



Redland City Council

Economic Development Strategy 2008 - 2012



October 2008

1. Introduction

“Economic Development is a sustainable increase in living standards that delivers increased income, better education and health as well as environmental protection.”

(Incorporating Economic Development into Local Government Planning – LGAQ December 2006)

Economic Development supports the local community by contributing to the wellbeing and prosperity of the community, business, industry and Local Government. Redland City Council is dedicated to managing Economic Development in a responsible and sustainable manner. This includes giving full consideration to the quadruple bottom line principles of economic, social, governance and the environment.

Redland City is nestled in a bayside locality between the two major population centres of Brisbane and the Gold Coast. Containing urban, and significant environmental, rural, island and Moreton Bay landscapes, Council is keenly aware of the delicate balance between protecting the environment and allowing sustainable, controlled and well planned development.

Economic Development focuses on increasing quality of life. Council provides a broad range of services to the community all of which either directly or indirectly assisting the Economic Development of the region. Whilst not all of these activities are specifically mentioned in the strategy they play an ongoing vital role as the core support elements of Economic Development.

The Economic Development strategy has been developed in conjunction with Pacific Southwest Strategy Group, which conducted significant background research and consultation with stakeholders and the community.

2. Overview

2.1. Population

Redland City had an estimated resident population of 131,210 persons in 2006 and is predicted to grow to approximately 177,000 persons, by 2026.

2.2. Lifestyle

Redland City's reputation is built on its strong sense of community and its high quality environmental areas. The Redlands provides a choice of lifestyles across urban and rural settings, as well as bayside and island living – all within close proximity to a network of business centres across the City with linkages/association to other centres in Brisbane, Logan and Gold Coast Cities.

The Redlands has traditionally provided opportunities for individuals and families from diverse social, cultural and economic backgrounds to contribute to the city's economic and community life. For this to continue, the Redland City Council will continue to work with the community (residents and business)

to meet the challenge of increasing local job growth and employment self-containment in the City.

Maintaining and enhancing the City's high quality of life for all the city's residents is one of the major challenges for the Redlands economic development strategy.

2.3. Culture

Influential Economist, Richard Florida, describes cities' competition for creative talent as "the defining economic issue of the 21st century". According to Florida, business goes where culture grows. There are implications for the Redlands. Fostering a robust vital local culture through investment in skills, creativity and knowledge will help create the conditions in which innovative new enterprises and industries can thrive. The 'creative industries' are growing globally in the new knowledge economy. Redlands libraries, cultural facilities and programs provide essential infrastructure for the long term development of the region's economic potential.

2.4. Workforce

Redland City has a relatively low level of employment self-containment, that is, the number of jobs actually located in Redland City relative to the number of Redland residents who are employed in the workforce. The City currently has a workforce of around 61,000 workers, approximately 60% of these travel outside of the City to work everyday. This means only 40% of Redland City's working residents have employment in the local area. This is compared to 67% for Brisbane and 90% for the Gold Coast city.

This low level of employment self containment creates stress, clogs arterial roads, generates pollution and is damaging to lifestyle. Current public transport systems are inadequate, with both bus and railways requiring and urgent increase in capacity. Public transport is almost completely focused on getting workers to Brisbane City. This ignores the percentage of workers who work in Logan, Suburban Brisbane, Gold Coast or Northern suburbs. Providing more jobs in the Redland, increasing self containment, and matching the Redlands skill base to industry sectors that the City has a competitive and comparative advantage in would significantly reduce a number of these problems.

To increase employment self containment to a more acceptable level of around 60% will require approximately 22,500 jobs in the next 18 years.

2.5. Social Infrastructure

Communities such as Redlands, with strong social infrastructure are attractive locations for business investment and development. The quality of the social capital within the community also contributes to investment, growth and opportunities for micro-business and social enterprise.

Well planned and coordinated social infrastructure will enable people to participate and contribute to the City's broader economic and social development. A proactive and strategic approach to social infrastructure will assist in ensuring that Redland City is well positioned when government

funding priorities; private sector investment decisions and partnership opportunities are targeted.

