Ensure economic development gains will be sustained into the future	<ul style="list-style-type: none"> <li>Businesses should consider the best way to address future consumer needs</li> <li>Sustainability planning reduces susceptibility to external impacts</li> </ul>
7	Activity must be based on a rigorously developed business case	<ul style="list-style-type: none"> <li>Financial and human resourcing must be effective</li> <li>Reliance on single source funding is unsustainable</li> </ul>
8	Implementation should be performed by agencies with economic development as their core business	<ul style="list-style-type: none"> <li>Delivery of the strategy should be delegated to an agency whose core business is economic development</li> <li>Board oversight should be based upon competencies rather than representation</li> </ul>



## 5 CMPAC'S ECONOMIC GOALS

An understanding of the operating context and scope of the CMPAC Economic Development Strategy allows for the identification of distinct, measurable goals upon which strategic decisions and successes may be evaluated. Goals have been set for economic growth and development within CMPAC to 2031, however some will be achieved earlier, as the success of later goals will be predicated by their achievement. The goals have been set to 2031 to mirror current state planning timelines, and therefore to reflect the best available data sets.

Movement towards each goal will be documented at milestones that reflect periods in the development's economic maturity. Figure 20 outlines eight key goals for the CMPAC Economic Development Strategy and identifies how each goal relates to the eight principles that define the scope for the Strategy.

### **Goal 1. Generate 25,000 jobs to meet employment self-sufficiency targets**

A figure of 25,000 jobs reflects the scale of employment estimated for CMPAC to mature to the levels targeted within employment modelling and reduce the need for long work commutes. Growth in the population-driven component assumes a reduction in resident expenditure leakage to major centres and the inclusion of a higher proportion of knowledge-intensive consumer services, indicating a transition towards a diverse population-driven economy. As befits the profile of a Principal Activity Centre, knowledge-intensive export-oriented employment will need to increase through the attraction of strategic industries. Without attraction of such activity, this scale of employment will not be achievable.

### **Goal 2. Achieve a minimum of 0.23 population-driven jobs per resident**

Capturing expenditure from a more diverse user-mix (resulting from greater worker populations in a range of commercial and community-driven activity located within an intense centre), it will be possible for CMPAC to achieve 0.23 population jobs per resident. In 2006 the MBRC had 0.22 population driven jobs per resident and the former Caboolture LGA had 0.21 jobs per resident.

### **Goal 3. Achieve a minimum of 40% of all LGA employment within the activity centre**

Currently 30% of total Caboolture employment is within the PAC boundaries. As total job numbers increase, the proportion in-centre should also increase in line with agglomeration and sustainable centre principles. Land analysis has identified that there is sufficient land within CMPAC to accommodate greater than 25,000 jobs, which equates to 40% of Caboolture's job requirement at 2031, and the strategy for economic development outlines benefits to business arising from co-location.

### **Goal 4. Achieve a minimum ratio of GFA to total land-area within 400 metres of the Caboolture station of 1:1**

Transit-oriented development principles advocate higher density of residential and commercial development in strategic locations surrounding transport nodes, particularly train stations. Land analysis identifies sufficient redevelopable land surrounding Caboolture Train Station, which could accommodate an intense mix of residential and commercial space based on floorspace ratio assumptions. Benefits associated with public transport



accessibility will increase as populations grow and place more pressure on the road networks. Planning for future diversity and intensity at Caboolture Station will maximise public transport infrastructure investment and centre sustainability.

**Goal 5. Achieve average dwelling density rates of 20du/ha**

Greater numbers of residents drive population-driven employment, particularly within vibrant, walkable communities, containing a diversity of convenience and comparison goods. The achievement of an average dwelling density of 20 dwellings per hectare would require approximately an additional 10,000 dwellings to be developed within the centre boundary. Based on land analysis and building height assumptions, this target is achievable with varying levels of density appropriate for different precinct locations within the centre. PIFU forecasts an additional 50,000 dwellings within the former Caboolture LGA by 2031 required to accommodate residential growth, indicating that escalation in demand for housing at the high amenity PAC location will occur.

**Goal 6. Achieve mature regional centre activity diversity**

Benchmarking of mature regional centres shows a greater proportion of knowledge-intensive employment based around office and community (including health and education) land uses, compared with immature retail centres. Within the new centre boundaries, CMPAC needs to achieve a more even mix of civic, commercial and community services, complemented by retail and entertainment amenity. This reduces the need for multiple

trips to access employment alongside a range of goods and services, and creates a centre which is active for more hours of the day and night.

**Goal 7. Achieve strategic employment equal to 24% of total centre employment (6,000 jobs)**

The creation of 6,000 strategic jobs within knowledge intensive/export-oriented industries represents required additional employment necessary to support the projected Caboolture (former LGA) population at 2031 without the need for greater numbers of commuter cars on the road system. These jobs will need to be located within the future agglomeration of strategic activity to be fostered within the Caboolture CBD, with links to the Hospital and Education Precinct, and potentially building on current industry strengths in manufacturing and agricultural production.

**Goal 8. Development of a sustainable, effective economic development governance structure for CMPAC**

To support achievement of the vision of the CMPAC Economic Development Strategy, a governance structure must be established that is focussed upon on-the-ground implementation of initiatives through a well resourced and self-sustaining business model.

Figure 20: Key Goals for CMPAC

		Relationship to Principles							
		1	2	3	4	5	6	7	8
		Strong comparative advantages	Industry that meets ongoing needs	'Sticky' jobs	Maximise population-driven employment	Support agglomeration economy	Sustainable economic development gains	Rigorously developed business case	Implementation core business
1	Generate 25,000 jobs to meet employment self-sufficiency targets				✓	✓			
2	Achieve a minimum of 0.23 population-driven jobs per capita				✓	✓			
3	Achieve a minimum of 40% of all LGA employment within the activity centre					✓	✓		
4	Achieve a minimum ratio of NLA to total land-area within 400 metres of the train station of 1:1				✓	✓	✓		
5	Achieve average dwelling density rates of 20du/ha				✓	✓	✓		
6	Achieve mature regional centre activity diversity		✓	✓	✓	✓	✓		
7	Achieve strategic employment equal to 24% of total centre employment (6,000 jobs)	✓	✓	✓		✓			
8	Develop a sustainable, effective economic development governance structure	✓	✓	✓	✓	✓	✓	✓	✓

## 6 FOUNDATIONS OF ECONOMIC DEVELOPMENT

### ECONOMIC GROWTH VERSUS ECONOMIC DEVELOPMENT

Economic Development strategies within Australia rarely quantify employment differences based upon quality and characteristics. The easiest type of employment to generate at CMPAC will be that which services the local population's needs. In general, approximately 20-30% of required jobs within regional areas can be achieved simply in servicing the local population's needs. Such employment ranges from low productivity retail and service industry jobs, to knowledge intensive consumer services (KICS) including medical care (GPs and Hospitals), education (schools, TAFE and teaching universities), and transient jobs including construction. As it relies on a relatively local catchment of expenditure, employment expands in response to population growth. Spatial economic activation may allow CMPAC to capture a greater proportion of expenditure, as may changing the user mix of the area (increased residential density, greater workforce) however such employment will hit a 'glass ceiling' in relation to the population it serves. It should therefore be considered a function of economic growth rather than economic development.

