



Redland City
Economic Development Framework
2014 - 2041

Document overview

This document has been prepared to highlight key areas of focus for Redland City's business community. It provides a snapshot of our economy as it is now, and provides an insight into exciting opportunities for the future.

Dynamic by its very nature, the Economic Development Framework 2014-2041 highlights the advantages of proactively planning for sustainable economic growth and, to this end, outlines the benefits of creating a formal partnership between Council and the community.

Supporting this overview of the Redland City economy is data from the last Australian Census, along with the 2001 and 2006 Census data,

which provides a robust analysis of the City's economic growth over the past decade. This analysis is important as it highlights key trends occurring in the City's various industry sectors, as well as labour market trends that will have ramifications for our economy moving toward 2041.

Also included is data from a range of other sources including, but not limited to, the Australian Bureau of Statistics, the Australian Government Department of Employment, Queensland Treasury and Trade, the Australian Workforce and Productivity Agency, Urbis, the National Institute for Economic and Industry Research, and Deloitte Access Economics Industry Trends reports. In addition,

SiS Consulting has undertaken an extensive review of a number of key Council documents, including the *Rural Futures Strategy*, the *Centres and Employment Strategy Review* by Urbis (2013), the previous *Economic Development Strategy*, and the *Tourism Strategy*. These have all been compiled as part of a separate research compendium that will accompany the Economic Development Framework as a supporting document.

Future industry and employment growth forecasts (to 2041) have been based on modelling analysis and forecasts prepared by Queensland Treasury and Trade, and small area labour forecasts undertaken by the National Institute for Economic and

Industry Research for the Council of Mayors. This data has been factored into the Economic Development Framework future growth forecasts for industry and employment.

The following themes represent the economic Framework for the City to 2041, incorporating feedback from the community during the consultation phase, alongside the research data developed in the draft. This document is designed to be read in conjunction with the research compendium, which forms the background document for the Framework and will be updated on a regular basis as new data and research becomes available.



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Foreword



Foreword from the Mayor

Redland City's Economic Development Framework is designed to provide clear direction for business growth and job generation and will guide sustainable growth throughout the City for many years to come.

Rather than taking an ad hoc approach to economic development, the Framework identifies health, education, tourism, manufacturing and construction industries as key areas of focus. It calls for close collaboration between businesses as the catalyst for reaping the greatest benefits – for business and for the Redlands community.

The Framework aims to deliver and measure positive growth for local businesses, along with the employment opportunities that will

inevitably flow from this new level of collaboration. Quite simply, this is the business community's plan for business. It unashamedly encourages new businesses to establish in the Redlands – new business means new jobs for Redlanders.

This hallmark Framework will not only facilitate better business outcomes for our dynamic and evolving community, but also put Redland City on the map as the best place to live, work, do business and invest.

Cr Karen Williams
Mayor of Redland City



Introduction





Introduction

Redland City is open for business. It's also the perfect place to consider investing. *Redlands – Open for Business and Investment* overview document, *The Queensland Plan*, the 30-year roadmap for the state's growth and prosperity, as well as the South East Queensland Regional Plan have helped set the scene for this 25-year Economic Development Framework for the City.

There are two Principal Regional Activity Centres in the City, namely Cleveland and Capalaba, with Victoria Point consolidating its role since the last Census as a Major Activity Hub for the southern portion of the City, with 26% growth in employment (Urbis, 2013).

The City has enjoyed sustained business growth across a number of sectors since the 2008 strategy, most notably in Professional, Scientific

and Technical Services, Financial and Insurance Services, Health Care and Social Assistance, Accommodation and Food Services.

Redland City Council aims to build on this growth by leveraging its unique characteristics in order to build our economic capacity and deliver prosperity for our City and its residents. We take great pride in the qualities that make the Redlands an attractive place to live and work, and

we want to enhance our economic capacity by also making it an attractive place for local, national and international investors to do business.

This Framework aims to align with our "Open for Business" philosophy and, together with our Economic Vision and Mission statements, will drive the development of initiatives that will increase the economic capacity of our City.

While this Economic Development Framework is Redland City-wide, Council acknowledges the need to develop specific strategies and plans for North Stradbroke Island and the Southern Moreton Bay Islands, which have their own unique characteristics. This will involve Council working in collaboration with local communities, alongside state and federal government agencies and bodies, to deliver economic growth for the City's island communities.

Economic Framework Summary

Increasing the City's economic capacity will bring prosperity and increased revenue streams, allowing for increases in funding and programs to improve levels of service, achieve positive environmental outcomes and develop cultural initiatives.

A City of Opportunities: an integrated economic approach

Strong partnerships with the business community are critical to the development of a vibrant, inclusive economy and the positioning of the Redlands as the destination of choice for home-makers, local, national and international businesses, workers and tourists.

Through the establishment of an Economic Development Advisory Board with representatives of each of the City's eight identified future industry and employment growth sectors, Redland City Council will drive engagement and activities in key industry sectors and ensure those activities are aligned to this Framework's strategic direction and goals.

The Advisory Board will oversee the implementation of this Economic Development Framework, including specific action plans, and act as the link between Redland City Council and the City's eight key industry sectors.

It will actively promote Redland City as a great place to live, work, relax and do business.





To meet average annual Gross Regional Product growth of 3% to 2041, this Framework recognises that Redland City will need to substantially boost export-oriented and value-add industries such as Health Care and Social Assistance, and Professional, Scientific and Technical Services, and ensure that jobs growth occurs in those sectors that are able to provide high-income employment as well as those which are traditionally an employment source for young people. These key industry sectors include:



Tourism (Accommodation and Food Services)

The Redlands' two gateways to Moreton Bay – Cleveland's Toondah Harbour and Redland Bay's Weinam Creek – have the potential to drive significant tourism and employment development. Having these areas identified as Priority Development Areas will offer the City world-class infrastructure and the ability to boost international tourism, as well as increased visitor numbers, capitalising on the City's positioning between Brisbane and the Gold Coast.



Construction

Construction remains the City's largest contributor to Gross Regional Product and one of the largest employers. Regional stimulus through government infrastructure and construction investment, local construction activity on new housing estate developments currently underway and the Priority Development Areas at Toondah Harbour and Weinam Creek over the next five years, are expected to counter the challenge of a construction shortfall driven by potentially lower-than-expected South East Queensland population growth.



Education and Training

This sector of the economy, particularly primary and secondary education, is where Redland City enjoys a competitive advantage and has a strong reputation for quality. Opportunities exist to build on the international student market.



High Value-Add services

Incorporating services from scientific to architectural, legal and accounting to engineering, advertising, veterinary, IT, banking, credit and insurance, this group of sectors is expected to grow strongly and has the potential to be an even larger export generator for Redland City.



Health Care and Social Assistance

Growth in the City's largest employment sector is expected to continue above national averages, with the City well-placed to become a leader in health, aged care and medical services, drawing highly educated workers.



Manufacturing

Manufacturing has the potential to be a leader in terms of continued export potential on the back of new technology, productivity improvements through more capital-intensive work methods and a decline in traditional labour-intensive manufacturing industries. Fluctuation of the value of the Australian dollar, associated with declining commodity prices and historically low interest rates, will potentially assist exports in this sector.



Retail Trade

While this sector – one of the City's biggest employers, particularly of young people – will continue to be population-serving, potential exists for small, local enterprises to take advantage of the digital disruption affecting the sector nationwide. Rejuvenation of the Cleveland and Capalaba business districts will remain a focus.



Rural Enterprises

While this sector is one of declining wealth for the City, there has been substantial growth in sub-sectors such as plant nurseries and cut flower production underscoring their potential as export generators.



Council’s Strategic Economic Direction

Redland City Council aims to leverage the Redlands’ unique characteristics in order to build our economic capacity and deliver prosperity for our City and its residents.

Redland City’s strategic economic direction will state that:

Redlands will be a vibrant, inclusive economy and be the destination of choice for businesses, workers, residents and tourists because of its proactive, innovative and creative approach to business development and expansion.

We want to enhance our economic capacity by also making it an attractive place to do business – attracting and retaining local, national and international investment.

Our focus is the development of key industry sectors that can deliver sustainable economic growth and enhance the liveability of our City

through increased employment opportunities, training and skills development for our workforce, together with infrastructure development, investment attraction and an overall increase in the economic capacity of the Redlands.

Redland City Council’s Role

Council will provide exemplary community leadership, best practice governance and service delivery to enhance Redland City’s social, economic and environmental qualities. Through working in collaboration with the community and the private sector we will increase the prosperity for the City and its residents by developing a culture of innovation and creativity, which encourages the development and retention of existing and new enterprises in the region.



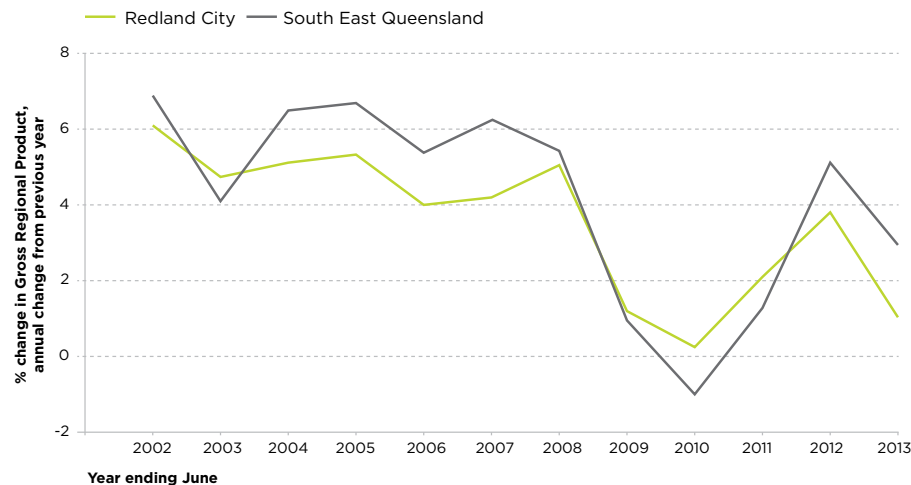
Current State of the Economy

Gross Regional Product

Redland City's economy headline Gross Regional Product (GRP) was \$4.66B in 2013, up from \$4.618B in 2012, or 1.0%. The overall trend reflects the Queensland economy as a whole, which grew by 3.6% during the same period (NIEIR, 2014). **Figure 1** below shows the City's headline GRP since 2002, comparing it with the Queensland Gross State Product (GSP) over the same period.

