Our City's Economic Strategy

2020 - 2041

moretonbay.qld.gov.au

CITY OF MORETON BAY

Acknowledgment of Country

We acknowledge the Jinibara, Kabi Kabi, and Turrbal peoples as the Traditional Custodians of the land, seas, skies and waterways of the Moreton Bay region and beyond, and pay our respects to their Elders, past, present and emerging. We recognise that the Moreton Bay region has always been a place of cultural, spiritual, social and economic significance to Aboriginal and Torres Strait Islander peoples and this connection is enduring.

We are committed to working in partnership with Traditional Custodians and other Aboriginal and Torres Strait Islander communities to shape a shared future that celebrates Aboriginal and Torres Strait Islander histories, cultures and contributions as an irreplaceable foundation of our region's collective identity.

Taking action on reconciliation

As this strategy was being developed, Council was also developing its first Innovate Reconciliation Action Plan (Innovate RAP), informed by Aboriginal and Torres Strait Islander voices. The Innovate RAP aims to improve Council's capacity to deliver positive outcomes for Aboriginal andTorres Strait Islander communities by acting as a foundation for respectful relationships, stronger partnerships, and meaningful opportunities.

The Innovate RAP, along with our broader reconciliation activities, recognises the important role and deep traditional knowledge of Traditional Custodians and Aboriginal and Torres Strait Islander communities in looking after our environment and caring for our region. It builds on existing work to strengthen positive relationships with the region's Aboriginal and Torres Strait Islander communities through initiatives such as the Moreton Bay Murri Network and Yarning Circle, Local Aboriginal Languages Project, Welcoming Places in our libraries, and cultural heritage preservation. The Innovate RAP will help us to effectively leverage our resources and influence, to combat racism and support equity and opportunities for all our region's peoples. It represents a deliberate step on a longer journey that will occur throughout the life of this strategy.

Stakeholder contributions

Council thanks all contributors and stakeholders involved in the development of the City's Economic Strategy. This includes (but not limited to):

- Bribie Island Chamber of Commerce
- Business Professional Women – Moreton Bay
- Innovate Moreton Bay
- Moreton Bay Region Industry and Tourism (MBRIT)
- Moreton Maritime Alliance
- Property Council of Australia (PCA)
- Queensland Government
- Redcliffe Peninsula Chamber of Commerce
- Regional Development Australia Moreton Bay and Sunshine Coast (RDA MBSC)
- Samford District Chamber of Commerce
- The Hills and Districts Chamber of Commerce Inc
- University of the Sunshine Coast (UniSC)
- Urban Development Institute of Australia (UDIA)
- North Lakes Chamber of Commerce
- Pine Rivers Chamber of Commerce
- Australian Government
- Greater Caboolture Chamber of Commerce

Council also recognises and acknowledges the more than 300 members of the community, government, peak bodies, business and academic sectors for their participation in the stakeholder and industry engagement process which underpinned this document.

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Status
This Strategy was adopted by Council resolution on 3 February 2021.

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City of Moreton Bay and its officers accept no liability for decisions made based on information, expressed or implied, provided in this document.

Welcome

The Economic Strategy 2020-2041 provides an aspirational roadmap to guide the actions of Council to achieve our long-term vision and strategic directions to capitalise on new and exciting opportunities over the next 20 years.

This document is a rebrand and high-level refresh of the initial Regional Economic Development Strategy 2020-2041, developed collaboratively through engagement with our communities, Councillors, and Council teams.

This refreshed strategy will help deliver the **Our Progressive Economy** goal and outcomes identified in the Corporate Plan 2022-2027. It sets strategic priorities, measures, and actions to advance our outcomes over the short, medium and long-term. It also provides a clear approach to regular monitoring and reporting our progress towards achieving these outcomes.

It is one of six Council strategies that will play a central role in delivering long-term transformational change as our City grows and evolves. Together they enable an integrated and balanced approach to to provide a new direction for economic development.

It will be important for the next 20 years to reduce reliance on population-driven industries and focus on high value-adding industries, exports, and innovation, while balancing the lifestyle that locals expect. Creating this future economy will provide greater levels of sustainability and build wealth for residents.

This new direction will drive a bigger and bolder City and a brighter future for residents over the next 20 years:

- Bigger: our City will become bigger, with our economy reaching $40 billion by 2041, more than double its current size.
- Bolder: we act bolder, with the creation of 100,000 new jobs and 16,000 new businesses by 2041. We will focus on ensuring our residents have the necessary skills and knowledge to access these jobs.
- Brighter: our City's future will be brighter, by focusing on our growth and talent and making the City of Moreton Bay one of the top 10 knowledge and innovation hubs in Australia outside of capital cities.

This strategy captures the vision, attitudes and aspirations of our community leaders in the public and private sectors to capitalise on new and exciting opportunities for the City.

A concerted effort by government, industry and business is required to create a bigger, bolder and brighter future. A focus on sustainability across all economic development efforts is important to preserve and enhance our lifestyle.

The strategy's four pillars have a range of key initiatives to guide the City's future economic development efforts:

- Leadership and identity
- Industry advancement
- Trade and investment
- Knowledge, innovation and entrepreneurship

This strategy also focuses on four priority industries that are high value-adding, export focused and will provide the economy's evolution into the bigger, bolder and brighter future:

- Advanced manufacturing
- Food and agribusiness
- Knowledge, innovation and entrepreneurship
- Tourism, sport and major events

The City's Economic Strategy represents our steps towards a whole-of-council approach to sustainable organisational excellence. It builds on the strong foundations established over the last decade, while addressing identified gaps, enhancing integration, and positioning the organisation to address emerging challenges and opportunities.

Corporate Plan 2022 - 2027

Our Vision

Our Moreton Bay. Amazing places. Natural spaces.

Our purpose

Our communities are central to what we do. Working together, we aim to make our Moreton Bay a great place now and for future generations.

Our Strategic Pillars

OUR VIBRANT COMMUNITIES

Our Goal:

Our Moreton Bay will have vibrant communities that proudly come together to participate in and celebrate different cultures and life experiences, with access to the services and facilities they need.

Community Wellbeing Strategy

OUR HEALTHY ENVIRONMENTS

Our Goal:

Our Moreton Bay will be renowned for its healthy natural and built environments that enhance our identity, support biodiversity and our sustainable lifestyles.

Environment and Sustainability Strategy

OUR WELL-PLANNED PLACES

Our Goal:

Our Moreton Bay will be a network of well-planned and connected places and spaces, enhancing lifestyle, accessibility and employment choices.

Integrated Transport Strategy

Growth Management Strategy

OUR ENGAGED COUNCIL

Our Goal:

Our Moreton Bay will be an accountable, transparent, engaged and responsive organisation committed to great customer experiences and continuous innovation in service delivery.

Organisational Excellence Strategy

OUR PROGRESSIVE ECONOMY

Our Goal:

Our Moreton Bay will have a progressive and robust economy that capitalises on its unique competitive advantages, partnerships and technology.

Economic Development Strategy

Our Values

Service, Teamwork, Integrity, Respect, Sustainability

Mayor's Message

REDEFINING OUR CITY
As the world continues to grapple with the ongoing impacts of Coronavirus, I'm proud to say that City of Moreton Bay is already on the road to recovery - starting with the adoption of the City's Economic Strategy.

The historical success of our traditional industries has provided us with solid foundations for success; but rapid advances in technology, industry modernisation, major changes in global trade, and of course the impacts of COVID-19 mean the world has changed forever. Logically we need to change too, but I firmly believe our ambition must be bigger than a mere change. It's time to evolve our economy to become a more sophisticated player in both the national and global markets.

As Australia's third largest Council, we have limitless potential if we can harness our competitive strengths to take advantage of key growth opportunities through the City's Economic Strategy. This document articulates a plan to transform and modernise our economy over the next two decades by making City of Moreton Bay bigger, bolder and brighter:

- Bigger - by building a $40 billion economy.
- Bolder - by creating 100,000 new jobs and attracting 16,000 new businesses.
- Brighter - by becoming one of the top 10 Australian knowledge and innovation hubs outside of capital cities.

City of Moreton Bay has a reputation for defying naysayers. Examples of this success include catalytic projects such as the Moreton Bay Rail Link (opened in 2016) and University of the Sunshine Coast's Moreton Bay Campus - Queensland's newest greenfield university campus (opened in 2020). Now it's time to turn our collective attention to the next big thing. If we can hit our City's Economic Strategy targets, then by 2041 our Gross Regional Product and job creation will be 19% higher than what's currently projected.

This is why we need to reduce our reliance on population-driven industries and focus on supporting high value-adding industries, exports, and innovation, while balancing the lifestyle that locals expect. Key to this will be a focus on exports and embracing innovation. We must be single-minded about attracting new investment that will provide a high level of value to the economy and embracing industry advancement across:

- Advanced manufacturing.
- Food and agribusiness.
- Tourism, sport and major events.
- Knowledge, innovation and entrepreneurship.

But Council can't achieve any of this alone; key to the strategy's success will be partnering with local business and industry and other levels of government so that this City can be nimble in identifying and seizing new opportunities.

Our City's Economic Strategy has been developed collaboratively with contributions from local businesses, chambers of commerce, business and industry associations and many other stakeholders.

Collaboration will underpin the success of our strategy and our City for generations to come.

The consequences of COVID-19 are undeniable, but in everything there is opportunity. Queensland is seen as one of the safest places in the world.

City of Moreton Bay is back, open for business, and poised for future success.

Together, we will transform Moreton Bay's economy and through the City's Economic Strategy and collaboration ensure economic success.

Peter Flannery
Mayor City of Moreton Bay

Our Moreton Bay

Our City today

Our City of Moreton Bay is an amazing place located in the heart of South East Queensland.

It has been home to the Jinibara, Kabi Kabi, and Turrbal peoples for thousands of years and they continue to have a deep connection to and custodianship of the City's land, seas, skies and waterways.

Today our City and its communities are home to people from a wide range of cultural backgrounds and welcomes visitors from all parts of Australia and around the world.

We have a diverse range of community, cultural, sporting and recreation activities that contribute to an enviable lifestyle.