3. Vision – Balanced Natural and Economic Capital

The Economic Development vision for Redland City is to create a positive relationship between the Redlands' natural and economic capital. The nature of the region demands an ongoing commitment to the environment and maintaining a harmony between development and nature. The vision of Redland City is one of lifestyle – a great place to live, work and play. The vision includes the development of a vibrant and sustainable economy with a strong local workforce and a high level of self containment. This vision will create a City with reduced pollution, long term protection for the environment, happier and healthier workforce and a strong community atmosphere.

3.1. Mission – Create a Better Redland City through Sustainable Economic Management

In Partnership with the Community and the Region, Redland City Council provides:

- Leadership, responsible planning and representation;
- Protection and maintenance of lifestyle and natural environment;
- Community and regulatory services; and
- Infrastructure and facilities.

3.2. Economic Development Strategy Goals

The goals for the Economic Development strategy are to create an environment which encourages an environmentally sustainable economy. This will broadly be achieved through:

- Developing an appropriately trained workforce,
- Encouraging the establishment and growth of appropriate businesses,
- Optimising the use of scarce natural assets,
- Promoting the region as a great place to live work and play, and
- Working together (a partnership with the community and the region) to achieve common goals.

4. Challenges

The challenges for Redland City in creating this strategy are varied and include:

- Balancing the needs of the environment and the requirement to find more jobs locally,
- Finding the right business which can operate in harmony with our environment. These particularly include creative and knowledge

based businesses, the education sector and environmental products, services and attractions.

- The internally based economy is unlikely to generate significant real wealth. To grow the economy will require more focus on trading outside the region.
- Ensuring continued business growth and sustainability.
- Establishing the right conditions for the economy to grow – fostering the right enablers.
- In order to protect the environment, economic growth must be contained to discreet areas. This requires careful management and master planning of activity centres.
- Ensuring vital infrastructure such as roads, community facilities, transport services and networks keep pace with growth.
- Ensuring there is sufficient future planning of all new developments. This is particularly important in light of our ageing population and their particular service needs. It is also important to maintain a focus on the City's environmental and lifestyle values.
- Competition across the region in a broad spectrum of areas, including:
 - State and Federal funding,
 - Workforce and industry,
 - Infrastructure priorities,
 - Tourism, and
 - Business investment

5. Strategy

In order to ensure sustainable economic growth, it will be necessary to create the right conditions for business to thrive, this will be achieved through focusing on the development of economic 'Enablers'. According to the 'Opportunities for Local Government – Developing Competitive Regions' paper (Australian Local Government Association), for a region to be economically sustainable, it needs to be active in the provision of ten key areas – these are known as the 'enablers'.

The ten key enablers are:

- Export generation (international and/or inter-regional),
- Local substitution for imports,
- Self containment of services (in sub-region),
- Investment attraction,
- Workforce capability enhancement,
- Strategic infrastructure development,
- Creation of new businesses from within,

- Availability of investment capital,
- Competitive economic conditions,
- Innovation.

Redland City Economic Development strategy encourages these enablers through the various programs and projects. This involves programs which are already in existence and being provided by a broad cross section of Council departments. These existing, and ongoing programs, include such programs as:

5.1. Export Generation

- China Trade and Investment Office, in conjunction with the Business Grow program.
- International policy which is designed to encourage cultural, educational and economic cooperation. Currently friendly relationships exist with Cities in China and Korea.
- Tourism development initiatives.

5.2. Local Substitution for Imports

- Training and support programs for local businesses, including Business Grow and the China Trade and Investment Office.
- Promotion of local products and services through partnerships with local organisations such as the Chamber of Commerce and Redland Tourism.
- Business development training seminars in conjunction with regional partners.
- Investigation of Business Improvement Districts (BIDs)

5.3. Self Containment of Services

- Development of more job opportunities through the Major Activities Centres strategy and business support programs.
- Support for the growth of service industries,
- Continued development of infrastructure, including roads, social infrastructure and Information Technology.