Figure 1: Redland City and South East Queensland Headline GRP since 2002

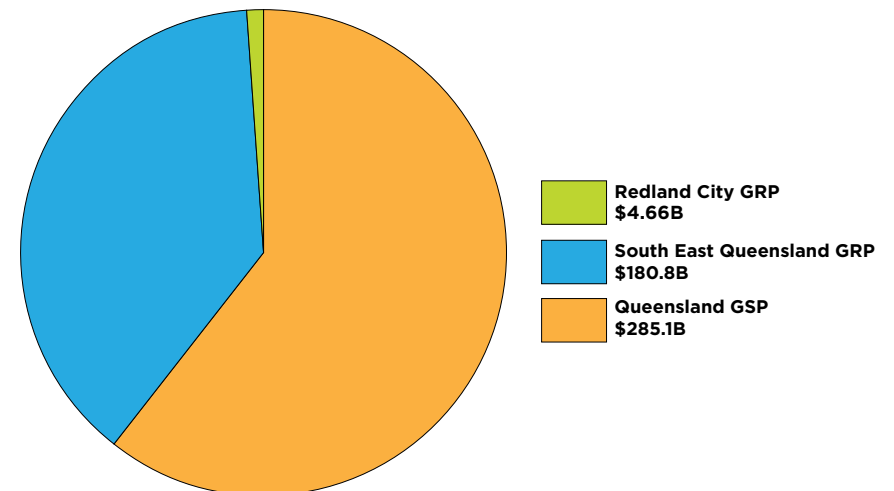
Source: National Institute for Economic and Industry Research, 2013



The City's economy is currently relatively small when compared to the remainder of South East Queensland (2.58%) and the broader Queensland economy (1.64%) (NIEIR, 2014). The City is considered a dormitory region within South East Queensland, with 60% of resident employment outside the Redlands, highlighting connectivity of the City to the region and its huge potential for growth. **Figure 2** below shows the City's contribution to South East Queensland and the Queensland economy using 2013 figures.

Figure 2: Gross Product comparison Redland City with South East Queensland and Queensland (2013)

Source: National Institute for Economic and Industry Research, 2014





Another key indicator of the Redlands' economy is its imports and exports, where exports include all sales of goods and services to non-resident households, businesses and organisations outside the City's boundaries, and imports include the sale of goods and services from industries to resident households, businesses and other organisations.

Mirroring state and national trends, Redland City has a deficit of imports over exports. Statistics show that manufacturing was the largest exporting sector in the City, accounting for 51.9% of exports in the 2012/13 financial year. Manufacturing was also the largest importer to the Redlands, amounting to nearly 34.8% of all imports into

the City. **Figures 3** and **4** provide the City's total exports and imports by sector for 2012/13, comparing them against Queensland.

The data highlights the Redlands' reliance on the manufacturing sector for export income, with the next highest exporting sector in the City being Health Care and Social Assistance, which account for 8.2% of

the City's exports, followed by mining at 6.5% (NIEIR, 2014). In order for the City's economy to maintain strong GRP growth over the coming years, it will be essential to lift the amount of goods and services exported outside the Redland City boundaries, rather than relying on growth from population-serving industries as it has traditionally done.

Figure 3: Total exports by industry sector Redland City and South East Queensland 2012/13

Source: *Economy i.d., 2014*

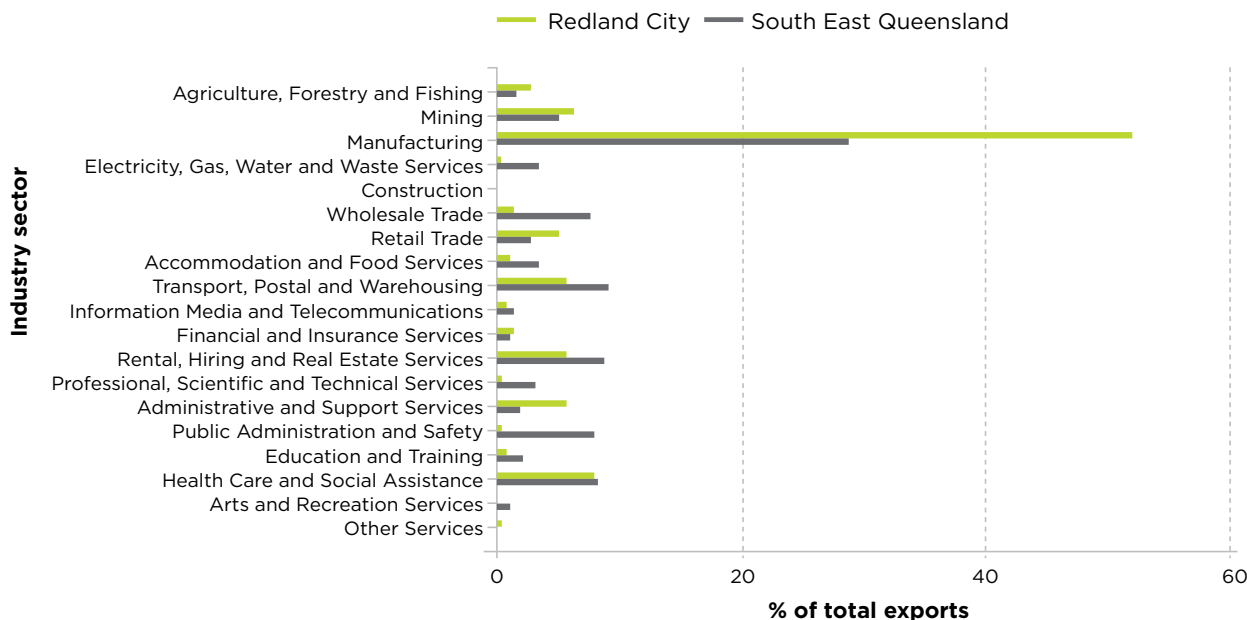
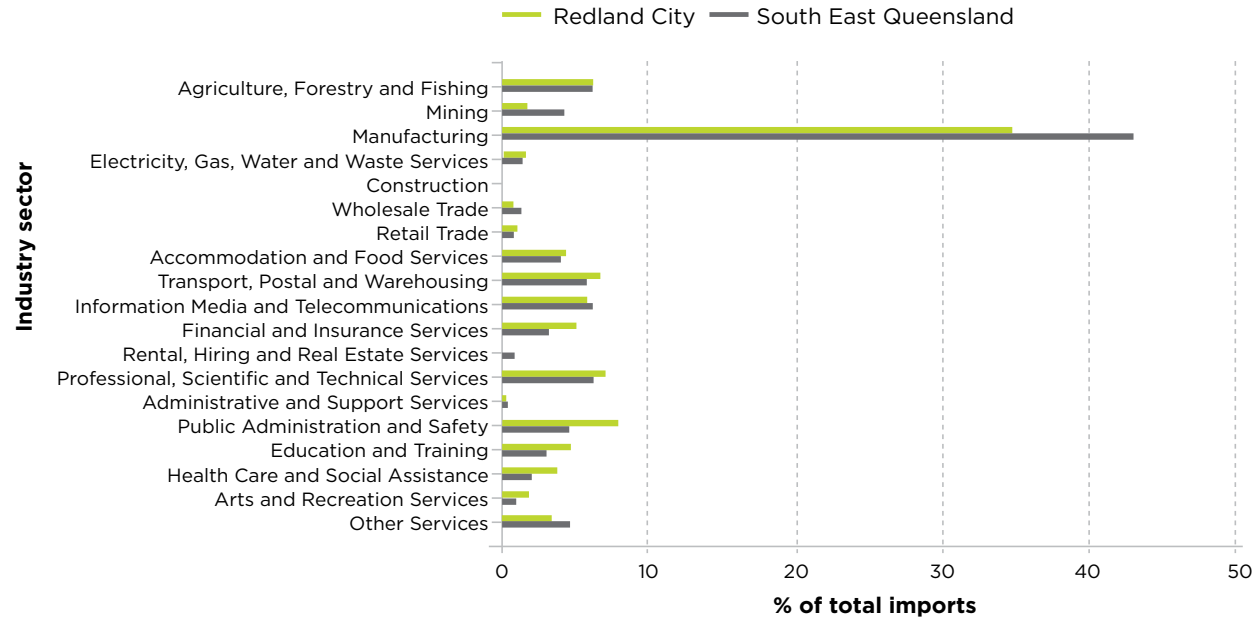




Figure 4: Total imports by industry sector Redland City and South East Queensland 2012/13

Source: *Economy i.d.*, 2014



Employment by Industry

Redland City had a total workforce of 73,400 in the year ending 2013 with a relatively low unemployment rate compared with the remainder of South East Queensland and the State (NIEIR, 2014). There has been a plateau in the total number of employed residents in the City over the past four years, which has been consistent with a decline in population growth and a demographic trend that has seen a rise

in the non-working age population. This is a trend that is occurring at a regional, state and national level, albeit at a slower rate than that being witnessed in the Redlands. In the City itself, the total number of local jobs numbered 42,093 in 2013, a decline of -3.37% over the previous year and in contrast to the previous decade in which the Redlands experienced an upward trend in the

number of local jobs. The current downward trend is, in part, associated with a lower GRP over the year. The largest employer in the Redland City boundaries by sector is Health Care and Social Assistance, closely followed by Retail Trade, which combined employ nearly 29% of the workforce. The next largest employer is Construction (11.7%), followed by

Education and Training employing 9.8% of the workforce (ABS, 2011). Combined, these four sectors employ half of the City's workforce, with all but Retail Trade experiencing employment growth since 2006. The strongest growth occurred in the Health Care and Social Assistance sector, with the employment total rising by nearly 5% since 2006 (NIEIR, 2014).