Our City is recognised for its natural beauty with access to the iconic waters of Moreton Bay to the D'Aguilar mountain range. We have extensive waterways, wetlands and bushland corridors with an abundance of wildlife, much of which has national and international significance.

Our City is growing with around 13,000 new residents each year and a population expected to exceed 700,000 by 2042. We have a diverse set of urban, seaside, semi-rural and hinterland communities linked by multiple urban centres including Caboolture, Morayfield, North Lakes, Redcliffe, Strathpine, and other smaller centres that support jobs and services for our communities.

Our City's economy has evolved as the engine room of the South East Queensland economy. We are a flourishing base for a range of sectors including advanced manufacturing, food and agribusiness, tourism and knowledge-based industries. Our proximity to key transport and logistics infrastructure provides direct access to domestic and global markets, supporting our ability to attract investment, tourism and other economic opportunities.

City snapshot

470,000 people

(2019)

3rd largest

local government area in Australia

5th fastest growing

local government area in Australia

3rd largest

number of residential dwellings in Australia

A significant economy

$17 billion

regional economy (2019)

economy 1/2 the size

of Tasmanian economy

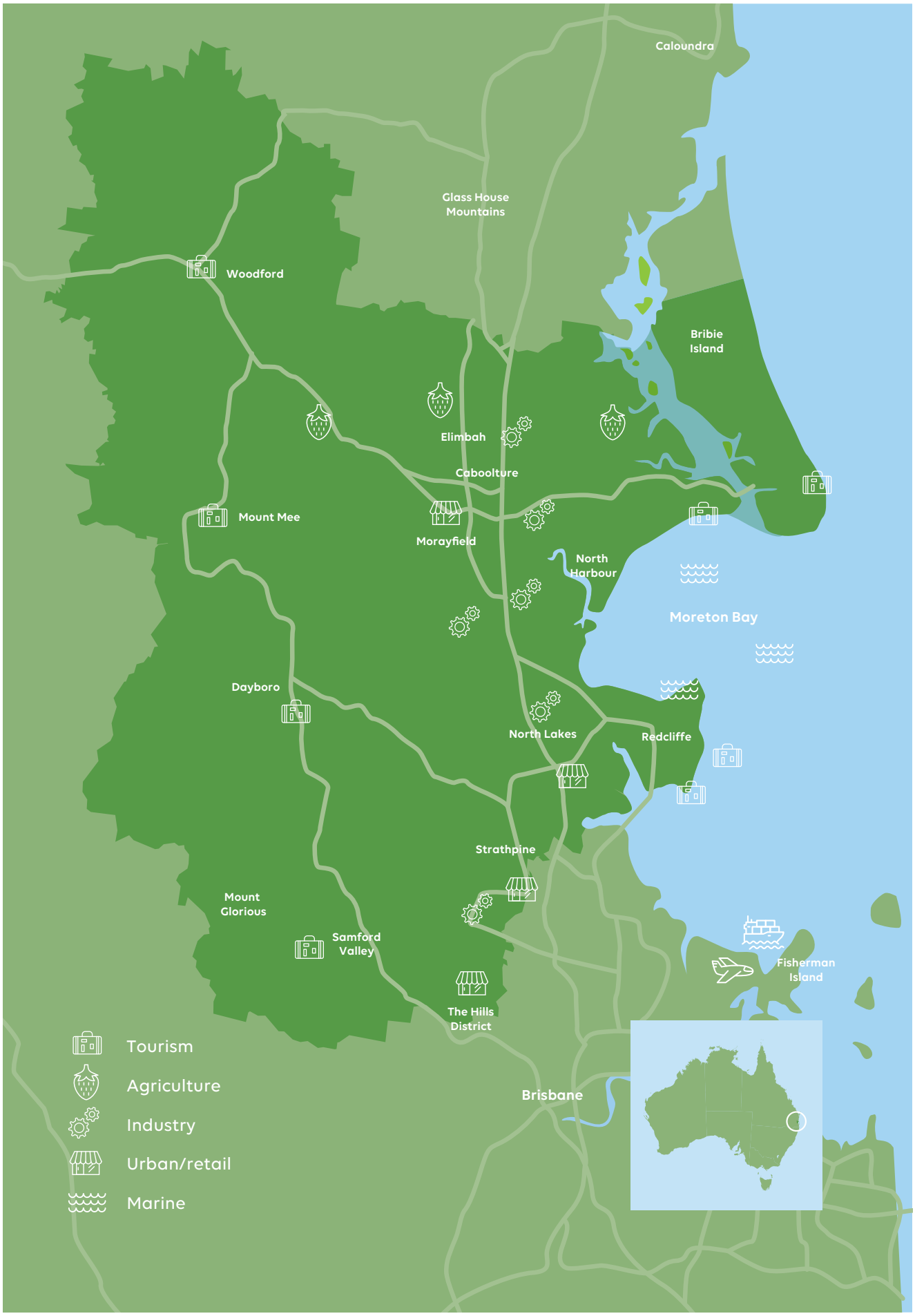
economy is similar size

as some South East Asian nations

Australia's newest greenfield

university campus

*Snapshot reflects initial Regional Economic Development Strategy 2020-2041 data.


Caloundra
Glass House Mountains
Woodford
Bribie Island
Elimbah
Caboolture
Mount Mee
Morayfield
North Harbour
Moreton Bay
Dayboro
North Lakes
Redcliffe
Strathpine
Mount Glorious
Samford Valley
Fisherman Island
The Hills District
Brisbane
Tourism
Agriculture
Industry
Urban/retail
Marine

Our economy

Since its inception in 2008, City of Moreton Bay has quickly earned a reputation for exceeding its ambition and delivery expectations.

The City is now the third most populous council area in Australia, with an annual population growth rate above the national average (around 2.8%). It is clear the unique combination of affordable housing, employment opportunities, natural environment and Council's investment in essential infrastructure including sport and recreation spaces, make this the perfect place to live, work and play.

This strategy focuses on how to continue that success story and growth trajectory over the next 20 years. It outlines a plan to diversify our economy, cultivate growth opportunities, and invigorate the local job market.

Specifically, this strategy identifies opportunities to support the development of existing businesses and attract new investment, which are critical within the context of the COVID-19 global pandemic recovery .

The strategy's ambition is not to simply grow City of Moreton Bay's economy but transform it into a nimble and resilient powerhouse that will continue to evolve and adapt to the challenges of modern market pressures and climate change. It has been developed collaboratively with input of local businesses, chambers of commerce, business and industry associations and numerous stakeholders.

It is important to note that this is not a strategy for Council. It is a strategy for how a vibrant and strong economy can better serve and support our communities. This strategy represents the first steps into a new phase of economic growth for the City. It is not an end, but a beginning of a new approach to economic development that seeks to acknowledge and support a wide partnership across the City.

Economic growth

Economic growth is the basis for wealth and prosperity at a community and individual level. Without a vibrant and growing economy, there would be a lack of jobs, income and wealth, which in turn would result in far reaching social and community issues.
High unemployment, low skills, low economic and income levels often lead to increases in crime as well as a range of anti-social behaviours.
Ensuring a strong and vibrant local economy is the best way to achieve many community benefits.

City of Moreton Bay is well positioned for future growth. It enjoys an enviable and diverse lifestyle offering, with capital city convenience without the price tag. Our combined lifestyle and affordability have driven considerable population growth over the last decade, making it one of the fastest growing local government areas in Australia (ABS, 2020).

Gross Regional Product 2018-19

$17 billion

149,344 jobs

Source: ABS 2019

Number of businesses June 2019

28,813

Source: ABS 2019

Top five industries | Contribution to economy

Construction	Health care & social assistance	Manufacturing	Education & training	Rental trade
$1,771m	**$1,631m**	**$1,121m**	**$1,086m**	**$1,077m**

Source: NIER (2020)

Tourism

4.7	$1.1B	4.4M	5,313
million visitors	visitor expenditure	visitor nights	total jobs

Source: Economy ID (2020)

Building approvals

	Residential approvals	Residential value
2017	5,235	1,368,262
2018	4,328	1,132,895
2019	3,369	887,444

Source: ABS (2020B)

Snapshot reflects initial Regional Economic Development Strategy 2020-2041 data

Population

2019 | **469,465**

2041 | **697,186**

Source: ABS (2020), QGSO (2020), LUCID ECONOMICS

Workforce catchment

of over **1 million** workers

79,100 workers with an advanced diploma or other advanced degree

Source: ABS 2020

Top five industries | Employment

Health care & social assistance	Retail trade	Construction	Education & training	Accomodation & food services
22,178	**19,244**	**18,254**	**18,193**	**13,561**

Source: NIER (2020)

Agricultural production 2018-19

Source: AGTRENDS (2020)

	Nurseries	Strawberries	Turf	Pineapples
Gross value ($m)	**$145**	**$78**	**$39**	**$21**
% of Queensland production	**16%**	**57%**	**12%**	**32%**

Residential & non-residential building approvals - 2019

$1.3 billion Source: ABS (2020B)

Capital works aproved for community infrastructure 2019

$227 million Source: MBRC

House prices December 2019

Moreton Bay	**$469,250**
Brisbane	**$675,000**
Gold Coast	**$665,000**
Queensland	**$490,000**

Source: QGSO (2020)

Our drivers of change

Council's Corporate Plan 2022-2027 identifies six drivers of change that will continue to influence our work over the next 10-20 years: sustainability, planning for growth, community identity, digital transformation, community trust and adaptive workplaces.

These drivers and the following economic trends and challenges are likely to have a significant impact on how we manage economic growth now and into the future. Their opportunities underpin this strategy's priorities and actions.

The Economic Strategy responds to current and emerging challenges and opportunities by setting a pathway for the City's transition to a new economy over the next 20 years. It identifies four pillars, four priority industries along with city-building projects that will shape the local economy to achieve the aspirational doubling in size and create greater prosperity.

Trends, challenges and opportunities

A large and diverse City

City of Moreton Bay consists of a patchwork of different communities, from seaside villages and the Bay to hinterland hamlets, large retail/urban centres to rural areas, from suburban living to large industrial estates.