5.4. Investment Attraction

- Encouragement and support to suitable industry,
- Promotion of the region to potential investors, in conjunction with regional partners, State and Federal Government agencies.
- International policy which is designed to encourage economic cooperation and provides opportunities to promote the region to potential investors.
- Promotional partnerships and investment attraction activities with regional organisations such as Invest Brisbane.

5.5. Workforce Capability Enhancement

- Business training programs,
- Support for local training initiatives, including back to work and trade development programs.
- Partnerships with TAFE and Secondary Schools.
- Specialist library services developed for local businesses.
- Support for Southern Moreton Bay Island PLACE training programs and youth initiatives.
- Indigenous employment program.

5.6. Strategic Infrastructure Development

- Working with state authorities to develop Roads, Public Transport systems and marine infrastructure.
- Master planning of Cleveland and Capalaba Principal Regional Activity Centres.
- Structure planning and development of Thornlands Integrated Enterprise Area.
- Library Strategy and Cultural Plan (eg Minjerrabah Knowledge Centre).
- Social Infrastructure Plan.

5.7. Creation of New Businesses from Within

- Business support activities,
- Development of the new Thornlands Integrated Enterprise Area,
- Principal Centres redevelopment projects.
- Social enterprise initiatives.
- Investigation of BIDs concept

5.8. Availability of Investment Capital

- Partnerships with local regional, State, Federal and international organisations.
- Investment in social infrastructure through partnerships with business to encourage the development of educational institutions.

5.9. Competitive Economic Conditions

- Continued review and refinement of development assessment processes.
- Council leadership and Economic Development strategy.
- Growth Management strategy.
- Master planning and development of enterprise areas.

- Provision of local infrastructure to support business.

5.10. Innovation

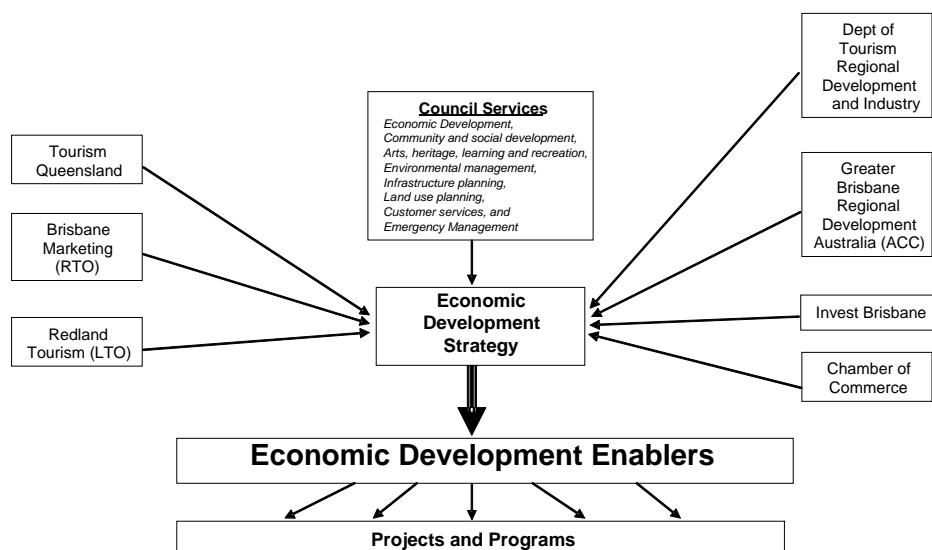
- Trade and Investment Office,
- International education project,
- Major Centres strategy
- Minjerribah Knowledge Centre
- Investigation of BIDs concept

5.11. Partnerships

Whilst Council has a leadership and advocacy role and can successfully engage with the community, local, state and federal leaders to develop commitment, energy and attitude towards economic development, it is also reliant on partnerships to achieve its aims.

Council's Economic Development strategy sits within an essential strategic framework of regional stakeholders and partners.

Strategic Framework



6. Projects and Programs

The Economic Development strategy relies on the enablers and their projects and programs detailed above. Ten [10] key activities have been identified which are considered high priority. Some of these are already underway and funded some are new and should be implemented as soon as possible.