Employment growth was more subdued across other sectors of the local economy, with declines experienced across a number of sectors (other than Retail Trade), including Wholesale Trade, Agriculture, Forestry and Fishing, Public Administration and Safety. Overall, however, the City's total employment to 2012/13 grew by nearly 2000 from 2007/08 figures (NIEIR, 2014). This is highlighted in **Table 1** below.

Table 1: Redland City employment total by industry 2012/13 from 2007/08*

Redland City Industry	2012/13		2007/08		Change 2007/08 to 2012/13
	Number	%	Number	%	
Agriculture, Forestry and Fishing	451	1.1	531	1.3	-79
Mining	282	0.7	238	0.6	+44
Manufacturing	3598	8.5	3259	8.1	+339
Electricity, Gas, Water and Waste Services	297	0.7	294	0.7	+2
Construction	4811	11.4	4759	11.9	+53
Wholesale Trade	1335	3.2	1629	4.1	-294
Retail Trade	6483	15.4	6843	17.1	-360
Accommodation and Food Services	3545	8.4	2480	6.2	+1,066
Transport, Postal and Warehousing	1652	3.9	2136	5.3	-485
Information Media and Telecommunications	566	1.3	448	1.1	+118
Financial and Insurance Services	566	1.3	778	1.9	-212
Rental, Hiring and Real Estate Services	769	1.8	1428	3.6	-658
Professional, Scientific and Technical Services	1652	3.9	1497	3.7	+156
Administrative and Support Services	1756	4.2	1448	3.6	+308
Public Administration and Safety	1910	4.5	1478	3.7	+432
Education and Training	3709	8.8	2767	6.9	+942
Health Care and Social Assistance	6145	14.6	5128	12.8	+1,017
Arts and Recreation Services	737	1.8	640	1.6	+97
Other Services	1826	4.3	2255	5.6	-429
Total Industries	42,093	100.0	40,036	100.0	+2,057

Source: NIEIR, 2014

* Statistical rounding has been used in this table



Population

The Estimated Resident Population (ERP) for Redland City was 145,507 in 2012, up from 136,771 since the release of the last Economic Development Strategy in 2008, and up from 115,832 in 2001 (Australian Bureau of Statistics, 2012). Population growth in the City since 2001 has averaged 2.1%; however, growth has slowed considerably since 2009, averaging 1.3% over that period. This trend is in line with the State growth rates over the same period, with Queensland experiencing below-average population growth since 2009. This has had implications for population-serving industries reliant on population growth, such as Construction and Retail Trade and, to a lesser extent, Health Care and Social Assistance, and Education and Training.

The declining population growth rate could have implications for the City's economy if the downward trend continues, possibly impacting on the Residential Construction sector in particular, which is largely driven by population growth. In addition to the Construction sector, lower population growth will have implications for the Retail Trade sector, where spending is also dependent on population growth as well as disposable and discretionary income. However, a declining population growth rate does allow the City to focus on attracting high value-added employment and export-oriented industry sectors as a way to grow the economy, rather than relying too heavily on population-serving industry and employment growth as has traditionally been the case. **Figure 5** shows Estimated Resident Population growth in the City since 2003, with **Figure 6** showing a graphical representation of ERP change relative to Queensland and Australia over the same period using a percentage comparison.

Figure 5: Estimated resident population Redland City*

Source: NIEIR, 2013

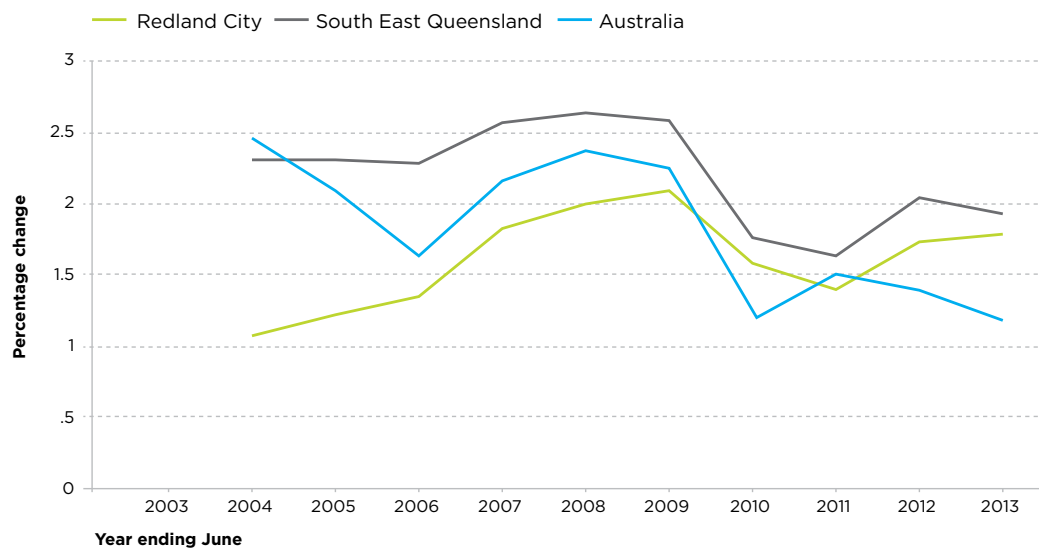


* Statistical rounding has been used in this figure



Figure 6: Estimated Resident Population Redland City, Queensland and Australia 2003-2013

Source: NIEIR, 2014





Industry Sector Profiles

Key Sectors Value-add (GRP)

The measurement of the City's GRP is most accurately quantified through value-add, rather than total output by industry. Value-add provides an indicator of how productive an industry is, as it factors input expenditure into the final output figure, highlighting those industries that may have high input costs and hence are not as productive. Between 2007/08 and 2012/13, total value-add in the City increased by \$284.5M.

The Redland City economy is dominated by nine key industry sectors that account for 75% of total output and GRP, providing a moderately diverse economy within South East Queensland. These nine sectors in turn, however, are dominated by four sectors that are generating almost half of economic output and value-add and, with the exception of Manufacturing, are population-serving and driven by population growth. The nine sectors in order of GRP contribution are:

- Construction
- Retail Trade
- Health Care and Social Assistance
- Manufacturing
- Wholesale Trade
- Education and Training
- Professional, Scientific and Technical Services
- Financial and Insurance Services
- Transport, Postal and Warehousing

Construction

The Construction sector is the largest by total output (sales), accounting for nearly 21% of the City's output and has increased its share since 2006 (NIEIR, 2013). This growth has occurred despite an overall downward trend in residential construction, with growth below trend since 2008. However, growth has been below trend since 2008. The Residential Construction sector has experienced prolonged weakness due to subdued demand associated with slower population growth, financing costs and access to finance, and reduced consumer confidence that is yet to return (Westpac, 2013).



Retail Trade

The Retail Trade sector in Redland City is the third-largest sector by output and the largest employer. The sector generates a large portion of the City's output relative to Queensland, highlighting its relative importance to our economy. It is, however, a sector dependent on the broader economy and is influenced by factors such as population growth, interest rate movements and discretionary spending. The Retail Trade sector in Redland City lost 533 jobs between 2006 and 2011 but there was growth in full-time employment in the sector, notably from food and store-based retailing.

The Retail Trade sector has experienced continued growth since 2011, albeit at a slow pace, however growth was pronounced in October 2013, being 3.4% higher than in October 2012. This upward trend has also been experienced by Queensland over the same period, with the State the third-best performing in Retail in trend growth during that time. Retail growth in the City historically follows State patterns; hence any growth at a State level is expected to be replicated in the Redlands.



Health Care and Social Assistance

In terms of employment, this sector is now the second-largest in Redland City, accounting for 14.6% of employment (NIEIR, 2013). The output from the sector at \$428.3M in 2012 makes it the sixth-largest sector by output in the City. However, its output has grown by over 30% since 2006. The Health Care and Social Assistance sector is the largest employer in the Australian economy and is forecast to remain so into the next two decades.



Manufacturing

Manufacturing is the second-largest industry sector by output yet accounts for only 7% of the City's total workforce and is the sixth-largest employer by industry. The sector's large output and its GRP contribution per employee, which is higher than that provided by employees in both the Health Care and Social Assistance and the Education and Training sectors, underscores the importance of the sector to the City's economy. It is a substantial contributor to the Redlands' economic activity and a large driver of local value-add and exports.

Wholesale Trade

Wholesale Trade has experienced a decline in output since 2006, reflecting both state and national trends. This is associated, in part, with slowing in certain sectors of the economy on which Wholesale Trade relies. However, if the data on Wholesale Trade is reviewed from 2001, the sector actually experienced an increase in output, growing in real terms over that period to 2012 and again indicating that the current decline is most likely cyclical.

Despite the sector's high output, in terms of employment, Wholesale Trade declined between 2006 and 2012 – an ongoing trend in the City indicating that employment growth in the sector may be over. This is in line with findings from Urbis in 2013, which concluded that the sector would face continued decline in employment to 2031. The disparity between a decline in employment and growth in output can most likely be attributed to improvements in productivity but this is not readily supported by any evidence-based data.





Education and Training

Education and Training represents 4.4% (\$333.6M) of the City's total output, which is nearly double the Queensland average for the sector and up from 4% in 2006/07 (NIEIR, 2013). The sector is one of the foundation stones of the local economy and is seen as having moderate growth potential in terms of employment to 2031, notably in schools (Urbis, 2013). The sector in the Redlands is heavily biased towards primary and secondary, rather than tertiary education providers; however TAFE Queensland Brisbane's campus at Alexandra Hills plays an important role in the provision of vocational education in the City. In addition, the Nazarene Theological College and UQ Mater Clinical School in Cleveland provide further tertiary education options.