The economy reflects this diverse landscape, with various specialised precincts across the City:

- Industrial lands are mainly focused along the Bruce Highway including Brendale, North Lakes, Narangba, Burpengary and Elimbah East and in specific precincts in Clontarf, The Hills District, and Caboolture.
- Tourism activities are associated with Redcliffe, the Peninsula and Bribie Island as well as the hinterland, including Samford, Dayboro and Woodford.
- Strathpine, North Lakes and Caboolture function as the City's main retail and urban centres.
- Agriculture is a key industry and occupies much of the City's northern section.
- Residential neighbourhoods provide affordable housing across the City.

This diversity is a strength

The City grew dramatically during the 1990s and 2000s as many people from New South Wales and Victoria discovered our enviable lifestyle, climate and copious job opportunities. The mining investment boom that steered the country through the Global Financial Crisis (GFC) also contributed

positively to growing the City's economy during this time.

The local boom has continued as increasingly more people moved here, with the City of Moreton Bay accommodating a growing proportion of South East Queensland's population growth. However, employment growth has not kept pace with population growth over the past two decades.

During this time, the City's economy has aligned to and relied on population growth. This dominance of population-driven industries and economic reliance on population growth are likely to continue along with expected strong population growth.

Due to this reliance on population growth, the economy lacks sophistication, value and exports compared to many other South East Queensland areas. The lack of value locally leaves the economy (and the community) exposed to any future population changes. Population growth in 2019 was at the lowest level since 2001, while the economy grew at just 0.5%, also the lowest level since 2001.

A new direction for economic growth

This different direction will be based on industries that provide a high level of value to the economy, generate exports, and embrace innovation and technology. Moreton Bay's population growth is likely to continue, so many of the associated industries (ie construction, retail trade, healthcare, education, etc) will also continue to grow.

This strategy is about embracing a new direction for growth that will augment the economy's existing structure. Fortunately, the City has several competitive advantages and opportunities to generate growth in this new direction.

Beyond the reliance on population-driven industries, the City also has pockets of significant socio-economic disadvantage. It is therefore important to recognise these pockets and seek to provide alternative life paths for these residents, leading to increased levels of education, skills, employment and income in these areas.

It is important that all residents benefit from the new direction for economic growth.

Broader economic context

The global economy is changing rapidly, and the pace of change and disruption is increasing. These changes will continue to impact the Australian, Queensland, South East Queensland and local economies. The job markets also continue to change with the global economy.

Many of the jobs today did not exist 20 years ago and many of the jobs in 20 years do not exist today.

The context of work has changed. Previous generations had one job for their entire life, often spending their time with only a few companies, sometimes only one. Today, many people have multiple and different jobs at the same time. People often change careers and will work for several employers. At the same time, the job market is increasingly becoming more specialised across disciplines and industries.

Sustainability, the circular economy and climate change are key issues around the world. Numerous studies show that the environment is incredibly sensitive and is deteriorating. Australia has suffered significant adverse weather events including droughts, bush fires, floods and cyclones. These adverse events are expected to continue as our weather becomes more unpredictable due to climate change. Embracing sustainability is required to effectively combat climate change.

City of Moreton Bay is not immune from these changes and does not exist in a vacuum but is part of this changing and dynamic economic landscape. The City must attract new businesses, industries and workers to maintain its vibrancy and the lifestyle that so many residents love.

Through a diverse local economy based on knowledge, innovation, high value-adding activities and exports, our City can compete effectively in the global economy and insulate itself from future shocks.

Moreton Bay has the ingredients for economic growth in land, infrastructure, people and a strategic location. It is a function of leveraging these advantages and creating opportunities for the future. Through a strong economic development program, the City can continue to grow, maintain and increase its vibrancy and support an ever growing, attractive lifestyle.

This strategy will support sustainable companies in our City and values companies that consider the impacts of investment decisions on our natural environment. Ultimately, the development and delivery of the Economic Strategy will lead to infrastructure investment to create a more climate-resilient City to live, work and do business in.

City of Moreton Bay has much to offer

SIZE AND SCALE

A large and diverse City providing businesses with significant critical mass to build on. There is a large customer base (of consumers and businesses) in Moreton Bay and across South East Queensland. The population of 470,000 will grow to more than 700,000 by 2042.

Strong historical economic growth:
average 4.1% per year
during last 20 years

LIFESTYLE

One of the most enviable lifestyles in the country with an ideal climate and access to the Bay, hinterland, numerous recreation options and premium community infrastructure.

Lifestyle and affordability:
top 10 fastest growing
local government in Australia

ACCESS TO MARKETS

Located just north of Brisbane, the City has easy road and rail access to the Brisbane CBD, Brisbane Airport and Port of Brisbane. The transport network provides access to the rest of South East Queensland and the state, making it an ideal location for businesses.

Strategic location:
Easy road, rail and transport access

WORKFORCE

Access to one of the largest workforces in the country, with more than one million workers located within a 30-minute drive of the city.

Business access:
Wide variety of skills

ROOM FOR FUTURE GROWTH

Despite the growth enjoyed over the last 20 years, the City has plenty of room to grow. From future residential land to industrial land as well as areas for commercial and retail development, the City can accommodate just about any business.

Opportunity for future growth:
City-building projects

TOURISM ASSETS

The City is blessed with considerable tourism assets including the Bay, coastline, beaches, national parks and state forests, waterfalls, hiking and biking trails, and a wide variety of sporting infrastructure.

Resident and visitor amenities:
Tourism and sporting
infrastructure

Our strategic framework

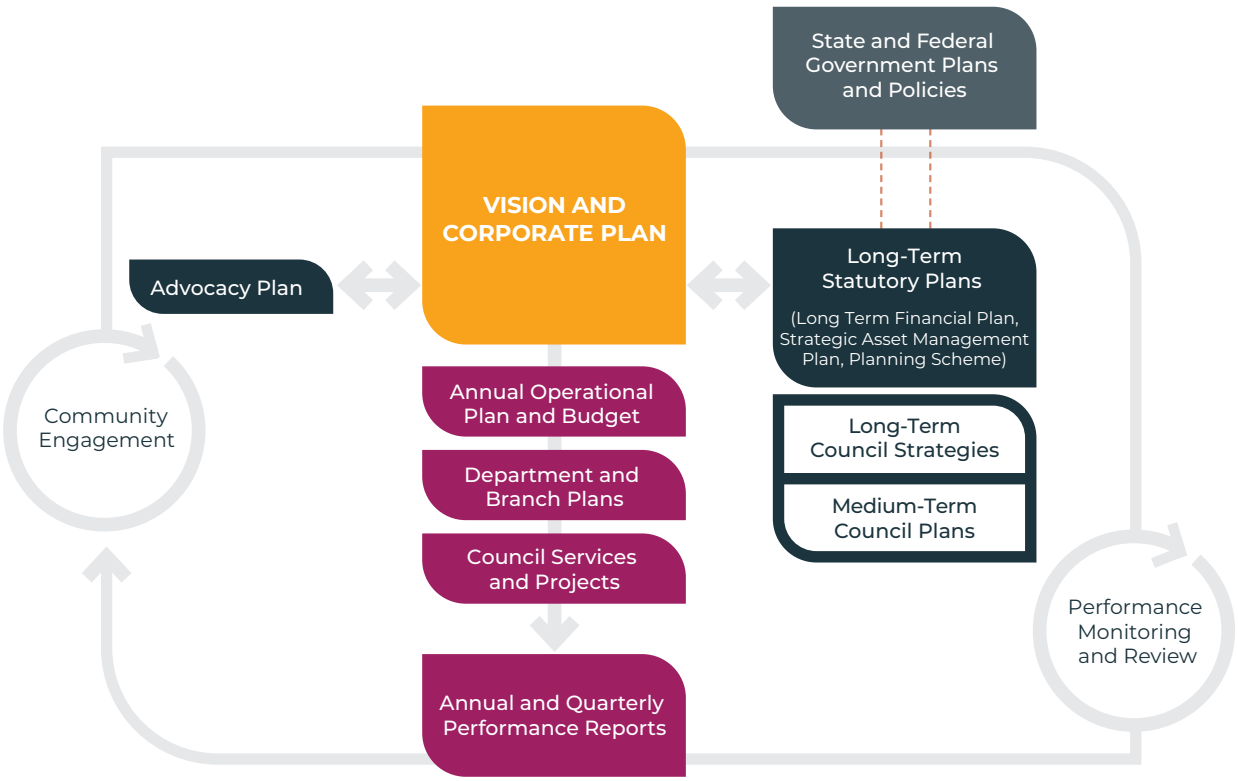
Our planning approach

Our approach to long-term planning is based on the integration of our vision, corporate plan, asset management and financial plans, the planning scheme, other planning instruments, long-term strategies and supporting plans.

Our strategies are integral to delivering long-term transformational change and responding to current and emerging trends, challenges and opportunities. They draw on all areas of Council, and are informed by consultation with our communities, stakeholders, and other levels of government.

The City's Economic Strategy complements Council's other five long-term strategies through a consistent program of collective planning, decision making, performance monitoring and reporting.

Integrated Planning and Performance Framework



Our strategy framework

This strategy provides a whole-of-council framework for future policies, plans and initiatives that will drive economic growth. Key plans that support this strategy's delivery are outlined below.

Corporate Plan	Informing strategies	Supporting plans
OUR VIBRANT COMMUNITIES OUR HEALTHY ENVIRONMENTS OUR WELL-PLANNED PLACES OUR PROGRESSIVE ECONOMY OUR ENGAGED COUNCIL	**Economic Strategy** 01 Leadership and identity 02 Industry advancement 03 Trade and investment 04 Knowledge, innovation and entrepreneurship	Food and Agribusiness Industry Plan Advanced Manufacturing Industry Plan Knowledge, Innovation and Entrepreneurship Industry Plan Tourism Opportunity Plan International Engagement Plan Major Events Plan Leverage 2032 for business

Council policies and operational directives will also be updated to align with this strategy's directions.

Our policy influences

This strategy has been informed and guided by international, federal and state legislation, policies, plans and standards.

Achieving the strategy's priorities will contribute towards the Queensland Government's goals and targets.

Key legislation

Local Government Act 2009 and Local Government Regulation 2012 is the principal legislation governing Council's establishment, constitution and operation.

Key state plans

The Queensland Plan outlines a 30-year vision for Queensland, including 35 goals, measures and targets with progress reports by the Queensland Government.