In contrast, economic development results from the attraction of new expenditure from external markets through the production of knowledge, goods or services that are of perceived value to these markets. Such activity results from the development of competitive value propositions, efficient supply chains, and available local expertise and resources to bring goods and services to the market.

Within Australia, and particularly in Queensland, a majority of economic development is oriented towards the exploitation of finite resources (e.g. minerals, energy, forestry and fisheries). Such activity drives economic development through the extraction and transport of resources to external markets. Whilst highly productive, such industry is not by its nature sustainable, as the ability to generate economic outputs is diminished once the resource is exhausted.

The development of a resilient economy needs to augment the exploitation of resources with the development of knowledge intensive export-oriented (KIEO) industry. Outputs from KIEO activity are potentially infinite as long as innovation continues.

### ECONOMIC CONCENTRATION FACTORS

An economic concentration factor (ECF) represents the concentration of a particular industry within a region compared with that industry's strength within the state (or nation). An ECF of 1.0 means that an industry has the same concentration in the region as it does the state. Measurement of economic concentration factors is useful in urban economic analysis as it provides a strong indication of the agglomeration of an industry or group of industries. Care must be taken as the metric gives no indication of the relative size of the industry, i.e. a region may have a very high ECF with a small number of employees if the industry is small, whilst a low ECF in a large industry may still equate to a significant proportion of employees.

## SEVEN FACTORS OF COMPETITIVENESS

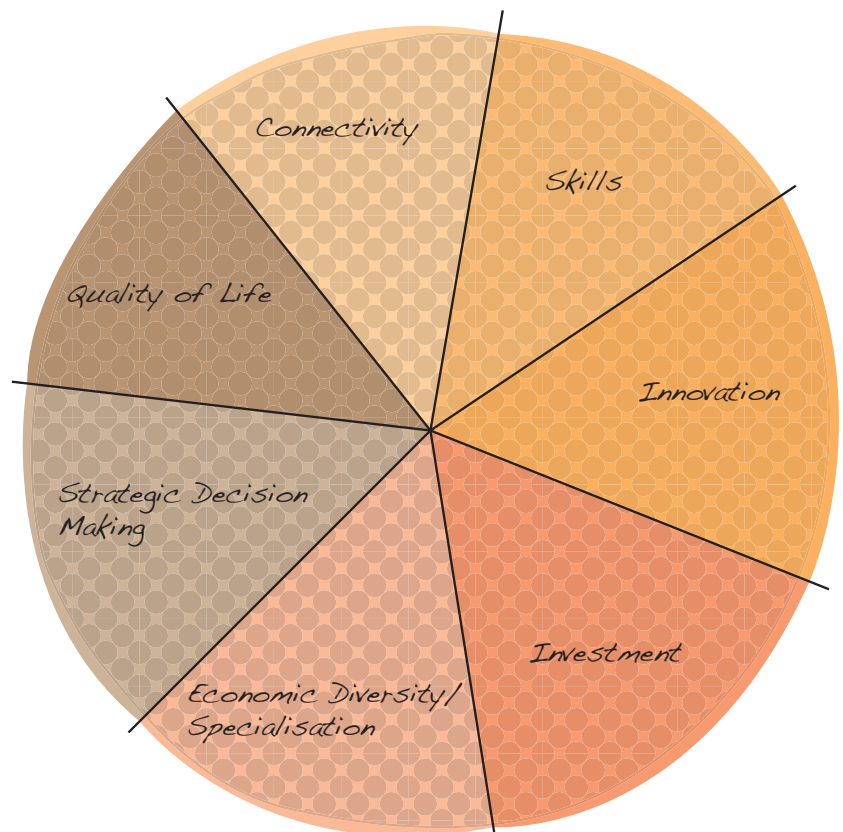
The MBRC and CMPAC's economic competitiveness is determined by performance in seven major areas of influence. These include: connectivity, skills, innovation, investment, economic diversity/specialisation, strategic decision-making and quality of life. National, regional and local economic governance structures each have varying abilities to influence individual factors in different ways. Land-allocation/availability of land is not specifically identified, yet traditionally is a primary focus of regional economic development initiatives. This is due to the strong focus on land-use management as a historic function of local government and regional agencies. As economic development has evolved as a discipline, agencies have sought to influence the factors immediately within their locus of control, which is often land-use.

The modern centralised nature of microeconomic decision-making has resulted in local authorities and regional agencies having limited influence on local economies. Areas where local authorities have the ability to influence outcomes typically focus on 'quality of life' concerns and overall area amenity. These areas may assist in the attraction of 'footloose' strategic knowledge industry to an area such as CMPAC if the amenity proposition of the activity centre exists. They are unlikely to be able to impact upon strategic employment to the extent that is required for the region to achieve ambitious employment targets.

Regional economic development agencies are also constrained by factors within their locus

of control and available resources. An agency's mandate encompasses both community and economic development priorities, and is guided in focus by the priorities of the government of the day. The agency has the potential to contribute to innovation and entrepreneurial development, economic diversity and local workforce skill development, however is often constrained due to a lack of resources.

**Figure 21: Drivers of Regional Economic Competitiveness**



**Source:** The State of English Cities, UK Department of Communities and Local Government

## 7 ECONOMIC DEVELOPMENT INTERVENTIONS

Interventions aimed at facilitating economic development typically fall under these broad categories. These are:

- Major project attraction
- Supply/Value chain augmentation
- Endogenous growth structures
- Smart Communities

Each of these categories has a part to play in the overall development of a sub-regional economic development strategy, based upon a clear understanding of the characteristics of each intervention.

### MAJOR PROJECT ATTRACTION

Many regions and sub-regions devote significant resources to the attraction of major industry projects to their locality as such projects provide impetus for economic development. To truly consider the long-term consequences of the arrival of such projects, a number of factors need to be assessed.

Firstly, the choice of location for a major project to an area should focus upon the comparative advantages of an area across the drivers of competitiveness, rather than be based upon short-medium term preferential public sector treatment. While tax incentives can attract significant activity particularly during labour-intensive construction phases, with states competing for the establishment of firms and projects, over time firms can be offered a better deal elsewhere and follow the cost saving. Such project attraction will therefore be unsustainable.

All negative externalities associated with projects need to be fully considered when

calculating the economic impact. Major industrial initiatives may seek areas with lenient environmental controls. They may bring significant employment opportunities to the local population and economic activity into the area however may create long-term negative externalities such as pollution that are paid for by the community over generations to come. Regardless of whether a region or sub-region considers these costs worth the benefits, the costs should be explicitly considered.

Finally, the attraction of a major project can provide significant opportunities to develop new capabilities within a local economy, fostering economic development outcomes multiplied beyond those generated by the project. Extensive planning should be undertaken during any major project to maximise the development and benefits. For example, resource extraction projects out of Gladstone have not simply focused on providing infrastructure to meet the needs of individual projects, but have also developed a strong complementary industry support sector. The proliferation of knowledge-intensive producer services (KIPS) benefit the development of local communities, whilst also able to export knowledge, goods and services to external markets.