These include:

- 6.1.** Local Work Website (Redlands, Employment, Contract Labour and Hire Service Portal), this is a blue sky project which is designed to assist the workforce to find local jobs and businesses find local staff.
- 6.2.** Lobby state government to establish Government office block at Capalaba or Cleveland, a blue sky project to provide local job opportunities, increase self containment and attract knowledge based workers.
- 6.3.** Identify skills required and develop and implement local training programs to meet industry needs, in conjunction with DTRDI and MSIT. Project could also include ongoing work to develop a English language and international business college or other specialist training campus. This would help to increase local skills and employment thereby boosting self containment and potentially attracting investment.
- 6.4.** Facilitate the continued development of enablers for economic development. This project includes research into feasibility of other activities which will enhance economic development and social objectives, including investigation of Business Improvement Districts (BIDS) concept. This project might also include such activities as lobbying for affordable housing at Capalaba or other social infrastructure initiatives.
- 6.5.** Project to further the redevelopment of Toondah Harbour. This is a very complex project due to the number of land owners, types of tenure and (state/federal) regulatory framework. This is an important transport infrastructure project as well as providing the potential for boosting community recreational facilities, business opportunities, tourism and job creation. It also activates a large majority of the enablers.
- 6.6.** Master planning for Principal regional activity centres. Cleveland and Capalaba Master Plans are committed projects which provide the potential for a significant number of new job opportunities to be created, providing up to half the jobs for the self containment target – without increasing the urban footprint. Both locations are Transport Oriented Centres which will be master planned to maximise the use of current and proposed public transport infrastructure.
- 6.7.** Structure planning for the Thornlands Integrated Enterprise Area, is a committed project, and is one of the key outcomes required to ensure the success of the Economic Development strategy is achieved, particularly in relation to the employment self containment target. In line with the need to provide a significant amount of new jobs and restricting development to tightly constrained areas it represents the last available significant area of land in the urban footprint able to be planned for urban development. The area is strategically located close the Gateway motorway and provides the opportunity to provide

a multitude of compatible facilities such recreation, cultural, sporting and education. It has the capability of providing up to 20% of the new jobs required by 2026.

- 6.8.** The revision of the Redland City [Shire] Centres and Employment Review is a project designed to review the proposed centres strategy and identify the employment targets for 2031 to achieve the proposed increased levels of employment self-containment. It will also provide a baseline for ongoing research into the long term performance of the Economic Growth Strategy.
- 6.9.** Road transport infrastructure projects are vital to ensuring the arterial roads and linkages can provide efficient access and reduce travelling times – thereby reducing pollution and increasing quality of life. This will require the lobbying State Government to advance important road infrastructure projects including:
- a. Cleveland – Redland Bay Road project – South Street Cleveland to Boundary Road Thornlands and from Benfer Road Victoria Point to German Church Road Redland Bay.
 - b. Redlands sub-arterial road upgrade project Tingalpa Creek – Taylor Road – Gateway Motorway which will provide improved freight and transport services, specifically to the proposed Thornlands Integrated Enterprise Area;
- 6.10.** Public transport infrastructure projects are also vital to ensuring efficient access and reducing travelling times – thereby reducing pollution and increasing quality of life. This will require the lobbying State Government to advance:
- a. Duplication of the Cleveland Rail line; and
 - b. Marine facility upgrades at the Toondah Harbour, Cleveland and Weinam Creek, Redland Bay passenger terminal areas to improve transportation links to the Moreton Bay Islands.

7. Summary

The vision of the Economic Development strategy is the balancing of the Redlands natural and economic capital. The mission involves creating a better Redlands through sustainable economic management. The goals are to develop the workforce and business, optimise the use of scarce resources, promote the region and working together. To achieve this will require concentration on the key economic enablers.

7.1. Economic Development Strategy – at a Glance

Vision

Balanced Natural and Economic Capital

Mission

Create a better Redlands through sustainable Economic management

Goals

Develop workforce and business
Optimising assets
Promotion of region
Working together (community partnership)

Enablers

Workforce
Capability

Innovation

Export
Generation

Investment
Capital

Local
substitution

Investment
Attraction

Infrastructure
Development

Creation of
Business

Competitive
Economic
Conditions

Self
Containment