South East Queensland Regional Plan (ShapingSEQ) 2017 guides regional growth and development within SEQ.

Economic Development Act 2012 establishes a streamlined planning and development assessment framework that applies to declared priority development areas (PDAs) within the state.

Sustainable Development Goals

Council's vision for the future of the City reflects the United Nations Sustainable Development Goals (SDGs) which provides a shared blueprint to address common social, economic and environmental issues that impact all communities on a global and local level.

The 17 SDGs aim to ensure a holistic approach to sustainable development by aligning strategies that improve health and education, reduce inequality, and spur economic growth, while tackling climate change and working to preserve our natural environments.

This strategy aligns with the following SDGs. However, all SDGs compliment and reinforce each other to support Our Progressive Economy goal and help shape better local outcomes.

Our City's support in hosting the Brisbane 2032 Olympic and Paralympic Games provides another point of focus for the achievement of these SDGs.

Council's role

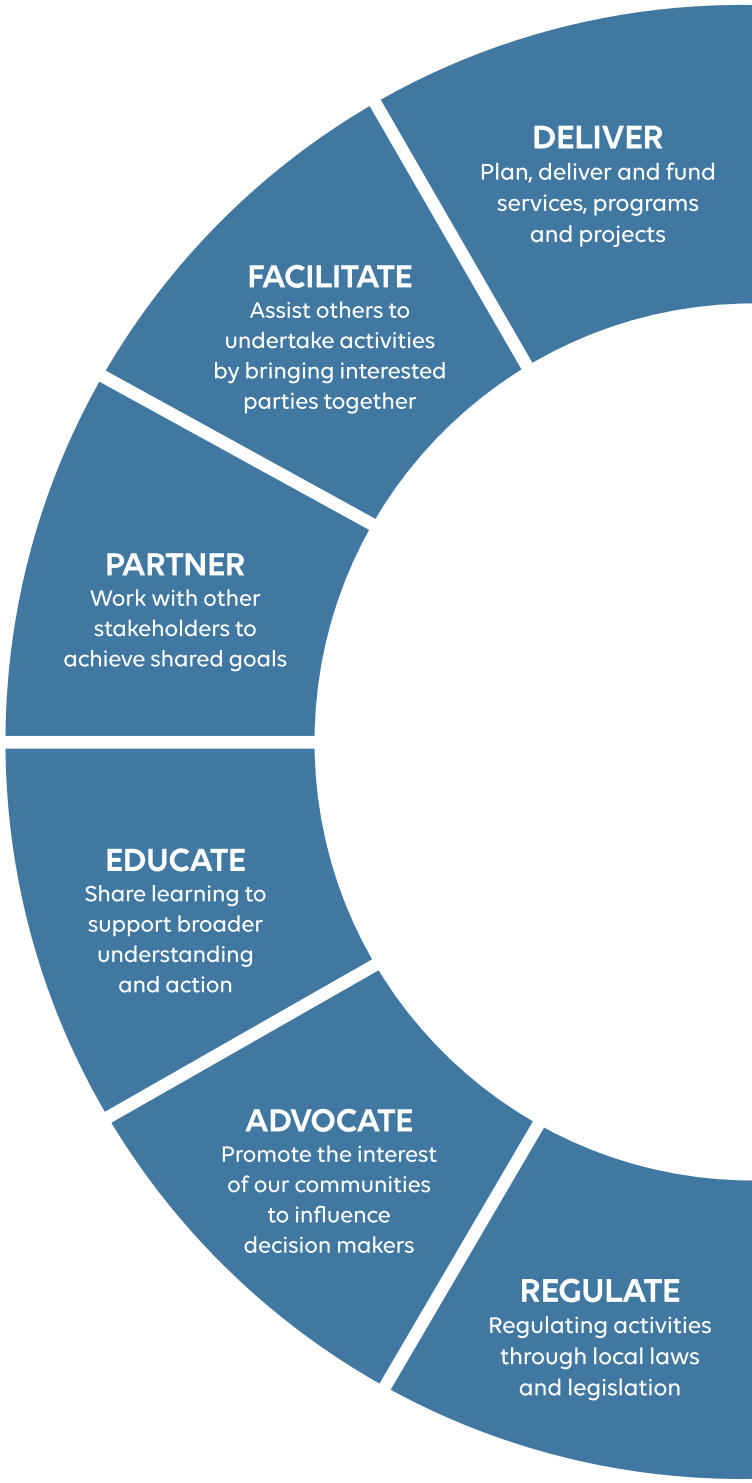
Council adopts several roles to achieve this strategy's outcomes and priorities. At different times Council will provide leadership to deliver services and programs, as well as regulate, advocate, educate, facilitate or partner with our communities and other stakeholders.

Our core services that support this strategy's delivery include:

- Local business support
- Investment attraction
- Major project and opportunity identification
- Major event attraction
- Commercial leasing
- International engagement
- Strategic industry partnerships
- Digital industry transformation
- Trade connections
- Economic data and insights

These services are ones that our communities rarely see but are essential to enable our front-line services to deliver the best value for our communities.

In some instances, there may be changes to how these services have traditionally been delivered. Innovation and adaptation are required to address challenges and opportunities such as growing community expectations and adoption of new technologies.



Collaboration and partnerships

Collaboration is at the core of this strategy. Our communities and other stakeholders such as government agencies, suppliers, business partners and community organisations play an important supporting role in this strategy's delivery.

Council must also advocate and partner with others to achieve our organisational priorities in areas we do not directly control, where we seek to influence change, or require additional resources.

Our engagement and research

How we developed this strategy:

Learning from existing work	Benchmarking and research	Internal consultation	Community engagement	Technical expertise
Looking at what Council is already doing has helped reflect on our existing approaches and how we can build on success.	Researching and learning from others has helped identify and apply best practice to address key challenges and take advantage of opportunities.	Collaborating across Council departments has helped create a strategy that is relevant to all our teams and works together with our other strategies to deliver our vision	Our communities have provided great insight about what they value most and the priorities our strategies should address	Seeking the expertise of technical and sector experts has helped outline and test ambitious and achievable pathways

Working with our stakeholders

More than 300 local businesses and stakeholders provided input and insights through individual interviews, industry forums and a business survey which have informed this strategy.

Stakeholders identified a variety of strengths and challenges for economic development in the City. These challenges should be seized upon as opportunities and the reason Council instigated a new Economic Strategy.

Stakeholders also provided insights into the key opportunities to grow the local economy and the role that Council can play to facilitate economic growth.

These insights have contributed to the development of this strategy and the key initiatives identified are in direct response to stakeholder input and feedback.

"City of Moreton Bay has unlimited potential"

"We have so many opportunities to grow our economy"

"Our lifestyle is our biggest selling point"

"Our strategic location just north of Brisbane is a key strength, we are close to everything but far enough away to enjoy our own lifestyle"

"We need industry to grow our economy, we just can't rely on cafes and restaurants"

"For business, you have to be welcoming, you have to partner with them to get outcomes"

"The Mill is a clear opportunity for our economy"

"For a city of our size, we need to be doing a lot more for economic development"

"We need to understand that we are competing against every other region in Australia and abroad"

"We should be growing our tourism industry, we have so much to offer"

"People don't see it, but agriculture is big business in the City of Moreton Bay

"Our city has so much to offer, we really need to get out there and promote it"

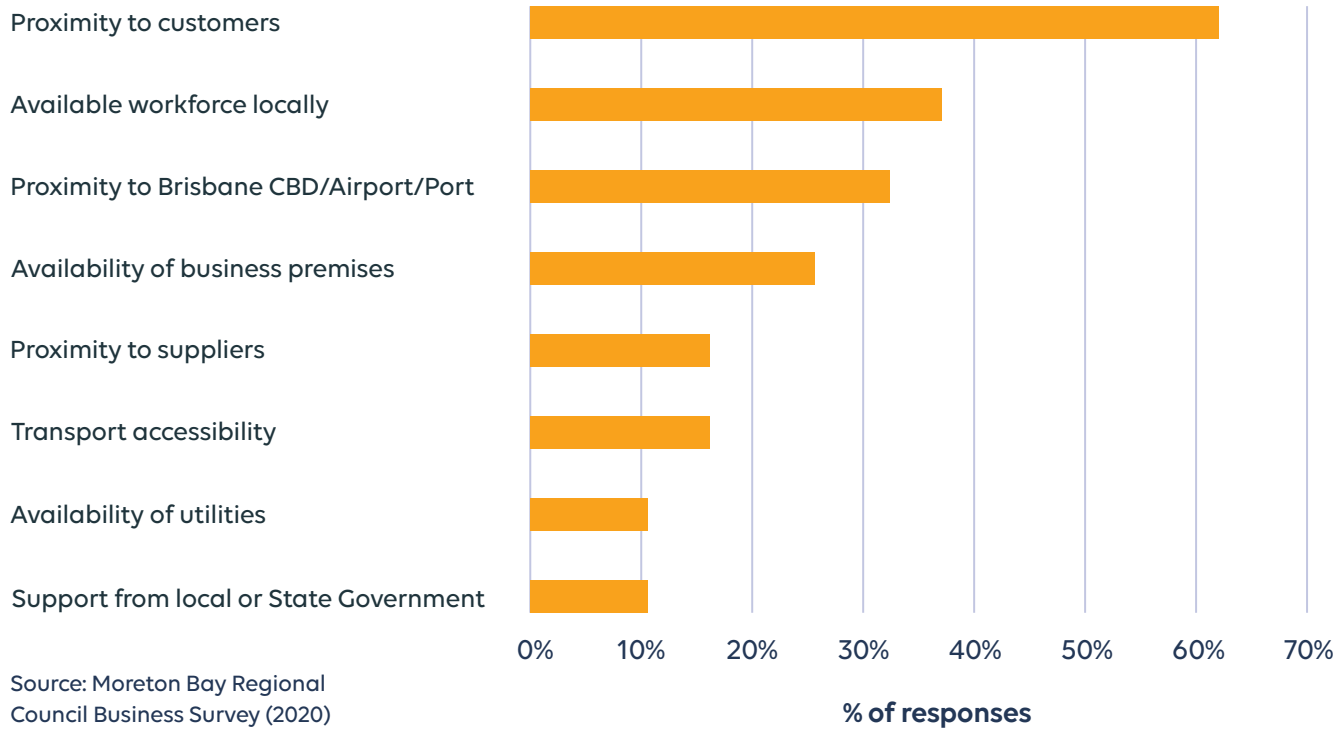
"Oysters, seaweed, tourism, maritime industry, the Bay provides us with such unique opportunity, but we don't take advantage of it like we should"