### EXISTING CHARACTERISTIC AUGMENTATION

All regional and sub-regional economies have characteristics that could be better exploited for the economic benefit of the area. In particular, strategies should examine areas where a competitive value proposition has already been proven through the development of strategic industry. Typically economic development initiatives that fall within this

category focus on the vertical or horizontal augmentation of industry supply chains.

Vertical industry supply chain augmentation seeks to expand local economic activity through development or attraction of industry suppliers and customers to the area. Examples include the establishment of local supply alternatives, the secondary and tertiary manufacture of local raw materials, and the application of by-products.

Horizontal industry supply chain augmentation seeks to utilise existing capabilities or characteristics in a different way to develop new value propositions. Examples include the utilisation of industry skills or the utilisation of materials.

## **ENDOGENOUS GROWTH STRUCTURES**

Endogenous growth refers to activity originating from within a region or sub-region. It is the development of export-oriented industries based upon capacity developed internally, although with strong connections to international supply chains and markets. Economic development initiatives focussed on endogenous growth explore the structures and systems that foster the internal creation of capabilities and capacity. These structures may include targeted education offerings, soft infrastructure network development, capital raising structures, logistics structures, telecommunications structures, and encouragement of creative class migration. A challenge with focussing economic development initiatives on endogenous growth structures is the potential lag between investment and results. These interventions take time and are unpredictable in their results.

They therefore require governance that is willing to take a strategic point of view.

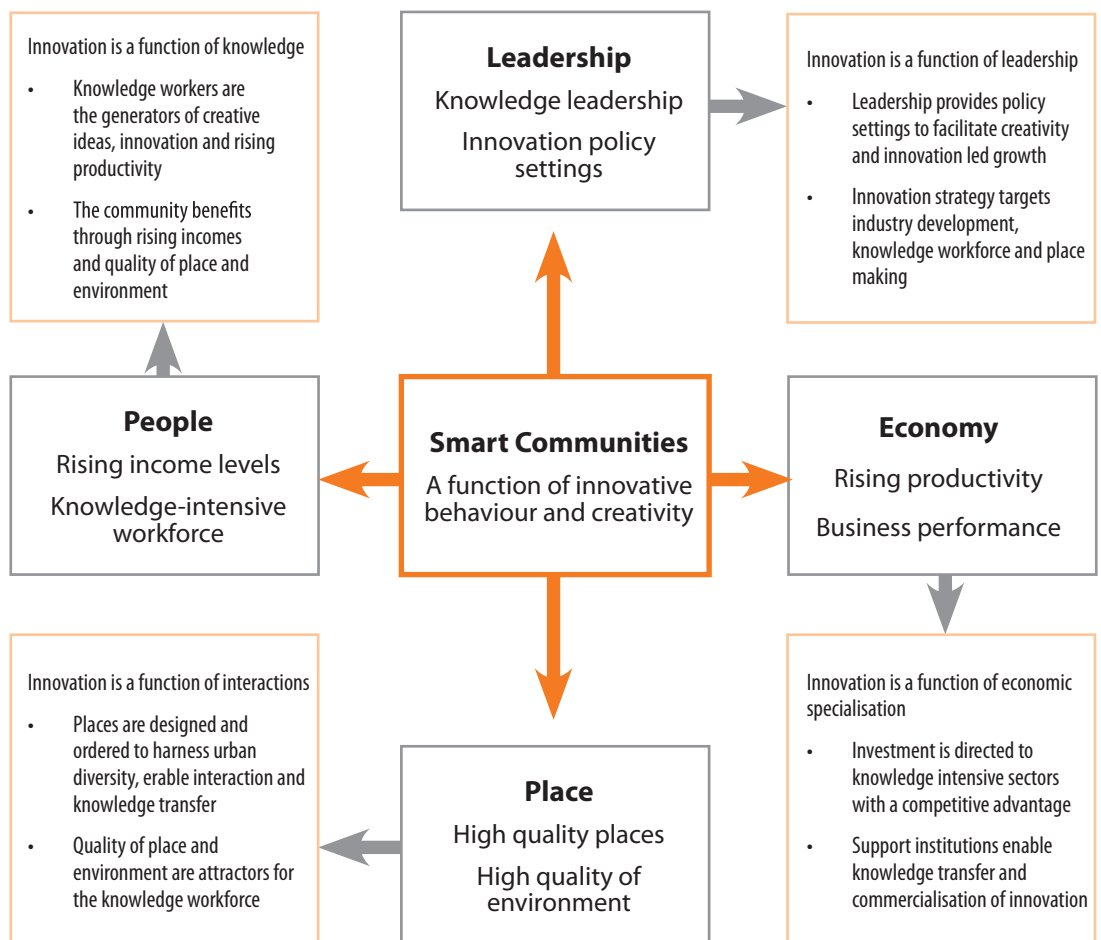
## **SMART COMMUNITIES**

'Toward Q2: Tomorrow's Queensland' positions Queensland as a strong, green, smart, healthy and fair state where knowledge, creativity and innovation drive economic growth to improve the prosperity and quality of life for all Queenslanders. Target 2 under the strong Queensland' banner is a 50% increase in the proportion of Queensland businesses that undertake research and development or innovation. Figure 22 identifies the building blocks and interrelationships involved in developing a smart community.

Smart communities are a function of innovative behaviour, supported by innovation leadership, rising productivity and business performances, competitive economic localities, high quality of place, environment, rising levels of income and knowledge. The framework illustrates the rationale for focusing planning, investment and development into activity centres. It emphasises the importance of creating compact, dense and integrated places, capable of supporting a mix of uses in a diverse, accessible and high amenity environment.

It also highlights the potential benefits of developing and expanding the Caboolture Hospital to create a 'Health & Education Precinct' acting as a hub of knowledge and innovation. The endogenous growth factors connected with this precinct include the specific mix of backward and forward linkages that might occur related to the value chains associated with the hospital and education facilities.

**Figure 22: Evidence base for Smart Communities**



**ACTIVITY CENTRE MATURITY**

The economic maturity of an activity centre is based upon the proportion of quality employment that exists within a centre, rather than the scale of a centre. The activity centre maturity matrix is shown in Figure 23.

Activity Centres mature through the matrix based upon the employment composition of the centre, in particular the proportion of Knowledge Intensive Consumer Services (KICS) and Knowledge Intensive Export Oriented (Strategic) employment. In order for CMPAC

to move from its current position (somewhere between an immature and a diverse population centre), it will need to attract a much greater scale and diversity of both population-driven and strategic employment.