If this sector is to maintain growth, particularly given the importance of the pre-school, primary and secondary education employees to the City – employing 72% of all workers in the sector – the Redlands will need to continue to attract families with children to sustain and, where possible, grow school student numbers.

Professional, Scientific and Technical Services

This sector is the fourth-highest in terms of output for the Redland City economy, experiencing substantial growth in output from 2006 of more than 76% (NIEIR, 2013). The high output comes from a relatively low employment base, with the sector employing just 4.9% of the City's workforce, ranking it amongst the lowest employing sectors. The sector has high output per worker and is characterised by a well-educated and highly paid workforce (Boedker, 2011).

Within the broader services sector, which employs four out of five Australians and accounts for 70% of the national GDP (Australian Government Department of Foreign Affairs and Trade, 2013), the Professional, Scientific and Technical Services sector forms part of Australia's five largest services export sectors (DFAT, 2013). Redland City must continue to nurture this sector, not so much for employment generation, rather for the contribution to the City's output, GRP and productivity growth, in addition to the skills it brings to our community.





Financial and Insurance Services

The sector employs around 4% of the workforce at a national level, 2.5% at a State level and around 1.5% in Redland City (NIEIR, 2013). It is, however, an important generator of economic activity, accounting for a little over 3% of the City's value-add, or more than three times the amount of the Agriculture, Forestry and Fishing Sector (NIEIR, 2013).

This sector's importance to the City needs to be considered not just from the output and GRP contribution, but also from the high skills base it employs. Nearly 40% of workers in this sector hold a Bachelor Degree or higher, with a low proportion of part-time workers (16%) and a higher proportion of female workers (53%). In Redland City, the age profile is skewed towards the 45+ age group (55%), which is in contrast to the national figure where 29% of workers are in this age category (NIEIR, 2013).

Transport, Postal and Warehousing

Transport, Postal and Warehousing accounts for 5% of the City's output, or \$378.8M (Economy id., 2013). Although the sector's percentage of output has declined (from 6.6% of total output in 2006/07), it has managed to increase its output since 2006 (NIEIR, 2013). Urbis forecasts continued decline in the Redland City Centres and Employment Review, 2013, were mostly due to the lack of access to major transport routes compared with other locations within South East Queensland, such as Logan and the Trade Coast of Brisbane. Employment has declined by a marginal amount.





The sectors, aside from Wholesale Trade and Construction, have all increased their value-add and total output contribution to the local economy over the five-year period to 2012. The sectors with the strongest value-add growth in that period have been Health Care and Social Assistance, Retail Trade, Professional Scientific and Technical Services, Financial and Insurance Services, and Education and Training. The decline in Construction's GRP has been in contrast to its growth in total output, reflecting a decline in productivity to 2012.

The remaining 10 four-digit Australian and New Zealand Standard Industrial Classification sectors, although accounting for just 25% of the City's GRP, still play an important role in the economic growth of the Redlands. This importance relates to their contribution to employment, as some of them such as Accommodation and Food Services, and Other Services, are substantial employers.

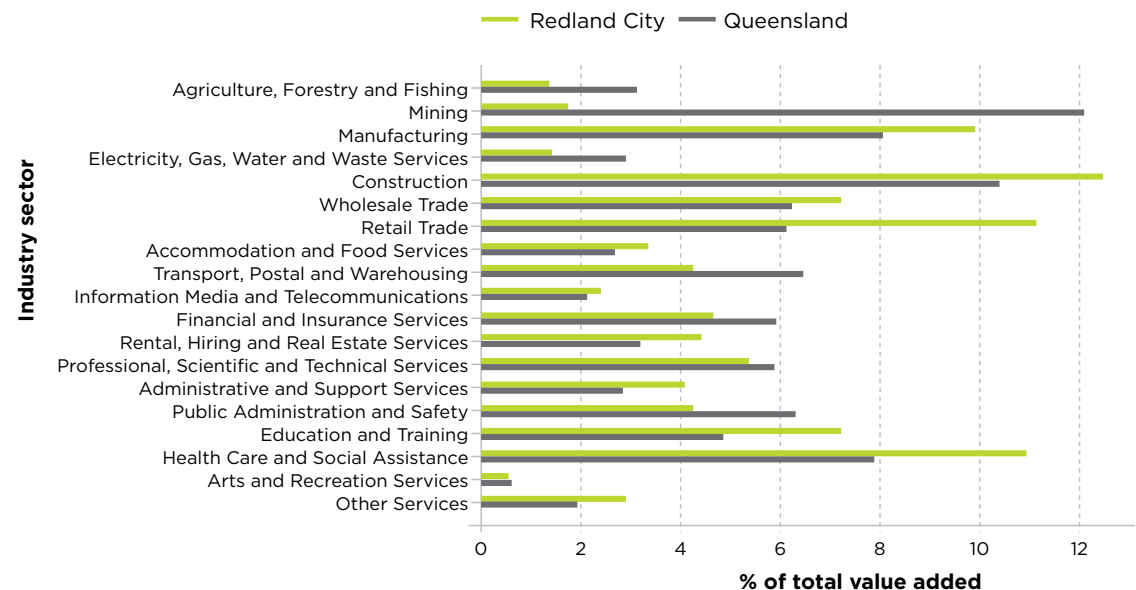
Figure 7 provides an overview of value-add by industry sector in Redland City compared to Queensland as a whole, highlighting the differences between the key sectors of the State and local economy and the reliance locally on population-serving industries. The main differences between industry sector value-add in the City and Queensland was that:

- Retail Trade accounted for a larger percentage of value-add in Redland City (11.1%) compared to Queensland (6.2%)
- Health Care and Social Assistance accounted for a larger percentage of value-add in Redland City (10.9%) compared to Queensland (7.9%)
- Education and Training accounted for a larger percentage of value-add in Redland City (7.2%) compared to Queensland (4.9%)
- Mining accounted for a smaller percentage of value-add in Redland City (1.8%) compared to Queensland (12.1%).

The largest growth sectors for value-add in the Redlands were in the Health Care and Social Assistance and Retail Trade sectors, growing by \$91M and \$60M respectively between 2008 and 2013.

Figure 7: Value-added by industry sector 2012/13 Redland City and Queensland

Source: *Economy id, 2014*



Economic activity in the City is driven by a few sectors of the economy, three of which (Construction, Retail Trade, and Accommodation and Food Services) are largely driven by population demand and subject to factors such as interest rate movements, consumer and investor sentiment and unemployment, and are hence subject to fluctuations depending on the business cycle. It is important for the City to continue to pursue the development of a diversified economy in order to avoid over-reliance on industries that are population-driven.



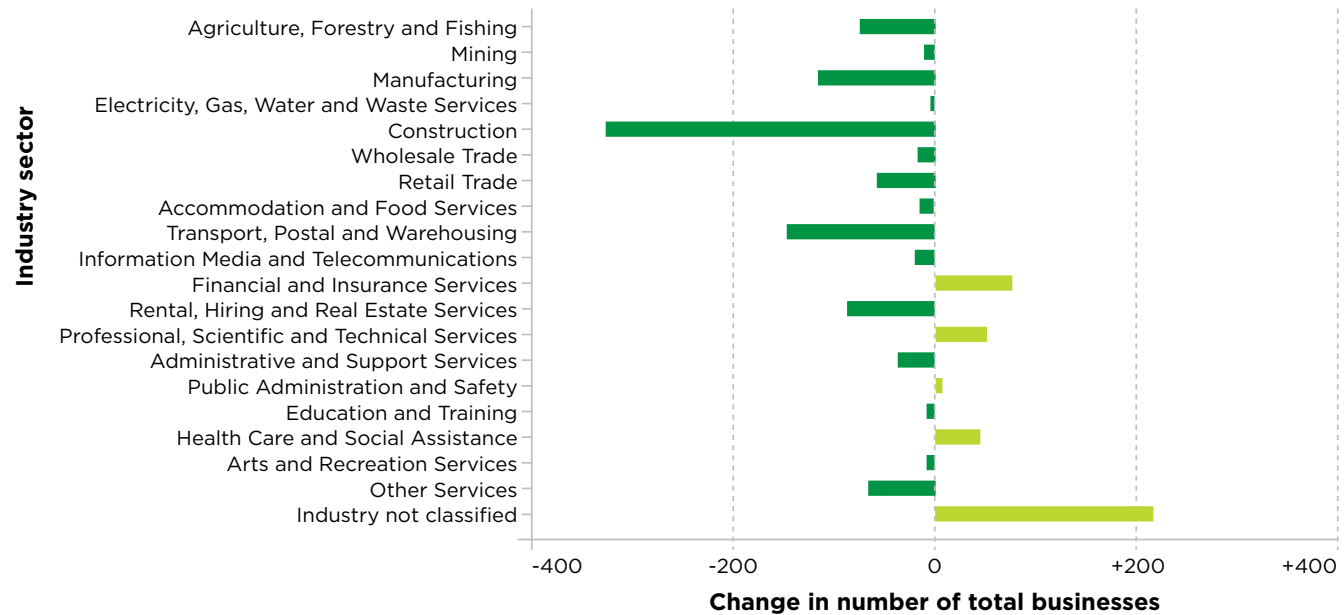
Registered Businesses

There were 11,271 registered businesses in Redland City in 2013, which represented a decline of 604 businesses compared with 2009. The sector with the largest number of registered businesses was Construction, which accounted for 23.4% of all registered business and which is higher than the State percentage. This highlights the dominance of the sector in the Redlands. However, there was a decline in the registered number of businesses in this sector between 2009 and 2013, in line with lower population growth over that period.

Figure 8 highlights the change in registered businesses in the City between 2009 and 2013. There was noticeable growth over that period in the number of registered businesses in Health Care and Social Assistance, Professional, Scientific and Technical Services, and Financial and Insurance sectors.