What we heard from our stakeholders

Key strengths	Key challenges
• City's size and scale (population growth) • City's diversity (coastal areas, Moreton Bay, hinterland, agricultural areas in the north and in Moreton Bay, industrial nodes, retail centres) • Lifestyle and housing affordability • Strategic location close to Brisbane CBD, airport, port, and Sunshine Coast • Access to major export infrastructure • Access to IT/communications infrastructure • Transport infrastructure (rail and Bruce Highway) • Workforce and access to skills	• Lack of identity and reputation as a place to do business • Collection of various districts, not seen as a single business or investment destination • Lack of a clear future vision and bold aspirations for the economy • Stakeholders often unclear about what the City is and where it is going • Pockets of socio-economic disadvantage • Lack of collaboration and cohesive effort • Too much red tape and bureaucracy • Lack of tourism product, experiences and accommodation • Poor transport infrastructure in the City • Key infrastructure designed to move people into and out of Brisbane • Location sandwiched between Brisbane and Sunshine Coast, often seen as 'just the bit in between'

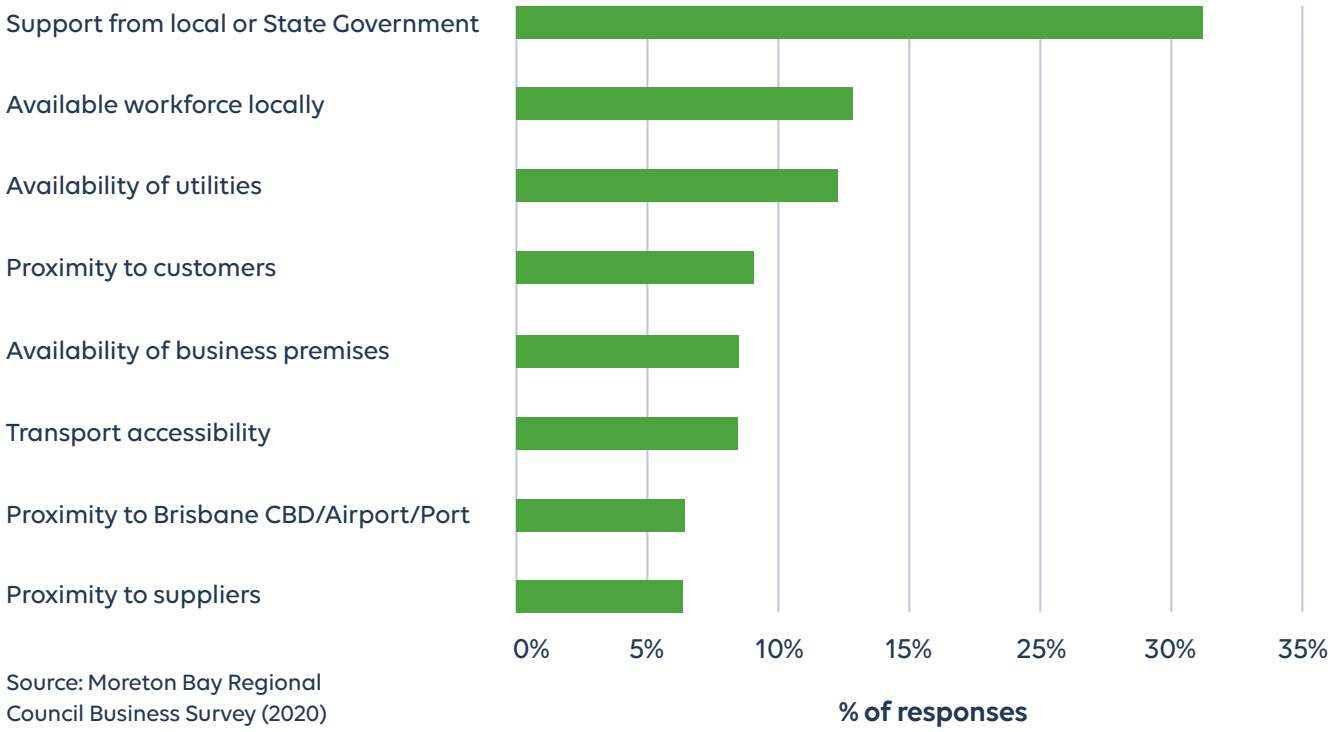
Source: Lucid Economics

City of Moreton Bay's strengths



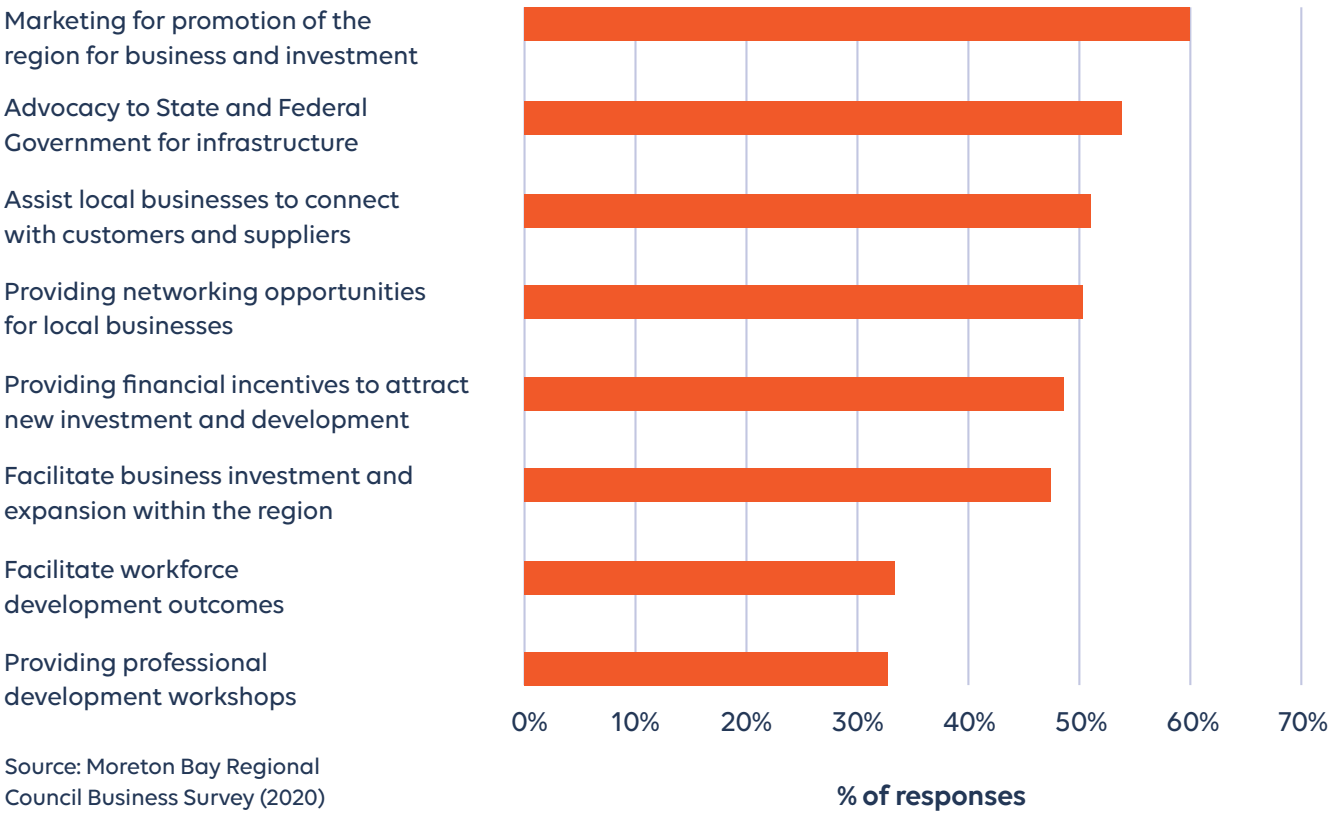
Source: Moreton Bay Regional Council Business Survey (2020)

City of Moreton Bay's weaknesses



Source: Moreton Bay Regional Council Business Survey (2020)

Council support of economic growth



Source: Moreton Bay Regional Council Business Survey (2020)

Our strategy roadmap

Our journey ahead

Our strategy roadmap is structured around four pillars with a range of key initiatives to guide the City's future economic development efforts, which were informed through background research and stakeholder engagement.

The City's Economic Strategy responds to key issues identified by stakeholders and leverages the City's many strengths and competitive advantages. The key initiatives will drive actions and activities that will deliver tangible outcomes in the community.

This strategy provides the path in a new direction, to a bigger, bolder and brighter future for City of Moreton Bay.

1. LEADERSHIP AND IDENTITY

- Demonstrate strong leadership and collaboration across government, industry and community
- Coordinate an advocacy program
- Cultivate community leaders
- Develop a business responsive culture
- Develop a recognised city business identity

2. INDUSTRY ADVANCEMENT

- Build local business capacity
- Support business retention and expansion
- Encourage business to business connections
- Create pathways to employment through coordinated workforce development
- Maximise expenditure locally

3. TRADE AND INVESTMENT

- Assertively pursue city-building projects
- Market and promote the City as a business and visitor destination
- Facilitate business investment into the City

4. KNOWLEDGE, INNOVATION AND ENTREPRENEURSHIP

- Support the local innovation ecosystem
- Establish an entrepreneurial hub
- Develop the entrepreneurial capabilities of 18-30-year-old residents
- Develop a reputation for entrepreneurship and innovation

These outcomes work together to achieve Our Progressive Economy goal. Each outcome has strategic priorities to guide our approach to planning and decision-making over the next 20 years including measures of success to help track our progress.

While our roadmap is designed to show the direction we want to take, there are many options for how we put it into practice.