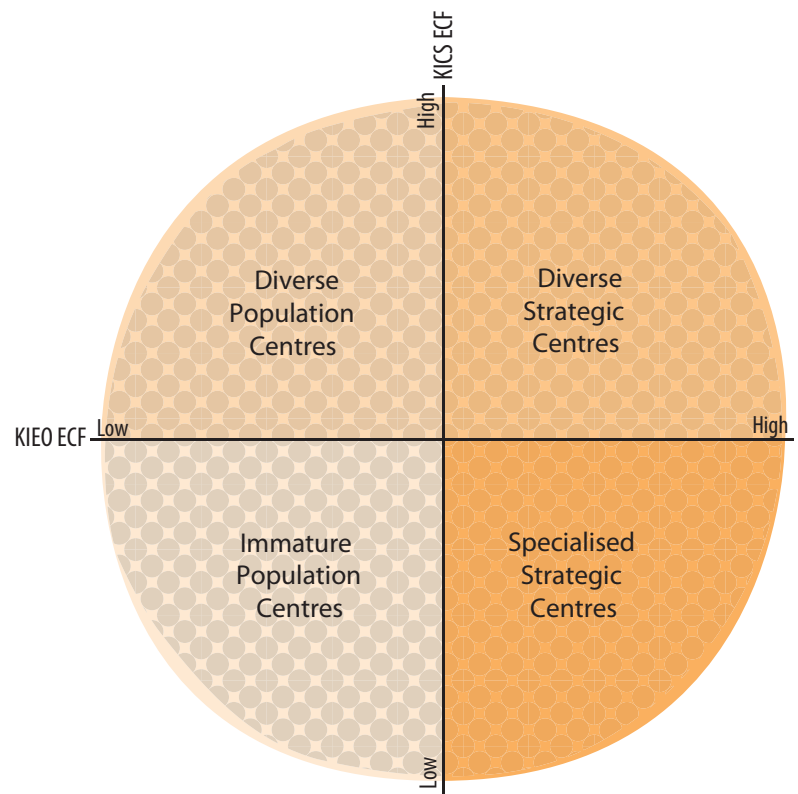
The preferred Master Plan scenario focuses development in several precincts within CMPAC, building upon the existing separate employment and activity nodes, but designating the Caboolture CBD node as the major ‘city centre’ to encourage knowledge economies and also attract more dining, consumer services and worker convenience



retail to the area. When the scale and intensity of the centre is great enough to generate beneficial agglomeration externalities, which industries recognise as a factor in increasing productivity levels (and hence the reason why businesses pay higher rents to locate in city tenancies), CMPAC will be more likely to attract the higher order uses required by a Principal Activity Centre.

Creating a proper 'city centre' address and directing infrastructure and investment to this location will ensure the greatest potential for attracting strategic and knowledge-intensive firms – which are a necessity for the economic development of Caboolture and to facilitate improvements in employment self-sufficiency levels.

**Figure 23: Activity Centres Maturity Matrix**



Source: Pracsys Modelling (2009)



## 8 CMPAC ECONOMIC VISION STATEMENT

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Based upon the identified principles and goals a vision statement for CMPAC may be articulated.

The Caboolture-Morayfield Principal Activity Centre will play a key economic role within the Moreton Bay Region.

CMPAC will attract and retain high quality, diverse employment opportunities for local residents; drive prosperity through knowledge-intensive industry development; promote sustainability through diversity, intensity, employment and access; and ensure that all user groups have a high amenity, liveable environment in which to carry out vital economic and social transactions.

## 9 CMPAC ECONOMIC DEVELOPMENT GOVERNANCE

### The need for an Economic Development Governance Structure

For CMPAC to play a constructive role in the economic development of MBRC within SEQ, an effective governance structure must oversee the development and delivery of the vision. As the relevant authority, the regional council will be required to establish an effective governance model for CMPAC, alongside delivery partners and key stakeholders. Outsourcing delivery of the Economic Development Strategy to a suitably qualified third party is an appropriate measure as the delivery of economic development outcomes is the non core-business of council.

The proposed governance model adopts a competence-based approach to the delivery of optimal employment outcomes for CMPAC. The ultimate governance structure will be dependent on a number of factors including the future statutory environment in which the Strategy will be delivered, and the delivery model adopted by council for development of CMPAC.

### CMPAC Economic Development Governance – A Potential Model

The key characteristics of the proposed governance model include:

- Cross jurisdictional governance (vertical integration);
- Input from all relevant sectors (horizontal integration);
- A cross spatial boundary mandate;
- Risk management rather than risk mitigation decision-making;

- Access to variety of revenue streams; and
- Attraction of appropriately skilled board and executive.

#### 1. Cross Jurisdictional Governance (vertical integration)

The CMPAC Economic Development Strategy would need to clearly understand and respond to drivers and actors at regional and sub-regional levels. Centralised governance structures will continue to struggle to understand specific characteristics, needs and opportunities for the centre and region, making them unable to respond in an effective or timely manner. In contrast, local governance structures generally do not have sufficient access to resources or the big economic picture required to deliver targeted, successful initiatives. This means that the governance structure overseeing the strategy would need to encompass regional and state level agencies (vertical integration) to ensure that decisions are based upon appropriate knowledge, skills and abilities.

#### 2. Input From All Relevant Sectors (horizontal integration)

Successful delivery of sub-regional economic development initiatives cannot be exclusively public-sector driven. Achievement of optimal outcomes stem from strong, open communication channels with a variety of stakeholders, in particular private export-oriented industry, infrastructure providers and funders who would contribute to the development of competitive operating environments. The CMPAC External Delivery Agency would need to be proactive in capturing the expertise and inputs formally and informally from such stakeholders. This requires not only consultation, but also participation

at board level by a range of sectors, with the public sector not necessarily holding a majority vote.

### **3. Cross-Boundary Mandate**

There needs to be careful consideration as to appropriate spatial boundaries to apply to economic development governance models. For the CMPAC Economic Development Governance Structure to successfully impact on the employment conditions of MBRC, the Agency's mandate would need to reach beyond the boundaries of the CMPAC development. For a sub-regional innovation governance agency to be effective, it should have within its authority:

- Significant components of strategic industry value chains (or the potential to develop such value chains);
- Viable economic infrastructure (including transport, telecommunications, education);
- A sizable available labour force; and
- Ability to source revenue from a variety of sources.

As such, the governance structure mandate would need to include the ability to identify and invest in projects within broader MBRC, and actively partner with public and private sector actors within these areas.

### **4. Risk Management Paradigm**

Economic development governance structures should seek to allocate resources (including time and knowledge) to a limited and targeted few projects. There is an inherent risk of failure associated with entrepreneurial projects, with revision and revitalisation being important

elements of any dynamic innovation-oriented system. Decision-making by the CMPAC Economic Development Governance Structure should be mindful of the need to take considered risks in project selection if optimal employment outcomes are to be achieved. Therefore, a risk management paradigm should be adopted that provides a way of assessing such risk.

### **5. Access to a Variety of Revenue Streams**

The CMPAC Economic Development Strategy requires a governance model that allows for locally oriented expenditure based upon in-depth knowledge of the regional economy. This expenditure should involve a wide range of areas including business investment and provision of capital, public private partnerships and infrastructure investment. Current regional innovation models are characterised by funding for specific uses, resulting in a lack of empowerment and flexibility for regional innovation initiatives. Through the raising of revenue using per-lot employment levies or levying of additional rates from business and property owners within a business improvement district, the CMPAC development governance structure could have access to a significant pool of capital. Targeted investment of this capital may result in these resources acting as seed funding for larger investment by public and private enterprises, as well as act as a source of further revenue streams (e.g. through equity holdings in seeded companies). The governance structure would need to have both the mandate and expertise to utilise this funding across all potential scenarios identified within the CMPAC Economic Development Strategy.