Figure 8: Change in registered businesses by industry sector 2009-2013

Source: NIEIR, 2014



The City's key centres of employment are Capalaba (which accounts for 26.9% of the workforce), closely followed by Cleveland (23.9%) and Victoria Point (10.5%). Employment activity in these centres is clustered around industrial parks, retail centres and, in the case of Cleveland, the medical precinct with three centres located along transport routes. The growth of Victoria Point, particularly over the past decade, has been largely in response to a growing population in the southern half of the City and, as such, is dominated largely by businesses and employment associated with the Retail Trade sector.



UQ Business Survey

The University of Queensland (UQ) *Growing Business in the Redlands Survey* 2014 was undertaken to analyse the extent to which businesses in the city are using innovative practices to underpin their growth and increase value-add to the City's economy. The survey is a first for Redland City and follows on from similar surveys conducted at a State level by the University of Queensland and Brisbane City.

This study was initiated through the University of Queensland Business School. Discussions between University researchers, Redland City Council and the Chambers of Commerce revealed a need for the Redlands to focus efforts on maturing its economy to generate wealth and high-value employment. The ultimate goal is to foster a self-sustaining economy, rather than a mere dormitory suburb of Brisbane.

While this goal is clear, the means to achieve it are not. A previous strategic plan had a long list of actions but to execute all of these required time and resources beyond those available to Redland City Council. The objective of this study was to find the most significant levers for economic growth that are in the domain of Council.

The conclusions of the survey, which are based around best-practice outcomes from the *Queensland Innovation Survey*, the *Brisbane City Innovation Survey* and

research from the United Kingdom and the United States, recognise that the post-Global Financial Crisis years have been challenging for local businesses. In addition, it found that local government has little control over these exogenous factors. However, there were three key areas in which Council could play a role in the economic development of our City.

These three areas are:

- i. **High-Performance Internet** – Redlands is behind in the digital economy and needs to catch up to retain its best businesses and attract new business. It is recommended that a stand-alone digital economy strategy for the City be developed as a means of identifying opportunities to facilitate infrastructure development required to assist in growing the digital economy.
- ii. **Planning to Support Business Growth** – there is a need to ensure sufficient office and business space and road arteries to access key economic partner areas throughout South East Queensland.
- iii. **Two-way Communication with Growth Businesses** – it is imperative to identify high-growth firms and large employers. The City must also keep lines of communication open in order to establish and maintain relationships with these firms at key growth cycles.

The survey report recommended that Council concentrate on growing existing businesses in the City rather than developing a strategy of trying to attract new businesses.



Future State - Key Growth Objectives

There are four key growth measures which can provide the broad economic objectives for the Redlands to 2041. These objectives are:

Population Target

Redland City will have a population of 206,000 by 2041 with annualised average growth of 1.2%, as forecast by Queensland Treasury and Trade.

Number of jobs

30,000 jobs will be created in the City to 2041, with a workforce of 74,000 people.

Gross Regional Product growth

The Redland City economy will be worth \$6.8B by 2041.

Council's ability to influence GRP is limited but it can maximise opportunities through the following levers:

- Increased government consumption

- Facilitate exports by leveraging connectivity to the South East Queensland economy, notably Brisbane, due to its economic dominance in the region (Brisbane generates 52% of Queensland's economic activity)
- Develop a digital strategy to assist in leveraging the growth in knowledge-based industries
- Lobby the State and Federal Government for expansion of a high-speed broadband network across the City
- Identify high-growth potential businesses and foster open lines of communication with them to facilitate growth where possible
- Revitalise the City's business centres of Cleveland, Capalaba and Victoria Point (as recognised in the Redlands

2030 Community Plan, Cleveland Master Plan and Capalaba Master Plan)

- Continue partnering with organisations such as COMSEQ and RDA Logan-Redlands on investment attraction initiatives, attracting infrastructure funding and development as well as major project funding.

Tourism growth

A target of 2% of total economic output, which is less than the Australian average (Australian Government Department of Resources, Energy and Tourism, 2014). It is noteworthy that there has been above-trend growth for the sector in the Redlands over the past decade.

Tourism is currently 1.4% of the City's total output; the Australian average is 3%. This is a sector where growth is dependent on the strength of the broader economy as well as infrastructure development, amenity improvement and investment attraction to encourage expansion of existing products and the development of new ones.

Future State - Key Growth Stretch Targets

There are three Stretch Targets that will be used as additional economic growth objectives for the City to 2041:

- Creation of 40,000 local jobs
- An \$8B economy by 2041
- Tourism to contribute more than 3% of GRP.



Future State - Key Industry and Employment Sectors

Redland City is located within South East Queensland and it is important to improve its connectivity to the region's major industry and employment hubs of Brisbane, Ipswich, Logan and the Gold Coast to maximise strong employment opportunities for residents.

If the City is to continue to attract high-skilled and high-paid employment, it will need to ensure that goods and services are exported both within and from the City rather than being driven by local demand-driven population growth, and that infrastructure is provided to enable this to occur. Growth in population-driven industry sectors such as Retail Trade is a less-desirable outcome in the long-run as it increases the share of low-value incomes relative to high-value incomes, and will potentially detract from the City's competitiveness.

Regional population growth will provide for only 20-30% of the employment necessary to sustain a given level of population growth, including the provision of education, health and administrative services required by the local community. The remainder of employment growth will need to come from businesses providing goods and services to other areas within and outside the City. In

order to achieve export outcomes, businesses will need to be competitive and profitable, be able to achieve high productivity per hour worked through lower cost, have access to appropriately skilled labour (that meets business needs), have access to a portion of high-technology industries that attract skilled labour, have access to suitable industry clusters and supply chains that provide quality, cost-competitive goods and services inputs, and also have suitable access to transport and logistics infrastructure (NIEIR, 2014).

There are only two areas in the Redlands that demonstrate this export potential and they are currently responsible for two-thirds of the City's exports – Capalaba and Cleveland. In terms of exports, Manufacturing will continue to be the largest generator and, due to the nature of established businesses, also offers the greatest potential for industry clusters to develop. However, sustainability will be

dependent on currency fluctuations, alongside those competitive indicators mentioned above. The other sectors offering potential for export growth and employment for high-skilled and highly paid workers are the Financial and Insurances, and Professional, Scientific and Technical Services sectors due to their ability to offer employees the ability to easily locate in the City, with the preference for Cleveland and Capalaba due to their clustering potential. In addition, the high value-add Health Care and Education and Training sectors also provide the ability to attract well-remunerated, highly skilled professionals in addition to providing potential export generation for the City.

Victoria Point will also offer significant employment growth opportunities for the City, however it is currently not an export-oriented node and its primary role at present is to support the Redland City population through population-growth driven sectors

such as Retail Trade and Construction. There is little to indicate that this will change into the future. Despite the potential for export-oriented industry and employment growth in Cleveland and Capalaba, Redland City does not have the strategic economic nodes offered by other locations in South East Queensland, hence connectivity with the strategic hubs of Brisbane, Logan and the Gold Coast will need to be improved in order to ensure that future employment opportunities are made available to the City's residents. Based on current economic output, industry trends, future growth opportunities and Council's economic vision, this Framework identifies a number of industry sectors as drivers of growth. Growth forecasts and trends for the City indicate continued growth in population-serving employment and industry sectors typical of areas such as the Redlands that presently operate as dormitory suburbs to major cities.



Growth in other value-add industry sectors can still occur, however this growth will be dependent on ensuring the City is well-connected to the remainder of South East Queensland, particularly in terms of transport and telecommunications.

Growth in nearly all areas of the economy will be affected by digital disruption, which is increasingly reducing costs by allowing customers to undertake more tasks, and this has been noticeable in areas such as Retail Trade, Finance and Insurance, and Commercial Services sectors. Employment and industry growth in the Health Care and Social Assistance sector is forecast to remain strong within the City and at state and national levels due to an ageing population, but there are also structural changes occurring in the sector forcing an expansion in the range of skills required by workers into other areas like Retail Trade and Financial and Insurance Services, for example. **Table 2** provides the projected employment growth in the Redlands by sector to 2041, highlighting the continued reliance on the traditionally strong industry and employment sectors of the City.

Table 2: Projected employment growth by industry Redland City and SEQ 2011-2041*

Projected employment growth by industry (2011 to 2041)							
ANZSIC	2011			2041			2011-2041
	Redland City		SEQ	Redland City		SEQ	Redland City
	Workers	%	%	Workers	%	%	Workers
Agriculture, Forestry and Fishing	420	0.9	3.0	587	0.8	3.0	168
Mining	289	0.6	2.1	480	0.7	2.5	192
Manufacturing	3836	8.6	2.7	5881	8.0	2.9	2045
Electricity, Gas, Water and Waste Services	332	0.7	1.9	453	0.6	1.9	121
Construction	5303	11.8	3.6	9491	12.9	4.2	4188
Wholesale Trade	1574	3.5	2.5	1908	2.6	2.5	334
Retail Trade	6912	15.4	3.9	8265	11.2	3.5	1353
Accommodation and Food Services	3506	7.8	3.1	6421	8.7	3.0	2915
Transport, Postal and Warehousing	1440	3.2	1.7	2705	3.7	1.8	1265
Information Media and Telecommunications	597	1.3	2.6	681	0.9	2.5	83
Financial and Insurance Services	774	1.7	1.5	835	1.1	1.5	61
Rental, Hiring and Real Estate Services	873	2.0	2.8	1514	2.1	2.7	641
Professional, Scientific and Technical Services	2353	5.3	1.9	4151	5.6	1.9	1799
Administrative and Support Services	1858	4.2	3.3	3230	4.4	3.2	1371
Public Administration and Safety	1773	4.0	1.7	2804	3.8	1.6	1031
Education and Training	4198	9.4	3.2	7950	10.8	3.0	3752
Health Care and Social Assistance	6154	13.7	3.1	12,276	16.7	2.8	6122
Arts and Recreation Services	512	1.1	2.0	910	1.2	1.9	397
Other Services	2061	4.6	3.3	3001	4.1	3.0	940
Total Redland City	44,765	100.0	2.8	73,543	100.0	2.8	28,778

Source: NIEIR, 2014

* Statistical rounding has been used in this table



Separate Action Plans will be developed for the following identified key industry and employment growth sectors based around attaining the key growth objectives of the Framework. The purpose of these Action Plans is to deliver the Framework in partnership with industry at an operational level. The Action Plans will be developed around the following sectors:



Construction

The Construction sector could potentially benefit from increased focus by the State on growth. However, the industry is still driven by numerous factors that lie outside the scope of governments to control. Locally, growth will need to be driven by investment projects, as residential construction may continue to be subdued due to lower than historical average population growth.