Our guiding principles

The following principles will shape and guide how we deliver this strategy. They work together with our organisational values and community engagement principles to support meaningful conversations to keep us on track and move beyond the status quo to achieve lasting change and value for our communities.

One council

We act as one organisation responding to our communities' changing needs and expectations.

Vision-led

We are vision-led and driven by our Corporate Plan and long-term strategies, with clear priorities and focus.

Outward looking

We have an outward mindset, acknowledging our role in sharing the responsibility for creating a more sustainable world.

Collaboration

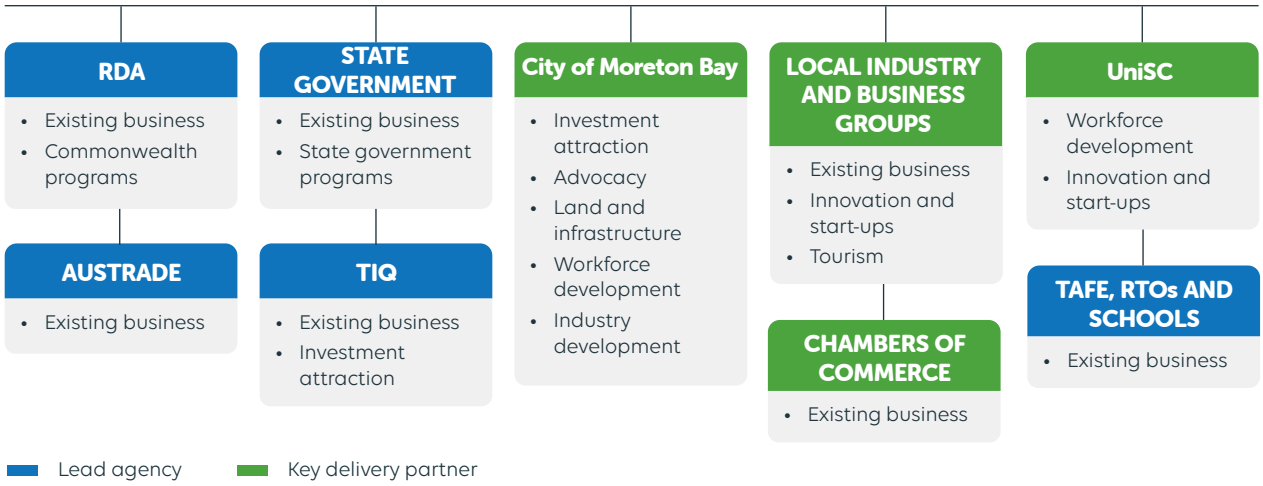
Collaboration is at the core of this strategy. Together, many important stakeholders can deliver our bigger, bolder and brighter future. They include:

- Australian Government
- Bribie Island Chamber of Commerce
- Business Professional Women – Moreton Bay
- Council of Mayors (SEQ)
- Local Government Association of Queensland (LGAQ)
- City of Moreton Bay businesses
- City of Moreton Bay (CMB)
- Moreton Bay Region Industry and Tourism (MBRIT)
- Moreton Maritime Alliance
- Nursery and Garden Industry Queensland
- Non-profit and community organisations
- North Lakes Chamber of Commerce
- Pine Rivers Chamber of Commerce
- Greater Caboolture Chamber of Commerce
- Property Council of Australia (PCA)
- Queensland Government
- Queensland Strawberry Growers Association
- Redcliffe Peninsula Chamber of Commerce
- Regional Development Australia Moreton Bay and Sunshine Coast (RDA MBSC)
- Samford District Chamber of Commerce
- Schools and Registered Training Organisations (RTOs)
- TAFE Queensland
- The Hills and Districts Chamber of Commerce Inc.
- Tourism and hospitality operators
- University of the Sunshine Coast (UniSC)
- Urban Development Institute of Australia (UDIA)

The following delivery framework has been constructed through stakeholder engagement and highlights the lead partners and key stakeholders involved in the delivery of the Economic Strategy.

Lead agencies will be supported by a range of key delivery partners through collaboration across the strategy's pillars and key initiatives. However, lead agencies will be responsible for directing the key initiatives and activities. Key roles and responsibilities of all delivery partners are further described below.

City of Moreton Bay Economic Strategy



Lead agencies

- City of Moreton Bay (CMB) will lead all advocacy efforts, land use planning and infrastructure provision. This role aligns with historical and existing advocacy efforts as well as Council's regulatory role for strategic and statutory land use planning. Council already delivers a capital works program in excess of $220 million annually, and will continue to advocate to the Queensland and Australian Governments for funding.
- Beyond these roles, Council will be the lead agency for all industry advancement and investment attraction initiatives, including development of The Mill at Moreton Bay.
- Council will be strongly supported in this role by the Queensland and Australian Governments, local industry and business groups.
- Local industry and business groups will lead and/or coordinate initiatives to build capacity and support existing businesses in the City.
- University of the Sunshine Coast (UniSC) will be a key driver of the workforce development initiatives. The City's education and training system (UniSC, TAFE, RTOs, schools) will be heavily involved in creating the required workforce for the future. Council will support UniSC through coordination and other assistance.

Key delivery partners

- Australian Trade and Investment Commission (Austrade) provides a range of services to Australian businesses seeking to enter export markets. Austrade also engages with international companies seeking to invest in Australia.
- Chambers of Commerce: There are several chambers and business associations across the City consisting of local businesses who best know and understand their precinct or locality. These groups will continue to provide services to local members and play an important role in the strategy's delivery to ensure local business needs are met and local opportunities are progressed.
- Moreton Bay Region Industry and Tourism (MBRIT) is responsible for destination marketing and promoting the City to tourism visitors. MBRIT also hosts and attracts a wide range of events, festivals and conferences to the City, provides business support services and networking opportunities.
- Regional Development Australia Moreton Bay and Sunshine Coast (RDA MBSC) runs several programs that support local businesses. RDA MBSC also supports the delivery of federal support programs.
- Queensland Government Department of State Development, Infrastructure, Local Government and Planning has an office in North Lakes which provides business support programs including workshops and extension services for business support programs and funds.
- Trade and Investment Queensland (TIQ) provides a range of export promotion and support services for Queensland businesses, including investment attraction services, and works with international companies to invest and establish in Queensland. Council will support the Queensland Government's investment attraction initiatives by championing city-building projects and ensuring the state government can promote the key investment opportunities in the City of Moreton Bay.
- TAFE, RTOs and schools (state and independent) within the City are responsible for the education and training of local residents. A strong coordinated effort to provide pathways for local young people (Year 9-10) through education and into employment is required as the economy evolves, and the skills required to access future jobs become more specialised.

Customers

- Local businesses play the most important role in economic development through their growth and expansion, providing employment opportunities and investing in the City, which are the ultimate desired outcomes.
- Local tourism and hospitality operators are also customers and provide services to visitors (and residents), employ locals, and invest in the City.

City of Moreton Bay COVID-19 Economic Recovery Response

During the strategy's development, the COVID-19 pandemic swept the world and created the biggest economic crisis of the current generation.

The Australian and Queensland Governments imposed significant restrictions to manage the spread of COVID-19, which greatly limited many businesses' ability to trade. All industries across the local and national economy have been impacted and many businesses have been forced to close.

While COVID-19 dramatically impacted the City's accommodation, hospitality and retail industries, they fared better compared to other Queensland regions such as the Gold Coast, Cairns and Sunshine Coast, which experienced higher unemployment rates. At its peak, City of Moreton Bay lost approximately 15,000 jobs (ABS, 2020c).

The COVID-19 crisis will have a lasting effect on the Australian economy and society, although its full effects may not yet be realised. The City's Economic Strategy was devised in this current context to provide a long-term economic direction for the City, and will be implemented in parallel to the Economic Recovery Action Plan in response to the COVID-19 pandemic to:

- Provide immediate relief for businesses, and
- Provide a platform for recovery and growth.

The first phase of the plan will:

- Inform the business community of all financial support options available and how they are accessed.
- Provide businesses with support for planning through adversity (financial counselling, crisis/business continuity management, mental health).
- Restore consumer confidence by broadcasting positive messages about economic recovery and local initiatives.
- Stimulate a Local Buy program.

Council has provided $34.2 million in response to the COVID-19 crisis, including:

- 630 community groups and clubs supported through grants
- $200 rates rebate for residents on JobSeeker
- $4 million new funding for asset maintenance, and
- $23 million in fast-tracked capital works.

To further support local businesses through the COVID-19 crisis, Council introduced a local preference policy on 27 May 2020 to award contracts under $50,000 to local businesses.

For contracts over $50,000, local businesses will be given a 15% weighting in the tender evaluation.

The second phase of the plan seeks to provide local businesses with a range of services and platforms:

- Create an environment that promotes innovation
- Review opportunities to further streamline business processes
- Improve access to technology
- Strengthen the local business network and stimulate collaboration between businesses and industries
- Increase skill sets and knowledge of the local workforce
- Enable efficiencies for businesses to save costs
- Support local supply chain reliability and food security, and
- Provide information on recovery and growth support options.

The City's Economic Strategy provides a strong platform for long-term growth and further enhances the economic recovery efforts from COVID-19.

Outcome 1: Leadership and identity

Why is this important?

Achieving a bigger, bolder and brighter future requires strong leadership across the City from Council, business leaders and all key delivery partners. It is only through this unified and collaborative effort that we can forge Moreton Bay's future economic development.

Strong leadership and dedication to a sustained collaborative effort will drive the development of a strong City identity. A growing reputation as a business destination together with strong relationships across South East Queensland and the nation will lead to increasing levels of employment and investment.

Creation of a welcoming and supportive local environment which aligns the local planning framework and regulatory environment to the bigger, bolder and brighter future will be important. Major infrastructure and investment by the Queensland and Australian Governments will continue to improve the City's competitiveness and attractiveness for business.

Equally, the City's lifestyle and amenity should be continually enhanced. Stakeholders often cited our existing quality of life as one of the City's key strengths.