## 6. Attraction of Appropriately Skilled Board and Executive

An effective Economic Development governance structure for CMPAC would require experience relevant to all aspects of innovation. Adequate allocation of resources is required for the attraction and retention of a quality board, and policy frameworks should be employed to influence appropriate mixes. This level of expertise would require a perpetual effort in determining suitable people and competitively resourcing positions.

## Strengths and Challenges of a CMPAC Economic Development Governance Structure

### 1. Strengths

- Allows for an extensive knowledge base to be developed and such knowledge to be utilised in the implementation of a CMPAC Economic Development Strategy;
- Engages participants within the greater regional economy including the private sector, education institutions and the public sector. Engagement is likely to result in more effective, targeted economic development initiatives;
- Provides for a degree of autonomy in identifying and executing economic development initiatives. This would result in the development of stronger economic identities and a greater international focus;
- Allows for regional stakeholders to interact with each other as partners rather than competitors for resources;

- Allows for the development of governance that is spatially logical with regard to supply chains, employment characteristics and industry activity; and
- Ensures that there is sufficient expertise across the areas relevant to economic development to cultivate educated and well thought-out decision making.

### 2. Challenges

- Decentralises control of economic development meaning that public sector agencies would need to act more as active stakeholders within a strategy working towards 'big picture' outcomes, rather than regulators of the strategy;
- Requires an available workforce of skilled economic development practitioners mindful of the seven drivers of economic competitiveness and the available means to influence these;
- May require additional/different data to that currently available through the Australian Bureau of Statistics and other relevant agencies; and
- Would require regular engagement with the private sector to maintain an understanding of the benefits of being involved in such processes.

## 10 FEEDBACK MECHANISMS

The incorporation of feedback mechanisms into the CMPAC Economic Development Strategy is important to ensure that the actions of a delivery agency reflect the Strategy's vision. In this context the feedback mechanisms proposed within the strategy fall into two categories. These are:

- Structures and data required to assess the progression of the Strategy towards its articulated goals; and
- Structures and mechanisms required to facilitate the timely and accurate flow of information between stakeholders, oversight committee, Board of Directors and the delivery agency.

### PROGRESS TOWARD GOALS

For the vision and goals of the CMPAC Economic Development Strategy to be meaningful, a mechanism must be established initially to provide an ongoing assessment of progress made. This tool will need to be dynamic with data from available sources (e.g. ABS Census and OESR Land Use and Employment Surveys) constantly updated when it becomes available. It will need to provide insights into areas including the:

- CMPAC and MBRC demographic and employment profile;
- CMPAC and MBRC economy and industry profile;
- Diversity, productivity and strength of relationships developed by the delivery agency; and
- Stakeholder perceptions of the value of the CMPAC Economic Development Strategy.

Four assessment modules will be required to provide these insights. Each of these modules will allow for an up-to-date assessment of metrics, and will provide the ability to compare information to previous iterations of analysis.

#### 1. Population and employment profiling

A module focused on the interpretation of demographic and employment data at a region-wide and CMPAC development level to provide a summary of changes in circumstances over time. The module would provide insight into changes in:

- Employment quantity by industry;
- Employment quality by industry;
- Progress towards sub-regional employment targets;
- Household composition;
- Household income; and
- Settlement patterns;

#### 2. Economic and industry profiling

A module that examines changes in the industry profile of CMPAC and the MBRC should provide a breakdown of population-driven versus strategic activity. The relationship between population-driven activity and population growth should be examined, along with the development of agglomerations of strategic economic activity.

#### 3. Strategy network mapping

This module should develop and update network maps describing the diversity, strength and productivity of relationships between stakeholders and the Strategy Governance Structure. Metrics within these maps should describe the connectivity and relevance of the delivery agency within these networks.

#### 4. Stakeholder perception mapping

The final module should describe changing stakeholder views of the value of CMPAC Economic Development Structures over time. It should express the areas in which projects undertaken by the delivery agency appear strong, as well as areas where improvement is perceived to be required.

#### 5. Reporting

The results of the feedback metrics could be made available through a web-interface. This would be accessible to stakeholders and the general public and be used by the coordinating committee, board, and delivery agency as a tool in attracting resources and evaluating the impact of resources attracted.

### ENGAGEMENT WITH STAKEHOLDERS

Successful implementation of the CMPAC Economic Development Strategy's vision will require stakeholders to consider themselves as active partners in delivery. Achievement of this over the duration of the Strategy will require constant and meaningful engagement that focuses on transfer of timely, accurate, relevant, and constructive information and resources.

Structures that will support this engagement will be:

- Consistent board and executive-level engagement between agencies;
- Project-specific cross-agency delivery teams;
- Setting of clear expectations as to cross-agency responsibility in the delivery of initiatives, information and resources;

- Web-based communication focussed upon vision articulation and project implementation; and
- Targeted public-relations initiatives communicating the vision, implementation of initiatives and achievement of milestones.

Board and executive-level engagement will largely depend upon the standard of board members attracted to a potential CMPAC Economic Development Governance Structure. High-calibre board members will be able to maintain strong relationships with colleagues in decision-making positions including company boards and CEOs, Federal and State Government ministers and agency heads, local government mayors, university vice-chancellors, etc. Engagement at this level will be central to obtaining physical and 'soft' resources for initiatives.

Officer-level engagement between stakeholders should be targeted, with the development of cross-agency teams for delivery of specific initiatives. These teams should involve participants and agencies with a genuine ability to impact upon the outcome of an initiative. Inclusion of participants and agencies based on political concerns should be avoided unless there is a compelling reason for inclusion. Project-specific cross-agency teams should have a specific mandate, a defined life, and may involve secondment of officers to different agencies to facilitate optimal outcomes.

Key stakeholders involved with the CMPAC Economic Development Strategy should have a clear understanding of their role in delivery of the Strategy. This role may change over the duration of the project but the governance

structure should attempt to keep stakeholder expectations of involvement constant.

Deliberately developing an economic development brand for CMPAC will require ongoing initiatives in public relations and marketing focussed upon communicating the vision, initiatives being undertaken, resources attracted, and milestones achieved. Brand development should not focus solely on residents and businesses within CMPAC and MBRC, but also with local, state and federal decision makers, key persons of influence and strategic industry decision makers.

## 11 IMPLEMENTATION

The process of turning the vision, goals, and structure proposed in this Strategy into reality requires a significant commitment on behalf of the Moreton Bay Regional Council and various stakeholders. Commitment to all aspects of this Strategy can not be possible immediately as delivery models for the development of stages of CMPAC have not been identified and development timelines and resourcing for each aspect are at varying levels of planning.

This document provides a framework for future decision-making with regard to CMPAC Economic Development Initiatives. The ideas and structures outlined in the document will need to be refined as the growth of CMPAC progresses in line with the Master Plan, and as the economic context of CMPAC evolves. The vision will guide governance structures, which in turn will influence individual initiatives undertaken by the proposed agency. External stakeholders will be engaged at key points, with involvement targeted to areas where value can be added. Finally, feedback mechanisms will provide information for the review and refinement of initiatives, structures and the overall vision.