Employment in the Construction sector is forecast to grow at a slower rate than the average for other industry sectors. The sector has strong alignment with a number of other key industry sectors, notably Retail Trade, Manufacturing, as well as Wholesale Trade, and Professional, Scientific and Technical Services. Within the sector, opportunities will exist for labourers, structural construction tradespeople and plumbers. There will also be strong demand for building and engineering technicians, construction, distribution and production managers, and mobile plant operators.

Within Redland City, the flow on from government infrastructure and construction investment regionally, local construction activity on new housing estate developments currently underway and the Priority Development Areas at Toondah Harbour and Weinam Creek over the next five years, are all expected to help counter the challenge of a construction shortfall driven by potentially lower-than-expected South East Queensland population growth. The sector is currently the City's largest contributor to GRP and one of the largest employers, and is a foundation stone of the local economy. The Construction sector's contribution to GRP is forecast to remain similar to current levels, with the possibility of a slight decline due to slower activity associated with lower forecast population growth.

Education and Training

This sector covers pre-school education, primary and secondary education, tertiary, adult and community education, along with flying and driving education and education support services. The sector is one of the key employers for the Redlands and an important generator of economic activity, with forecast potential as an export generator, in line with national trends. The sector has the highest proportion of any of the ANZSIC sectors in terms of people employed with post-school qualifications and the lowest proportion of workers with no formal post-school qualifications.

Growth in this sector is expected to be particularly strong for primary and secondary school teachers and it is expected that workforce planning will be required in order to ensure a balance between supply and demand. In Redland City, this sector of the economy, particularly in the sub-sectors of primary and secondary education, is an area where the City enjoys a competitive advantage and enjoys a strong reputation for the quality of schooling. Future growth in this sub-sector is forecast to come from continued growth in families moving to the area (associated with schooling), and also potential growth in international students who wish to use Australian schools as a conduit to the tertiary sub-sector.

In the tertiary sub-sector, the Redlands will need to work with providers such as the Nazarene Theological College, TAFE and, where possible, attract other faculties to the City in addition to the UQ Mater Clinical Nursing School, as a way to grow into the future. The City will also need to ensure that vocational education and training options are provided to cater for the needs of those sectors that are reliant on trainees and apprentices, such as Construction, Retail Trade, Manufacturing and Accommodation and Food Services, which are also the strongest contributors to economic activity. This will ensure that opportunities are provided and will also meet the needs of the City's employers.





Financial and Insurance and Professional, Scientific and Technical Services

These sectors have been incorporated due to the similarities in the employee skill requirements, the fact they are relatively small in size and the high value-add that they provide to the economy. The Financial and Insurance sector's contribution to economic growth is forecast to grow over the next 25 years and is noted as a potential wealth generator due to the high value-add per employee it currently enjoys (which is nearly 10 times that generated by the Accommodation and Food Services sector).

Incorporating a range of services from scientific to architectural, legal and accounting services to engineering services, advertising, statistical services, veterinary services and computer system design services, banking and credit services, as well as insurance services, these sectors have experienced strong growth in the City (and nationally), albeit coming from a low base. They are expected to continue to grow strongly over the coming decade, with increased demand for expertise both in Australia and throughout the wider Asia-Pacific region.

The Professional, Scientific and Technical Services sector in particular has potential to be an even larger export generator for the City due to the nature of its associated occupations and the output generated. In addition, this sector has the most value-add per worker in the Redlands, a trend mirrored on a State and national scale and one that the City needs to encourage if it is to realise future growth potential and subsequent contribution to GRP.

Health Care and Social Assistance

This industry sector is now the largest by employment at national, state and local levels. Growth can be attributed to the ageing population, population growth, societal changes and increased health-related problems such as diabetes and obesity.

Growth is expected to continue above national averages in all employment categories of the sector, with some areas of employment expected to show significant demand driven-growth. There will be high demand for general practitioners, aged and disabled carers, registered nurses, nursing support and child-carers. In Redland City, there is potential to specialise in aged care – currently, the City's median age is six years above state and national trends and this gap is forecast to widen out to 2041. The sub-sector has enjoyed strong growth in employment and output since 2006.

The Health Care and Social Assistance sector has one of the most highly educated workforces in the economy, with over three-quarters of employees holding post-school qualifications, and two in five workers holding a Bachelor Degree or higher. This is expected to continue over the next decade, as demand for skilled workers continues and intensifies, associated with the increased use of technology and increased specialisation. In addition to Bachelor and higher degrees, growth is also expected in Vocational, Certificate and Diploma qualifications. Growth in the sector is expected to be realised through demand for skills in the areas of primary medical care, diagnostic and allied health fields, and also in child, aged and residential care.





Manufacturing

Manufacturing is forecast to continue to be one of the foundation stones of the Redlands economy over the coming two decades, and has the potential to be a leader in terms of continued export potential, with ongoing structural repositioning due to changes associated with technology, productivity improvements through more capital-intensive work methods, a decline in traditional labour-intensive manufacturing industries, and trend of the Australian dollar.

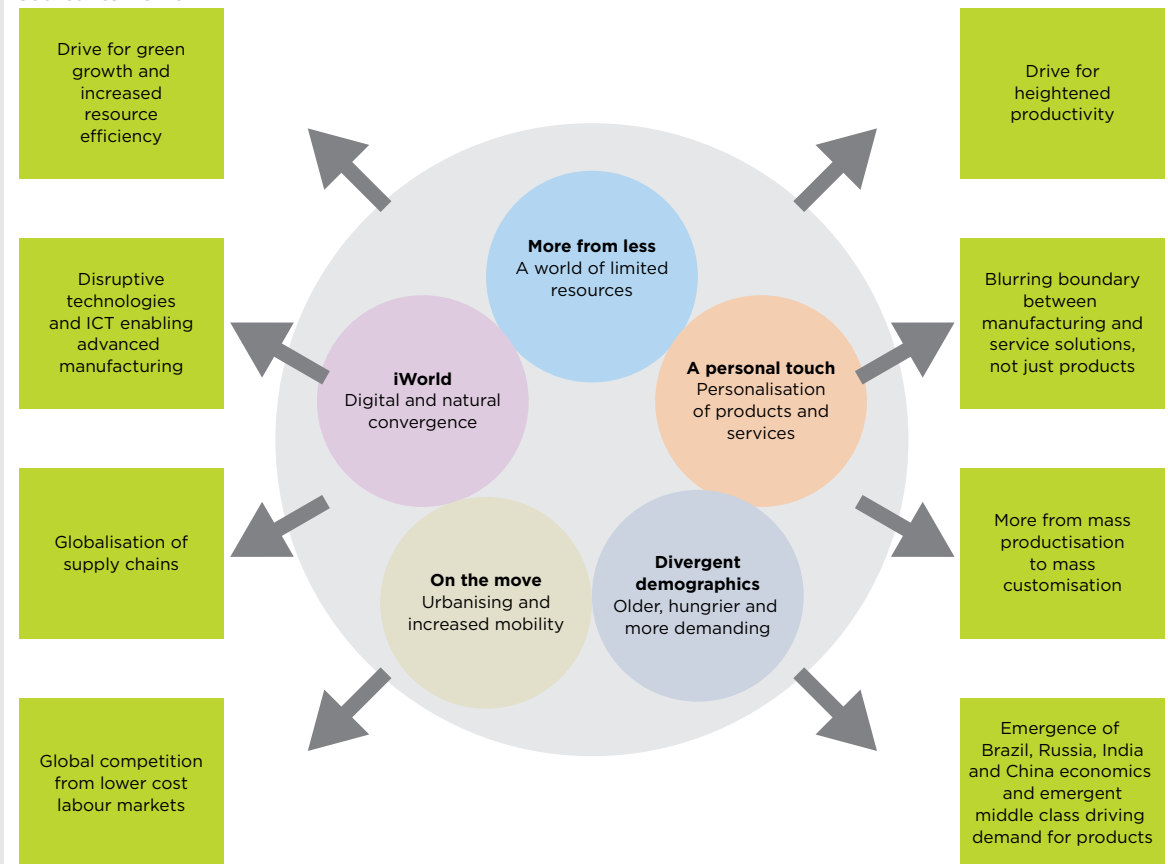
The strongest sub-sector will be associated with food, beverage and tobacco products, followed by machinery and equipment and petroleum, coal, chemical and rubber products. In Redland City, the major sub-sectors are food and beverage products, followed by machinery and equipment, and primary metal and metal product manufacturing. The City is well placed to take advantage of the expected growth in these key sub-sectors courtesy of forecast increased demand from Asia.

Deloitte (2013) found that Australia is well-placed to take advantage of the growth expected in food (and beverage) processing that will occur as a result of the growth in middle-income classes across the Asia-Pacific region in particular, combined with the expertise that Australia has in food processing and its reputation for quality products. Australia (and notably South East Queensland) is well-positioned to take advantage of opportunities in Asia due to location and the ability to focus on becoming a key player in global value chains, in addition to Asian domestic demand.

Figure 9 provides a summary of the global trends that will impact on the sector and the advantages that Redland City can attain by continuing to build its export strength in this sector.

Figure 9: Commonwealth Scientific and Industrial Research Organisation global trends impacting on manufacturing

Source: CSRIO 2012





Retail Trade

Retail Trade has consistently been the City's major employment sector and one of the major sectors for output, a trend that is mirrored nationally where the sector accounts for 10.5% of the workforce and 4.8% of national output. The majority of workers in this sector are employed by large enterprises (200+), followed by small-scale organisations (<20).