Key themes:

Collaboration Advocacy Infrastructure Lifestyle

Our strategic priorities

- Develop an economic leadership taskforce to deliver strong economic leadership and collaboration between all levels of government, industry and the community.
- Engage with partners to deliver a coordinated advocacy plan which highlights priorities and city-building infrastructure.
- Identify and mentor potential business and community leaders.
- Demonstrate that Council is business responsive through the development of a Council-wide protocol to ensure businesses are provided with an efficient, customer focused and case managed experience about necessary approvals.
- Develop and deliver a recognised, competitive City business identity.
- Continue to support and augment the City's existing lifestyle.

Our measures of success

Measure	Desired trend
Competitive City identity	Increase
Productive stakeholder engagement	Maintain
Institutional reputation	Strengthen
Media reach and positive sentiment	Increase

"Leadership is the capacity to translate vision into reality."

- Warren Bennis

Outcome 2: Industry advancement

Why is this important?

Around 60% of new jobs are created by existing businesses.

Existing businesses will provide the bulk of future investment and job creation in the City of Moreton Bay. Ensuring they can grow locally will foster a bolder and more dynamic local economy.

Supporting existing businesses by building capacity and capability, growing their customer base, accessing new technology and new markets, and leveraging state and federal business support programs will drive investment and job growth across the City, moving the economy to a brighter future.

As one of the largest organisations in the City, council must maximise its expenditure with local businesses. Many stakeholders cited this initiative as an important step for Council to support businesses. Engaging with the local business community through dialogue can also support its growth and gain valuable insights into the local economy. Local business issues can be identified and dealt with positively to aid business retention and expansion

Key themes:

Engagement | Local businesses | Buy local | Capacity building | Workforce

Our strategic priorities

- Deliver workshops to build local business capacity and capability.
- Support business retention and expansion through an annual business engagement and visitation program.
- Establish and facilitate open forum sessions with key industries and other tiers of government to discuss, promote and acknowledge economic development issues and improvements across the City.
- Support business to business (B2B) marketing to connect local businesses with each other (customers and suppliers).
- Conduct annual business awards to showcase successful local businesses.
- Connect local businesses to state and federal business support programs.
- Monitor and maximise Council's expenditure within the local economy.
- Establish collaboration and sharing of workforce planning issues across industries, ensuring the City is well placed to grow and respond to market changes.

Our measures of success

Measure	Desired trend
Unemployment rates	Below national average
New local jobs created	Increase
Talent retention	Increase
Business numbers	Increase
Industry value-add	Increase

"Supporting local businesses is critical for future success."

- Moreton Bay stakeholder

Outcome 3: Trade and investment

Why is this important?

Attracting new investment into the economy can have many positive benefits, including building supply chains, increasing jobs, encouraging technology transfer, increasing export capacity and generating innovation.

Stakeholders identified that the City lacks a strong business identity and does not have a strong business location reputation (as it should). Stakeholders strongly supported more marketing initiatives for the City as a place of business and visitor destination.

Beyond further marketing and promotion, stakeholders felt that Council could play an important role to create an environment that is conducive to investment and facilitate investment outcomes by working collaboratively with businesses.

Key themes:

Partnership | Marketing and promotion | Facilitate investment

Our strategic priorities

- Develop a suite of marketing material to promote identified investment opportunities and promote Moreton Bay as a favourable business and investment destination.
- Identify and seek private sector investment opportunities in tourism products (accommodation and experiences) and event/ experience infrastructure.
- Conduct business marketing and development campaigns.
- Conduct destination marketing campaigns.
- Develop an investment incentive program.
- Review all Council held land and identify surplus sites for private investment.
- Secure investment in the City's infrastructure and other city-building projects.
- Leverage the growing reputation of The Mill at Moreton Bay to support business attraction, job creation, and research and development partnerships.

Our measures of success

Measure	Desired trend
New capital expenditure	Increase
Value of international exports	Increase
Invest Moreton Bay brand recognition and equity	Increase
Realisation of city-building projects	Increase

"We need an environment that is welcoming and supportive of business."

- Moreton Bay stakeholder

Outcome 4: Knowledge, innovation and entrepreneurship

Why is this important?

Innovation, entrepreneurship and business start-ups are important features in any modern economy. New business start-ups provide jobs and can expand exponentially. Encouraging innovation and entrepreneurship, particularly in young people, will contribute effectively to building a more dynamic and brighter economy across the City of Moreton Bay.

"Knowledge intensive jobs are vital to the modern economy. They drive innovation and productivity and are a critical source of employment growth. In the last 15 years there has been much higher growth in high-skilled, compared to low-skilled, employment."

Jane-Frances Kelly and Paul Donegan, Mapping Australia's Economy: Cities as engines for growth

The City of Moreton Bay has existing knowledge workers and a growing innovation ecosystem, which can be enhanced through further engagement, promotion and investment into programs and infrastructure.

Key themes:

Competitiveness | Innovation | Start-up and scale-up | Entrepreneur

Innovation ecosystem
A dynamic network of entrepreneurs, businesses and other support organisations which collectively forms an environment where new ideas are fostered and supported to become new businesses.

Our strategic priorities

- Develop Moreton Bay's reputation as a desirable City to establish a high-growth knowledge-based business.
- Stimulate local private business leaders to participate and develop initiatives and promote an entrepreneurial agenda within the City.
- Establish an entrepreneurial hub targeted at businesses with high growth ambitions, cultivate and attract relevant industry talent, preferably in the knowledge-based industries.
- Develop a targeted program aimed at 18-30-year-old founders to develop and support their entrepreneurial capabilities as they have the potential to start early and develop multiple ventures over their lifetime.
- Promote business excellence through a highly competitive awards and recognition program for innovation and create pathways into national and international award categories.
- Enhance an education and training offering that aligns to the demands of a changing economy, technology and innovation.

Our measures of success

Measure	Desired trend
Innovation profile	Increase
Business start-ups	Increase
Percentage of skill level 1 jobs	Increase
Local, national and international business recognition	Increase

"Innovation is the central issue in economic prosperity."

- Michael Porter

Delivering our strategy

This strategy seeks to provide a consistent and integrated approach to working towards sustainable organisational excellence for Council, setting strategic priorities and actions for the future. The strategy's timelines look to 2041 to align with our vision, while focusing on the next 5-10 years.

Planning our actions

This strategy is supported by an action plan that identifies priority actions to be delivered over the next five years. This plan may be reviewed during this time to include new actions as they are identified or amend actions to ensure we are meeting expectations.

A suite of plans will also provide further detail on the types of priority actions required to implement specific themes over the medium to long term.

Reviewing our strategy

This strategy is a living document that will be adjusted as required. It includes a major review every five years to align with our corporate plan review process. This will ensure our strategy keeps driving us towards our vision, responds to emerging challenges and opportunities, and meets community expectations.

As we progress and mature in our approach, we may also find better ways to measure success and community benefit in areas such as digital innovation and customer experience.

Resourcing our strategy

Our annual budget and operational plan process will guide priorities and resource allocation to progress the strategy's implementation and supporting plans.

This strategy will also guide our advocacy work to help influence collaboration, partnerships and resourcing for our communities.

Monitoring our success

An annual economic scorecard will be developed to track our progress towards the 2041 aspirational goals of bigger, bolder and brighter, and also evaluate the key changes across the economy as well as emerging trends.

While the ultimate goal of this strategy is to create the bigger, bolder and brighter future identified, neither the lead agencies nor the key delivery partners can control these outcomes.

The strategy and action plan have been designed to create and foster an environment that will encourage and support future economic growth and achievement of the goals. As the scorecard tracks the progress of the economy towards its goals, the review of the annual action plan will track the strategy's implementation by the lead agencies and key delivery partners.

Through the annual economic scorecard and implementation plan review, the strategy can be evaluated and adjusted each year, maintaining a flexible and adaptable approach to economic development but aligned to long-term direction and goals. Any changes would be made within the strategy's existing framework to maintain its unified and consistent economic development effort.

Catalyst initiatives

There are three initiatives that have the potential to transform our Council and City over the next five years and beyond. Each outcome area in the strategy will embrace and harness their potential and enable collaboration to create value for our communities.

Bigger, bolder and brighter

The new direction for our future economic growth will be focused on value, exports, innovation and technology. We will harness our competitive strengths to take advantage of key opportunities to grow the City's economy. Our new direction will be:

Bigger

Our goal to be bigger is not just about the population growing, but also about our economic growth. And it is not just about having a bigger economy, but one that will grow in value terms. Our economy will increase in sophistication regarding our industries and use of technology. Through our growth in high value-adding activities and exports, our economy will reach $40 billion in 2041, more than double its current size. We will protect our unique lifestyle by growing in a sustainable manner.

Bolder

Our goal to be bolder means that we will work to attract, create and embolden the creation of 16,000 new businesses and 100,000 new jobs by 2041. Through our focus on workforce development and advancing business growth locally, we will ensure our residents have the best access to new jobs, new skills and new opportunities, which will help them create a better future for their families.

Brighter

Our City's future will be brighter, and our economy will become more innovative. We will embrace technology, knowledge, innovation and entrepreneurship. We will create innovative mechanisms to encourage economic growth. We will become a national leader in innovation and entrepreneurship and to be considered one of the top 10 innovation hubs in Australia outside capital cities.