A detailed and clearly articulated implementation plan will be critical in ensuring that the CMPAC Economic Development Strategy gathers significant momentum early, giving certainty to stakeholders as to the commitment of MBRC, the State Government and partners to the development of CMPAC as an economically resilient community.

### MASTER PLAN STAGING

Figure 24 outlines a proposed sequencing strategy for implementation of the CMPAC Master Plan. It is based on agglomeration, centre sustainability and transit-oriented development principles, and identifies the order in which each precinct within the centre should develop.

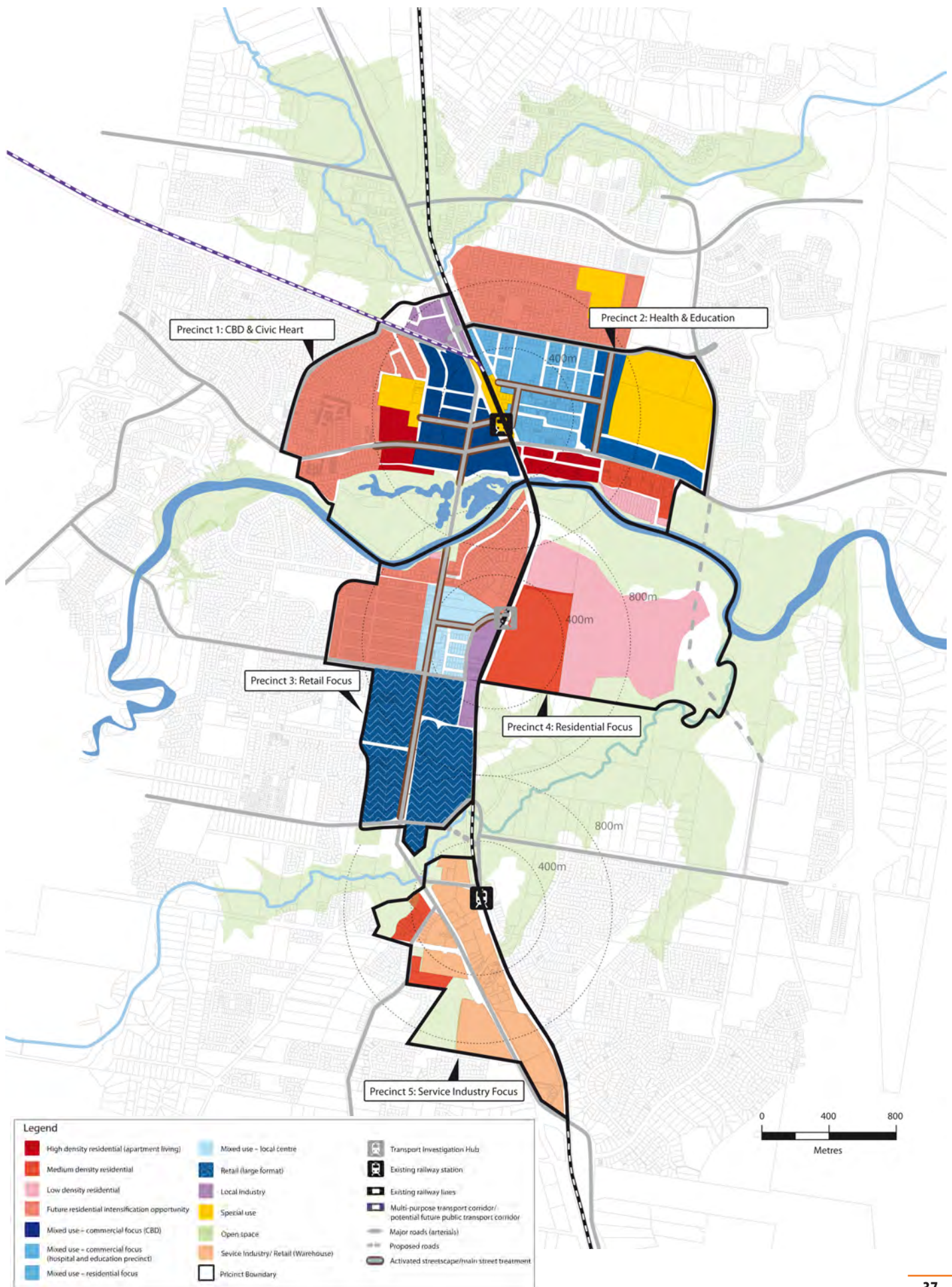
**Figure 24: Precinct Sequencing Strategy**

Timeframe	Strategy description	Public or private investment driven
1-5 years	Caboolture is the focus of key investment and development opportunities; Morayfield retail precinct retains current levels of non-residential development.	Public investment driven
5-10 years	Caboolture is the focus of key investment and development opportunities; Morayfield retail precinct retains current levels of non-residential development; Medium density residential component on Precinct 4 may be developed within this timeframe.	Public & private investment driven
10+ years	Gradual redevelopment of the mixed use precinct in Caboolture South, followed by redevelopment of the adjoining residential areas to higher density; Gradual design lead redevelopment Precinct 5.	Private investment driven
15+ years	Gradual redevelopment of the Morayfield retail precinct to higher intensity retail; redevelopment of the Morayfield Shopping Centre.	Private investment driven

Figure 25 contains the CMPAC land use map, identifying each of the four precincts as described above.



Figure 25: CMPAC Land Use Map



The principles which underpin the staging of the five precincts are as follows:

- Concentration of all strategic development (i.e. mixed use development, higher density residential development, strategic employment, quality retail, entertainment and civic functions) in Caboolture (Precinct 1 and Precinct 2) in order to develop a high intensity and diversity core for the PAC, based on location of
  - existing strategic employment
  - key sites/ opportunities for redevelopment
  - public investment
- Development of a strategic employment component associated with existing Hospital and higher education facilities in Precinct 2;
- Temporary hold-up of further expansion of commercial and retail development in Caboolture South, so as not to jeopardise redevelopment of Precinct 1 and Precinct 2.

The Master Plan scenario builds upon the existing employment and land use trajectory, which will make it practically more achievable. It also provides a hierarchy for directing strategic employment, with the Caboolture node to be designated as the 'CBD' and the Caboolture South/Morayfield nodes to retain a retail focus in the short-term while encouraging comparison retail and entertainment to relocate to Caboolture CBD. This would enable firms to agglomerate within a concentrated easily accessible core, contributing to the critical mass of activity required to generate productivity benefits. Creating a proper CBD address and directing infrastructure and investment to this

location will ensure the greatest potential for attracting strategic and knowledge-intensive firms – which are a necessity for the economic development of Caboolture and to facilitate improvements in employment self-sufficiency levels.

The Master Plan will also enable better links between the 'CBD' and existing physical infrastructure and employment nodes. The Caboolture CBD and Train Station is located in closer proximity to the hospital, university campus and industrial estate than the southern precincts within CMPAC. Assuming that these important employment nodes cannot be relocated to the centre, connectivity must be maximised through frequent bus services. Having one concentrated strategic centre means that fewer transport routes would be needed to link the various institutions and industrial areas with the commercial and civic core.