The majority of employees (74%) are under the age of 45 and employed part-time (48%), trends consistent nationally and at a state level. These trends are forecast to continue, in conjunction with a continuation of the trend towards part-time and casual employment, consistent with changing consumer trends in the sector and associated with shifts to online retailing. Currently online retailing in Australia accounts for less than 5% of all transactions.

Demand for skills and qualifications in this sector has traditionally been weak, with a large proportion of the workforce consisting of students, school-leavers and part-time workers. Nearly two-thirds of workers hold no post-school qualifications, a trend that is expected to continue in the short-term, however, increasingly this will change as demand for skilled and qualified workers grows, associated with structural changes to the sector. This will be particularly the case with retail managers, of whom almost half currently hold no post-school qualifications. The sector will continue to be population-serving but potential exists for small, locally based enterprises to take advantage of the digital disruption occurring.

Rural Enterprises

This is a key pillar of the state and national economies due to its output and export-generating activities. The sector contributes 2.5% of value-add nationally, and 1.6% of total output in the Redlands. The sector is one of declining wealth for the City but there has been substantial growth in a couple of industry sub-sectors such as nurseries and cut flowers (50%), followed by vegetable production (from a far smaller output base). The nurseries and cut flowers sub-sector shows the greatest potential to be an export-generator and drive future value-add. Poultry production has declined over the period to 2012, down by nearly 22,000,000 slaughterings since 2006, with further forecast declines due to a large number of exits in the industry.

Future employment growth in this sector will demand far greater educational qualifications due, in part, to its increasingly capital-intensive nature and also growth in export demand necessitating a knowledge and skills base around farm management, which is forecast for the farm managers' occupational category (Australian Workforce and Productivity Agreement, 2013). In addition, the number of professionals employed is forecast to increase in line with the sector's structural changes and an increasing focus on overseas exports (AWPA, 2013). This growth may not be pronounced in Redland City due to the ongoing structural changes occurring; however there is some growth potential in small-scale farming and cropping enterprises that focus on exporting outside the City's boundaries.





Tourism

Tourism is not a classified ANZSIC sector, with Accommodation and Food Services being the most relevant classification. However other sectors such as retail, rental, hiring and real estate services, arts and recreation services and a range of other services also contribute to economic activity and employment generation associated with tourism, albeit to a lesser extent than the accommodation and food sectors. Tourism economic activity is measured by the Australian Bureau of Statistics through satellite accounts that provide a detailed breakdown of the sector's contribution to the local economy – it generates 1.4% of the City's GRP and 4.5% of total industry employment.

The Accommodation and Food Services sector is one of the City's major employment generators, a trend seen on national and state levels, with around 6% of the City's workforce employed in this area. The sector has enjoyed employment growth above national averages over the past eight years, however growth has been subdued since 2011.

The sector is dominated by small enterprises, which employ over 50% of the City's workforce, with the remaining workforce employed by medium-sized enterprises. This growth is expected to continue to be dominated by small enterprises as the barriers to entry are less prohibitive than other sectors where financing and market barriers play a role in the entry and exit of firms.

Future employment growth in this sector will continue to be dominated by part-time employment and it will continue to be a major employment generator for those entering the labour market. Post-school qualifications will continue to be of less relevance than in other sectors due to the nature of the industry, however, some growth is expected for those holding Certificate and Diploma qualifications, and for managers upskilling to Bachelor Degree or higher qualifications.

In the Redlands, the Accommodation and Food Services sector is a foundation stone of the local economy and is forecast to continue to play a role in the growth of the broader tourism industry due in part to the City's proximity to the Brisbane and Gold Coast markets, and the expected growth in these markets particularly from overseas tourists.

It is important to note that future growth in population (or demand-driven) sectors such as Construction, Education and Training, and Retail Trade will potentially be curtailed by lower projected population growth to 2041.

Achieving the Economic Vision





Achieving the Economic Vision

Redland City Council has a number of key priorities that could contribute to or impact the economic development of our City. We understand that having an integrated approach to actions and activities relating to these priorities is crucial.

In particular, strong partnerships with the business community are critical to developing the economic capacity of the Redlands. We will embrace an integrated approach to economic development through an engagement structure that incorporates the key elements of the Economic Development Framework, as well as key priority areas for Council including;

- stakeholder partnerships
- key industry sectors
- sustainable environment
- planning and infrastructure
- lifestyle and community wellbeing.

The degree to which these priorities intersect and interact with

Council's economic development strategic direction will determine the success of the Framework and associated action plans.

In addition to these key elements, there is an important structural element that will enhance the implementation of the Framework and the achievement of its outcomes, namely the establishment of an Economic Development Advisory Board.

The Board will drive engagement and activities in key industry sectors and ensure activities are aligned to the Framework's strategic direction and goals.

The centrepiece is Redland City Council's economic development

strategic direction which aims to ensure that: Redlands will be a vibrant inclusive economy and be the destination of choice for businesses, workers, residents and tourists because of its proactive, innovative and creative approach to business development and expansion.

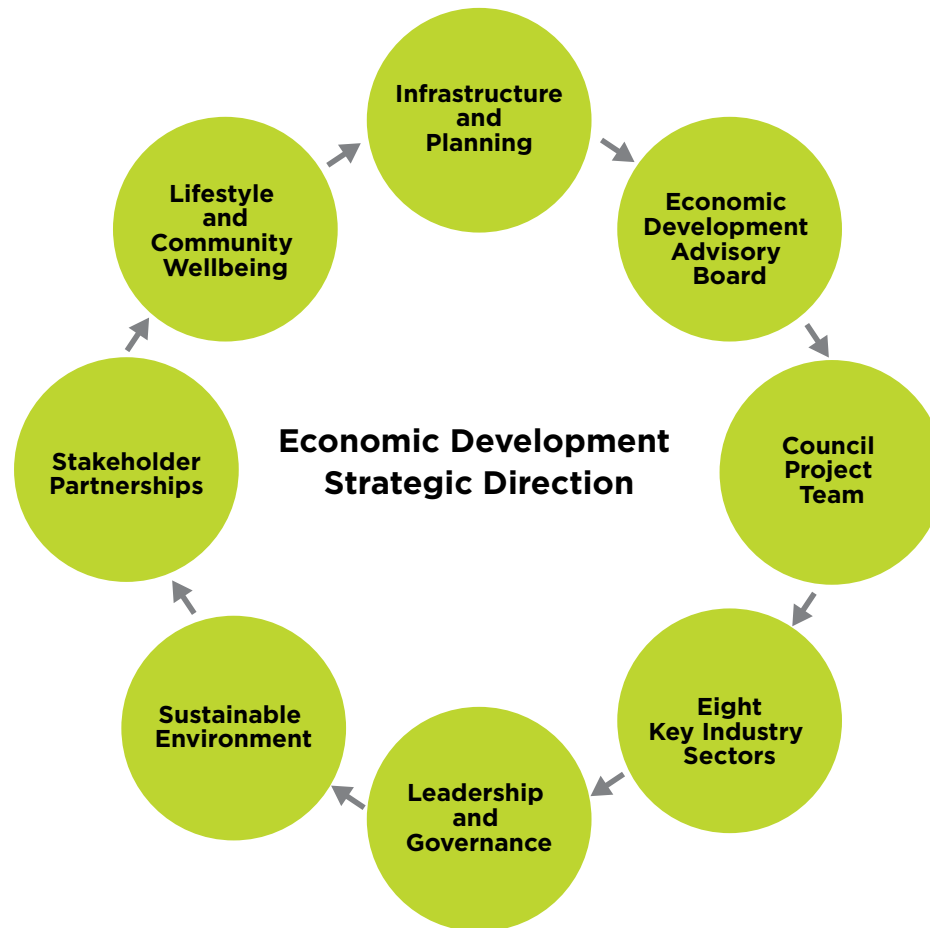
This Framework recognises the importance of each of Council's key priorities and elements, and the potential impact these could have on the Economic Development Framework. Aligning activities in key priority areas with Council's economic development strategic direction, and measuring their economic impact, will also assist Council to achieve its key economic growth objectives.

At the same time, aligning key priorities with the economic development strategic direction will ensure that Council's mantra for the Redlands: "The best place to live, play and do business" is at the forefront of economic development decisions, whilst decisions in other priority areas are also analysed in terms of economic impact.

The importance in the relationship between all of the elements of the Framework and the premise that Council's economic development strategic direction is its centrepiece, is represented in **Figure 10** on the next page.



Figure 10: Integrated approach to achieving the economic vision





Economic Development Advisory Board Structure

The success of the Economic Development Framework will depend heavily on the relationship between Council and the business community.

In order to strengthen that relationship and develop a partnership, the establishment of an Economic Development Advisory Board made up of representatives from each of the City's eight identified future industry and employment growth sectors is recommended.

The Board will oversee the implementation of the Economic Development Framework, including specific action plans, and provide advice to the Mayor and Councillors and CEO on its progress and any necessary policy changes required in order to enhance its capacity to achieve desired outcomes. The Framework recommends that this Board act only in an advisory capacity and that control of any budget associated with the City's economic development (including tourism) remain with Council.