Our 2041 targets for GRP and jobs are

19% higher

than projected results without the Economic Strategy

Our goals by 2041

Bigger

$40 billion economy

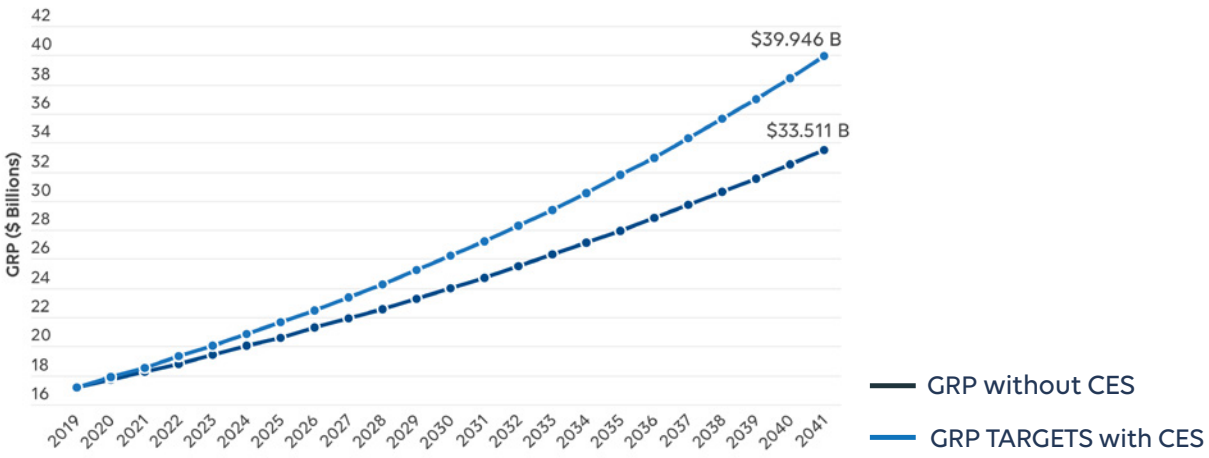
Bolder

100,000 new jobs

Brighter

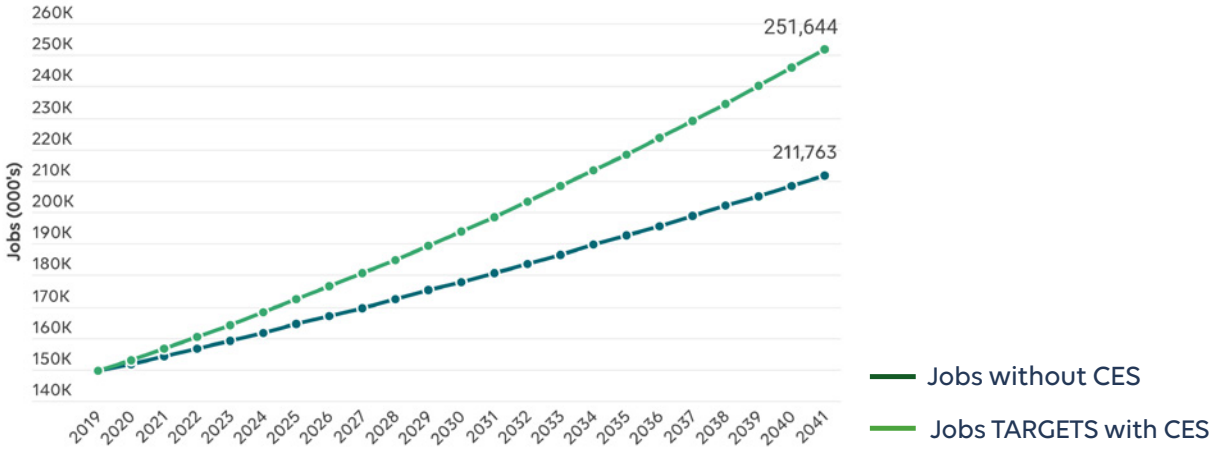
Top 10 Regional innovation Hub

Strategy impact on GRP



Source: Modelled on data supplied by Lucid Economics, Dec 2020 (unpublished); and, National Institute of Economic and Industry Research (NIEIR), compiled and presented in economy.id

Strategy impact on jobs



Source: Modelled on data supplied by Lucid Economics, Dec 2020 (unpublished); and, National Institute of Economic and Industry Research (NIEIR), compiled and presented in economy.id

Key growth areas for a brighter future

Our brighter future will be underpinned by our City's continued growth in addition to our economy's growing sophistication and evolution. Our focus will be in areas that deliver high value to our economy, are focused on exports from our City and embrace innovation, technology and sustainability.

The following key industries are high value-adding, export focused and will provide the economy's transition from its current reliance on population growth to the desired bright future:

- **Advanced manufacturing:** Manufacturing is already an important industry for Moreton Bay (3rd largest contribution to Gross Regional Product) and hosts some of Australia's most innovative manufacturers. Many local companies export products around the globe and are leaders in their respective fields. The City's industrial precincts have access to transport and utility infrastructure as well as a large workforce (more than one million workers within a 30-minute drive). Key areas include: industrial engineering, fabrication, marine product manufacturing/repair/maintenance, building materials and many unique and bespoke products.

- **Food and agribusiness:** Agriculture has been an important part of the local economy, with the City producing 57% of Queensland's strawberries and 32% of the state's pineapples as well as prawns, bugs and crabs. While there are opportunities to continue expanding in these areas, there are also new areas to explore including oyster and seaweed production, more intensive agriculture, further value-adding and processing opportunities, and production of a range of food and beverage products.

- **Tourism, sport and major events:** Tourism makes an important contribution to the economy. The breadth and depth of natural tourism assets and our City's strategic location provides opportunities to further grow tourism, including increased events, new visitor experiences and products, and attracting further investment into accommodation.

- **Knowledge, innovation and entrepreneurship:** Our City has an existing innovation ecosystem that can continue to expand into the future. Additional infrastructure such as innovation spaces or hubs and a range of support mechanisms are required to grow and expand the existing culture of innovation and entrepreneurship. With the University of the Sunshine Coast now located at The Mill at Moreton Bay, new infrastructure at this precinct will further support the growth of innovation and entrepreneurship. Innovation will be supported through sustainable and adaptive business strategies.

Value of the property and development industry

For a rapidly growing and expanding city like Moreton Bay, the property and development industry will continue to play an integral role as major collaborator, investor and facilitator of future growth.

The sector will also help the City reach its bigger, bolder and brighter goals. From small residential and commercial developments to large master-planned communities, the sector is actively seeking positive outcomes through collaboration and advocacy that enhance liveability and drive further investment.

The success of the property industry and continued development of Moreton Bay into a vibrant, prosperous, well-connected and desirable city are intertwined. Growth through residential and commercial development is one of the most visible outcomes and indicators of success and equally acts as a catalyst to attract further investment.

Economically, the construction industry is the largest contributor to the City's GRP and the third largest employment sector.

Our bold projects for the future

Our city-building projects (individually and combined) have the potential to dramatically increase high value jobs, exports and investment:

The Mill at Moreton Bay

A 460 hectare mixed use and redevelopment project provides significant opportunity as the largest greenfield innovation precinct in Australia. The site includes the Petrie Town Centre, Petrie Rail Station and the former Amcor Petrie Paper Mill Site, totalling 65 hectares of greenfield development potential. The site is also home to the University of the Sunshine Coast Moreton Bay campus, which opened in February 2020. There are significant opportunities for commercial and industry uses that that will catalyse innovation and jobs for the entire City. The Mill is expected to deliver 8,600 ongoing jobs and add $813 million into the City's economy per year on average, once fully realised.

North Harbour

A 785 hectare master planned community development along the southern banks of the Caboolture River featuring a 400 berth marina, 500 dry boat stacker, 46 ha mixed industry precinct, marina village with retail, commercial and residential elements, approximately 4,700 home sites, and

420 ha of open space and community areas. The $2.7 billion project is expected to create up to 7,000 jobs.

SEQ Northern Freight Terminal

ShapingSEQ South East Queensland Regional Plan 2017 identifies the importance of the northern rail freight corridor and highlights a future intermodal facility north of Caboolture. The Queensland Government has formed a working group to progress plans for the Northern Freight Terminal. A future terminal has the potential to create jobs directly related to the operation of the intermodal terminal (office, terminal operations, warehousing) and indirect jobs (transport, postal and warehousing, wholesale, manufacturing) as well as a catalyst for commercial/ industrial growth.

Wamuran Irrigation Scheme

This leading regional agribusiness project will see Unitywater develop a scheme in Wamuran to deliver about 2.9 gigalitres of recycled water per year to local farming customers. This is about 1,160 Olympic sized swimming pools of Class A recycled water that will come from Unitywater's South Caboolture Wastewater Treatment Plant. The scheme will support irrigation of 2,500 hectares that could support $100 million in gross agriculture value.

Scarborough Harbour Masterplan

Scarborough Harbour already represents significant maritime infrastructure for the City. The Masterplan seeks to redevelop the harbour to expand its reach and use. The redevelopment includes a new art gallery, aquarium, hotel/conference facility, new and expanded green recreational areas, new maritime facilities and support infrastructure.

The project has the potential to transform Scarborough Harbour, providing opportunities for significant economic and tourism growth. The project has the potential to be a key hub for Australia's $74 billion marine industry.

Action Plan

The City of Moreton Bay Economic Strategy 2020-2041 provides the blueprint for Council, industry and the business community to collaboratively build a $40 billion economy by attracting and generating 16,000 new businesses and 100,000 new jobs by 2041.

The Strategy was initially implemented through an inaugural two-year Action Plan (2021-2022), followed by a subsequent two-year Action Plan (2023-2024).

Working collaboratively, Council and stakeholders have achieved significant progress against 51 action items set out across these consecutive action plans.

Under the guidance of an Economic Taskforce and Strategy Stakeholders, a new four-year Action Plan (2025-2028) has been developed to maintain momentum and continue driving progress towards a BIGGER, BOLDER, BRIGHTER city economy.

This new Action Plan is contained within a stand alone companion document and outlines the priorities for implementation of the Strategy over the next four years, acknowledging existing activities that have become standard practice while adding new actions based on stakeholder feedback and the current economic environment.

Each action aligns to the Strategy's pillars and key initiatives and has a specific target to measure its completion and effectiveness. As has been the case since inception, the Action Plan will be reviewed at the end of each financial year and adjusted based on past successes and changes in the marketplace.

Glossary

Term	Description
Business as usual	Actions delivered as day-to-day organisational operations.
Council	City of Moreton Bay.
Council Budget	Council's annual operational and capital expenditure programs, including long-term financial forecast, financial policies, rates, and charges.
Corporate Plan	Council's five-year roadmap that describes the strategic goals and outcomes that support our vision: *Our Moreton Bay. Amazing places. Natural spaces.*
Long-term	Actions that occur after five or more years, however planning or design may occur in the medium-term.
Measures	Indicators of success against each strategy outcome that help to monitor progress.
Medium-term	Actions that occur within 3-5 years.
Operational Plan	Council's annual program of services to deliver strategic outcomes against key performance indicators.
Outcomes	High-level focus areas that guide strategic priorities.
Short-term	Actions that occur within 1-2 years.
Strategic priority	A strategic pathway to achieve an outcome.

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