The Master Plan maximises the use of land in the most accessible locations next to train stations. It concentrates dwellings and businesses so that the centres are pedestrian-friendly and at a walkable scale. It builds on the limitations of the existing land use separation and provides direction for strategic businesses in the form of a hierarchy, however does not discourage a diversity of uses from locating within the 'city centre'. The benefits of the Master Plan is that it is most likely to achieve the employment targets required for the CMPAC through attracting higher order industries to a successful and active centre.

The following tables outline the employment staging for the precincts of the Caboolture Morayfield Principal Activity Centre to 2031, under the Master Plan scenario to reach target total employment levels and diversity. Due to the size of the ABS destination zones used to

determine existing (2006) employment, it is necessary to group Precincts One and Two, and Precincts Three, Four and Five.

The tables reflect the principles that the majority of future growth in comparison retail and entertainment should be encouraged to locate within the Caboolture Precincts 1 & 2 to provide amenity for the workforce and enable the core to develop as an attractive, intense and successful centre. In line with the principles of agglomeration, the majority of office employment will also locate within Caboolture Precincts 1 & 2 in order to be close to markets and supply chains and share knowledge. Community uses such as allied health services will be encouraged to concentrate within these precincts in order to link with the education and health precinct to the east. These links will be reinforced with high frequency bus services. The Precinct 1

& 2 table shows a majority of growth in both community and office land use categories to reflect the role of the hospital as a key piece of knowledge infrastructure, necessary to drive centre economic development. In line with this expectation, the Federal Health Minister recently announced funding for a \$5 million multi-disciplinary education centre and a \$4.5 million skills centre at Caboolture Hospital. The education centre will include a large lecture theatre, high-tech seminar rooms and offices.

Employment north of Morayfield station (Precincts 3 & 4) is expected to grow at a decreasing rate to reflect the policy emphasis on central Caboolture as the primary activity centre node. However, Precincts 3, 4 & 5 will be a location of choice for larger format employment (showroom, storage, distribution) which is less pedestrian-friendly, needs more space and often requires car or truck access.

**Figure 26: CMPAC Employment by Precinct**

Precincts One & Two	2006	2011	2016	2021	2026	2031
Retail	601	800	2,000	2,500	2,800	3,000
Office	600	1,400	3,000	4,600	5,900	6,800
Showroom retail	96	99	80	40	-	-
Industrial	561	561	400	300	250	200
Community	3,171	3,500	4,300	4,900	5,500	5,900
Total	5,029	6,360	9,780	12,340	14,450	15,900

Precincts Three, Four & Five	2006	2011	2016	2021	2026	2031
Retail	2,059	2,300	2,500	2,700	2,900	3,100
Office	450	460	480	500	520	550
Showroom retail	441	600	800	1,000	1,200	1,400
Industrial	188	220	300	380	450	500
Community	783	820	900	940	980	1,050
Total	4,320	4,400	4,980	5,520	6,050	6,600

Frame	2006	2011	2016	2021	2026	2031
Industrial	400	600	1,000	1,500	2,000	2,500

Total CMPAC Employment	2006	2011	2016	2021	2026	2031
Retail	2,660	3,100	4,500	5,200	5,700	6,100
Office	1,050	1,860	3,480	5,100	6,420	7,350
Showroom retail	537	699	880	1,040	1,200	1,400
Industrial	1,149	1,381	1,700	2,180	2,700	3,200
Community	3,954	4,320	5,200	5,840	6,480	6,950
Total	9,350	11,360	15,760	19,360	22,500	25,000

Source: Pracsys Analysis 2010

Once land immediately surrounding and within walking distance of the existing stations is at capacity, activity can be permitted in well-connected alternative locations, such as transport corridors linking activity centres. This enables activity centres to remain accessible, reinforcing their role as user attractors; however can lead to congestion on transport routes and the requirement for additional investment in transport infrastructure.

Further to the precinct staging, Figure 27 outlines the relationship between structures discussed within the Strategy and provides a visual representation as to how implementation of certain initial projects would occur.



**Figure 27: CMPAC Priority Projects**

Timeframe	Current commitment exists	Project	Precursors required for this project	Consequential actions arising from this project
1-5 years	no	MBRC response to Connecting SEQ 2031 highlighting: <ul style="list-style-type: none"> <li>- Caboolture bus interchange relocation;</li> <li>- Major Park 'n' ride transitional relocation; and</li> <li>- A strategic active transport corridor between Caboolture CBD and Lindsay Rd along Morayfield Road.</li> </ul>		<ul style="list-style-type: none"> <li>• Caboolture bus interchange redevelopment</li> <li>• Resolution re: Major Park 'n' ride facilities</li> </ul>
1-5 years	no	Establishment of Governance body for Caboolture ( identified as Precinct 1 and Precinct 2 of land use strategy).	<ul style="list-style-type: none"> <li>• CMPAC Master Plan adopted</li> </ul>	Lobbying of other key projects (both with spatial/ and non spatial implications) within Caboolture Precinct
1-5 years	no	Crime Prevention Strategy for Caboolture.	-	-
1-5 years	Yes (others)	Caboolture Bus Interchange site redevelopment - in response to rail upgrade.	<ul style="list-style-type: none"> <li>• Rail upgrade (QR)</li> <li>• Caboolture Precinct Plan – to identify desired long term outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• James St site redevelopment</li> </ul>
1-5 years	no	Civic precinct – King St – James St improvement: pedestrian connections from the train station, through the site and to the River, landscape & streetscape work, resolution of parking issues; Including: King St link (between George St and Matthew Tce) – a reduced traffic speed environment. Hasking St/ George St improvement – the extension of George St (adjacent to Caboolture Park Shopping Centre) to provide a more direct connection to the Centenary Lakes.	<ul style="list-style-type: none"> <li>• Resolution of the redevelopment of location of bus interchange</li> <li>• McKean St/Watt St Link – the upgrade or strengthening of this link to provide an alternative to Lower King St</li> </ul>	<ul style="list-style-type: none"> <li>• James St site redevelopment</li> </ul>
1-5 years	Yes (others)	Hospital and Education Precinct redevelopment. Including planned expansion & new teaching facilities.	<ul style="list-style-type: none"> <li>• Establishment of Governance body</li> <li>• Expansion of hospital functions (some funding committed already)</li> <li>• Caboolture Hospital Precinct Master Plan (currently on tender by Qld Health)</li> <li>• Cooperation with the DET re: relocation of Caboolture High School &amp; TAFE functions</li> <li>• Establishment of the University partner and/or relocation of the QUT/ TAFE functions in proximity to the Hospital site</li> <li>• Improved pedestrian connections for Precinct 1 spine</li> </ul>	
1-5 years	Yes (MBRC)	James St site redevelopment.	<ul style="list-style-type: none"> <li>• Resolution of the redevelopment of location of bus interchange</li> </ul>	<ul style="list-style-type: none"> <li>• Improved pedestrian links from the train station to the civic precinct &amp; the river</li> </ul>

Timeframe	Current commitment exists	Project	Precursors required for this project	Consequential actions arising from this project
1-5 years	Yes (MBRC)	Hayes St site redevelopment	<ul style="list-style-type: none"> <li>Site investigation &amp; precinct plan</li> </ul>	<ul style="list-style-type: none"> <li>Hayes St activation &amp; redevelopment</li> <li>Improved connections to the railway station</li> </ul>
1-5 years	No	Improved pedestrian connections for Precinct 1 spine Hayes St/ Walker St/ James S/ Hasking St/ George St.	<ul style="list-style-type: none"> <li>Resolution of the redevelopment of the train station &amp; park ride facility</li> <li>This spine will require a wide, high quality pedestrian &amp; cycle overpass at the Railway station to link the western and eastern side of the train station. The spine will require a more direct connection to the Centenary Lakes Park</li> </ul>	<ul style="list-style-type: none"> <li>Hospital &amp; Education precinct redevelopment</li> </ul>
1-5 years	No	<p>Caboolture River and Centenary Lakes public space activation. Including, activating the Caboolture River by enhancing pedestrian and cycle connections. This is also a major east-west active transport link for CMPAC.</p> <p>Requires upgrade of two river crossings: Rail Bridge (addition of cycle/pedestrian facilities to rail bridge) and Norfolk Esplanade/The Esplanade/Riverview Street pedestrian crossing (CPTED improvements).</p>	-	<ul style="list-style-type: none"> <li>Improved pedestrian connections to the River from Caboolture CBD</li> </ul>
1-5 years	Yes (MBRC & others)	Morayfield Rd Bus Stop relocation (due to ownership issues)	-	-
1-5 years	No	<p>Review CMPAC Master Plan, specifically:</p> <ul style="list-style-type: none"> <li>Currency of strategies in the context of regional and sub-regional development</li> </ul> <p>Feedback on implementation tracking</p>	-	Update CMPAC Master plan and implementation
5-10 years	No	Initiate discussions with the utilities provider regarding the long term (15+ years) implications of CMPAC growth on water and waste water infrastructure & opportunities for sustainable infrastructure.	-	
5-10 years	No	<p>Morayfield Rd and environs improvement - rationalising internal street network &amp; public realm improvement:</p> <ul style="list-style-type: none"> <li>The north-south link will link the Morayfield Shopping Centre through the rejuvenated Morayfield precinct to the Precinct 4 site and possible future rail station. The east-west link will link with the Precinct 4 and future railway station with Morayfield Road.</li> <li>Provides off-road connectivity through parkland from Morayfield Shopping Centre, bus interchange and possible future Transport Investigation Hub to west of residential areas.</li> </ul>	<ul style="list-style-type: none"> <li>Resolution of bus stop relocation</li> </ul>	<ul style="list-style-type: none"> <li>Morayfield Rd Streetscape improvement</li> </ul>

Timeframe	Current commitment exists	Project	Precursors required for this project	Consequential actions arising from this project
5-10 years	No	Morayfield Rd streetscape treatment/ improvement. In alignment with Connecting SEQ 2031 - A strategic active transport corridor between Caboolture CBD and Lindsay Rd along Morayfield Road.	<ul style="list-style-type: none"> <li>Bus stop relocation/ change to online bus interchange</li> </ul>	<ul style="list-style-type: none"> <li>Morayfield Road Bridge (Pedestrian/ cycle) – provide pedestrian and cycle link on eastern side of Morayfield Road over river</li> </ul>
1-5 years (committed)	Yes (Peet Inc)	Railway overpass to Precinct 4.		<ul style="list-style-type: none"> <li>Precinct 4 development – Stage 1</li> </ul>
1-5 years (committed low density) 10-15 years (potential medium density)	Yes (Peet Inc)	Staged development of Precinct 4.	<ul style="list-style-type: none"> <li>Railway overpass/ bridge</li> <li>Weier Rd extension (or Mewett St extension) – connecting Graham Road/ Weier Rd through to the Mewett St/Lower King St intersection (may be desirable but not essential precursor to Peet St development)</li> <li>East-West connection between Morayfield Rd and the Graham Rd extension</li> </ul>	
10-15 years or longer	no	Weier Rd extension	-	<ul style="list-style-type: none"> <li>Precinct 4 development (may be desirable but not essential precursor to development)</li> </ul>
10-15 years	no	East-west connection between Morayfield Rd and the Graham Rd extension	<ul style="list-style-type: none"> <li>Railway overpass/ bridge</li> <li>Graham Rd extension</li> </ul>	<ul style="list-style-type: none"> <li>Precinct 4 development</li> </ul>
10-15 years	no	Market Drive/ Caboolture South area redevelopment for mixed use	<ul style="list-style-type: none"> <li>Precinct 4 development</li> <li>Improved connections to the Centenary Lakes</li> <li>Grid network of streets providing access between the east-west connector, the proposed Railway Station and Morayfield Rd</li> </ul>	
10-15 years or longer	no	Residential intensification in Caboolture South (Precinct 3 in the land use strategy)	-	
20+ years (50 years)		Proposed Transport Investigation Hub in Caboolture South	<ul style="list-style-type: none"> <li>Peet Site development/ Market Drive redevelopment of sufficient intensity</li> </ul>	

## 12 CONCLUSION

The Economic Development Strategy for the Caboolture-Morayfield Principal Activity Centre sets out a series of principles, measurable goals, governance and implementation systems required to achieve a vision for economic resilience within the centre and wider region. Through understanding the regional characteristics and requirements, specific employment targets have been developed for the CMPAC, which will assist in addressing problems associated with unsustainable regional growth.

Employment targets, industry attraction and delivery structures outlined within the CMPAC Economic Development Strategy must be able to respond efficiently and effectively to a changing economic environment. These structures need to be able to successfully allocate resources to projects within CMPAC and throughout the greater Moreton Bay Region, to deliver economic development outcomes in alignment with the established vision.

The Strategy proposes a paradigm shift away from residential and retail focused land developments delivering poorly resourced small-scale economic development initiatives aimed at compliance. Instead, a structure-based system is outlined aimed at well-resourced interventions seeking to deliver long-term outcomes for the centre's residents and workers, and the wider region. It will focus upon the achievement of eight goals to 2031 in alignment with the overall economic vision for CMPAC. The goals are:

- An employment base of 25,000 jobs to meet employment self-sufficiency targets
- Achieve a minimum of 0.23 population-driven jobs per capita

- Achieve a minimum of 40% of all LGA employment within the activity centre
- Achieve a minimum ratio of NLA to total land-area within 400 metres of the train station of 1:1
- Achieve average dwelling density rates of 20du/ha
- Achieve mature regional centre activity diversity
- Achieve strategic employment equal to 24% of total centre employment (6,000 jobs)
- Develop a sustainable, effective economic development governance structure

Achievement of these goals will mean that CMPAC will begin to play its designated Principal Activity Centre role within the regional economy, with sufficient jobs being created to meet the needs of growing numbers of new residents.

The CMPAC Economic Development Strategy provides a roadmap for effective positive interventions into Caboolture, Morayfield and MBRC economies. The identified structures will need to be further refined along with the adoption of a specific delivery model and governance framework. This will allow for constructive engagement with key private and public sector stakeholders that will enable further progression toward the achievement of the Strategy's Vision.