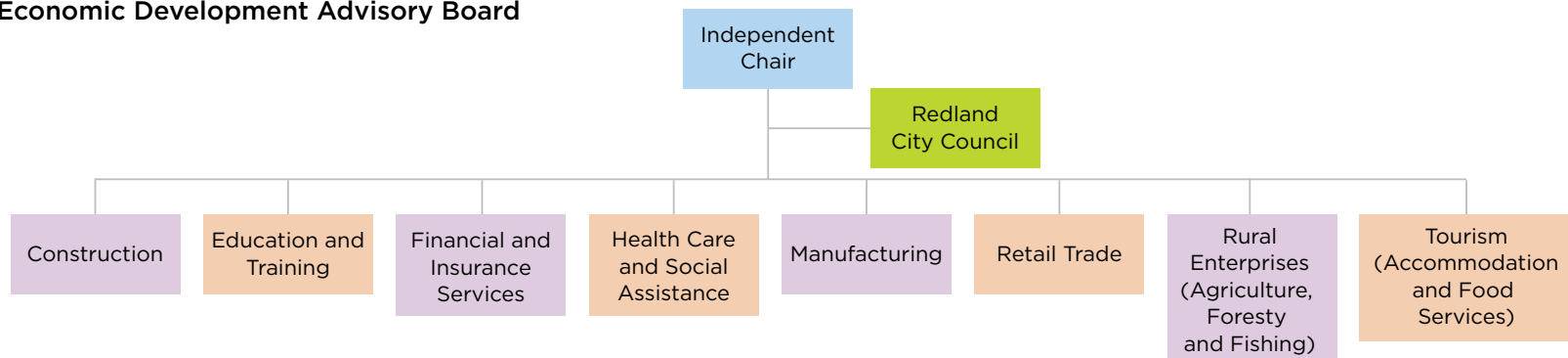
The Board will also act as the link between Redland City Council and the eight industry sectors identified in the Framework. The Economic Development Advisory Board's role will be to:

- Oversee the implementation of the Economic Development Framework
- Assist with the development and implementation of the eight key industry sector action plans

- Review and report on the progress of the Economic Development Framework and associated action plans, and ensure their alignment to the goals and objectives of the Economic Development Framework
- Advise Redland City Council on any necessary adjustments to the Economic Development Framework based on industry or economic trends, opportunities and/or threats
- Act as the link between Council and the key industry sectors and ensure communication between the public and private sectors
- Actively promote the City as a great place to live, work and do business
- Partner with Council and other government bodies such as RDA Logan and Redlands and Council of Mayors South East Queensland to attract investment into the City, including lobbying the state and federal governments on key initiatives and projects.

Figure 11 below provides a diagrammatic representation of the proposed Board structure, as recommended by the Economic Development Framework.

Figure 11: Economic Development Advisory Board





Sustainable Environment

Currently, more than 50% of the Redlands is protected to conserve important natural and cultural assets.

Redland City Council is firmly committed to the principles of sustainable environment and has plans in place which embody these principles, including the *Redlands 2030 Community Plan* which commits Council to ensuring:

“A diverse and healthy natural environment, with an abundance of native flora and fauna and rich ecosystems will thrive through our awareness, commitment and action in caring for the environment.”

Council’s report, *Confronting Our Climate Future*, includes a ‘Corporate Climate Change Policy’ that supports the goals of the *Redlands 2030 Community Plan*, Council’s *Corporate Plan 2010-2015* and *Corporate Environment Policy (POL 2644)*.

This commitment to environmental sustainability is set against a backdrop of economic development that aims to increase the economic capacity of the

Redlands and improve the economic wellbeing of its residents.

In the Economic Development Framework, Redland City Council aims to find a balance between economic and environmental sustainability by measuring economic initiatives against the principles of a sustainable environment, and the need to mitigate climate-change risks. One of Council’s key priorities in managing climate-change is reducing the City’s carbon footprint (*Confronting our Climate Future 2010*) with Council leading by example and resetting its targets to 75% of 1998 emissions by 2050.

Council will also encourage businesses to start their own planning by increasing awareness and preparedness and utilising a three-pronged plan to manage climate-change risk:

1. Mitigation - Action to reduce the amount of greenhouse gases emitted into the atmosphere

2. Adaption - Action in response to actual or projected changes in climate
3. Energy transition - Moving to low or no-carbon fuels and green energy technologies.

Council aims to provide leadership in these areas by:

- promoting greater understanding and awareness of the need for transitioning away from fossil fuels
- supporting and developing partnerships with various sections of the community to achieve energy transition
- encouraging local businesses, organisations and residents to reduce greenhouse gas emissions
- encouraging local businesses, organisations and residents to use or generate renewable energy
- facilitating local, relevant research and advocating to other levels of government on matters of regional importance.

Council recognises that not taking action on climate change may negatively impact the local economy and put at risk any potential increase in the City’s economic capacity. At the same time, it is conscious of the need to provide leadership and support to local businesses, organisations and residents so that the transition does not put at risk the local economy, local businesses and jobs.

More information on Council’s environment and climate change strategies and policies can be found on the Redland City Council website or through these links:

- www.redland.qld.gov.au/AboutCouncil/CommunityPlan/
- www.redland.qld.gov.au/EnvironmentWaste/EnvironmentPlans/Pages/Climate-change-strategy.aspx.



Planning and Infrastructure

Ensuring the facilitation of initiatives to drive economic development will largely be dependent on Council's Planning Scheme and the development of the required infrastructure to drive an increase in economic capacity.

Redland City's Economic Development Framework recommends that Council aims to ensure that planning supports the economic development strategic direction while, at the same time, maintains the critical balance between environmental sustainability, lifestyle and community wellbeing. The Framework supports an approach to measure investment in infrastructure against economic returns as well as environmental sustainability impacts and community wellbeing.

Redland City Council's *Priority Infrastructure Plan*, RPS V5.1 – 2013 forecasts demand rates for all trunk infrastructure networks for both

residential and non-residential uses. The trunk infrastructure network includes water supply, sewerage, stormwater, transport, public parks and land for community facilities. The infrastructure plan also identifies the Priority Infrastructure Area (PIA) – the area that is used or is proposed to be used for urban development.

The PIA will accommodate future urban development (i.e. residential, retail, commercial and industrial development) until the year 2021. The primary purpose of the PIA is to direct urban growth into areas where suitable and adequate development

infrastructure exists, or where it can be provided most efficiently. The PIA includes most mainland areas, North Stradbroke Island and Coochiemudlo Island, and small portions of the Southern Moreton Bay Islands. All infrastructure will be developed in accordance with Council's existing Planning Scheme policies.

The PIA also outlines desired standards of service for the infrastructure network, which will contribute to the economic development of the City. These include:

- Roads - provide a functional urban and rural hierarchy that supports

settlement patterns, commercial and economic activities, and freight movement

- Public Parks and Land for Community Activities - provide a connected and accessible network of parks, open space, and community facilities that meets the needs of residents and visitors.

The plan also includes a schedule of infrastructure works which will need to be aligned to the Economic Development Framework to determine whether any amendments are necessary to meet Council's economic objectives.



The Council of Mayors South East Queensland (COMSEQ) state election advocacy document published in January 2015 also identifies three major infrastructure projects of importance to Redland City that require the support of government. These are:

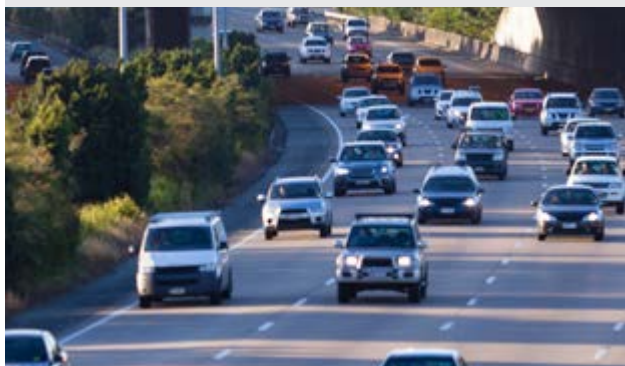
Redland City to Port of Brisbane Corridor \$360M

This project will link the major residential areas in Brisbane’s south east to the Australia Trade Coast precinct, reducing travel times for commercial vehicles, improving safety and providing significant transport benefits for residential communities.



Redland City to Gateway Motorway Corridor \$196M

This project will improve the freight and transport corridor that joins Redland City to the Gateway Motorway. It will provide residents in Redland and Brisbane’s east with better access to employment opportunities and it will also improve road capacity and levels of public transport.



Eastern Busway to Capalaba \$1,736M

Extending the Eastern Busway to Capalaba will provide an effective solution to commuter movement within the Translink network and connections to the City Rail network, the city bus network and the South East Busway. The 18km busway will reduce travel times by up to 20 minutes, providing access to and from Capalaba, the Chandler sporting complex, University of Queensland, Princess Alexandra Hospital and Boggo Road Urban Village.



Source: Investing in Queensland’s Core Growth Region. 2015 Queensland State Election Advocacy Document, January 2015.



Capalaba



Inside Fairfax Media press hall, Ormiston

Lifestyle and Community Wellbeing

The Institute for Sustainable Communities (ISC) defines a sustainable community as one that is “economically, environmentally and socially healthy and resilient”.

The Institute also encourages communities to meet challenges through integrated solutions rather than through fragmented approaches that meet one goal at the expense of others. It takes a long-term perspective focused on both the present and future, well beyond the next budget or election cycle.

The United Nations World Commission on Environment and Development (UNWCED) 1987 report *Our Common Future* defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

While the new Economic Development Framework focuses on improving the economic capacity of Redland City and increasing GRP, there will be positive impacts on other key elements of community development. This is because increasing the City's economic capacity will bring prosperity and increased revenue streams, allowing for increases in funding and programs

to improve levels of service, achieve positive environmental outcomes and develop cultural initiatives.

Redland City Council is committed to ensuring that improvements in economic capacity are linked to improved lifestyle outcomes for our City's residents, which subsequently improve community wellbeing.



Business complex at Cleveland



Redlands IndigiScapes Centre, Capalaba

Framework Implementation





Framework Implementation

The success of the Economic Development Framework will depend on its implementation, including that of the industry action plans, which will be developed with input from industry and guidance from the Economic Development Advisory Board.

The Framework Implementation represented in **Figure 12** overleaf is a roadmap for ensuring the delivery of key outcomes. It highlights the need to focus on the critical pathways that will provide the outputs to achieve those outcomes. It will also facilitate measurement and tracking of progress through the implementation process.

Council has identified seven pathways that are not only critical to the success of the Framework but will also strengthen the local community. These are:

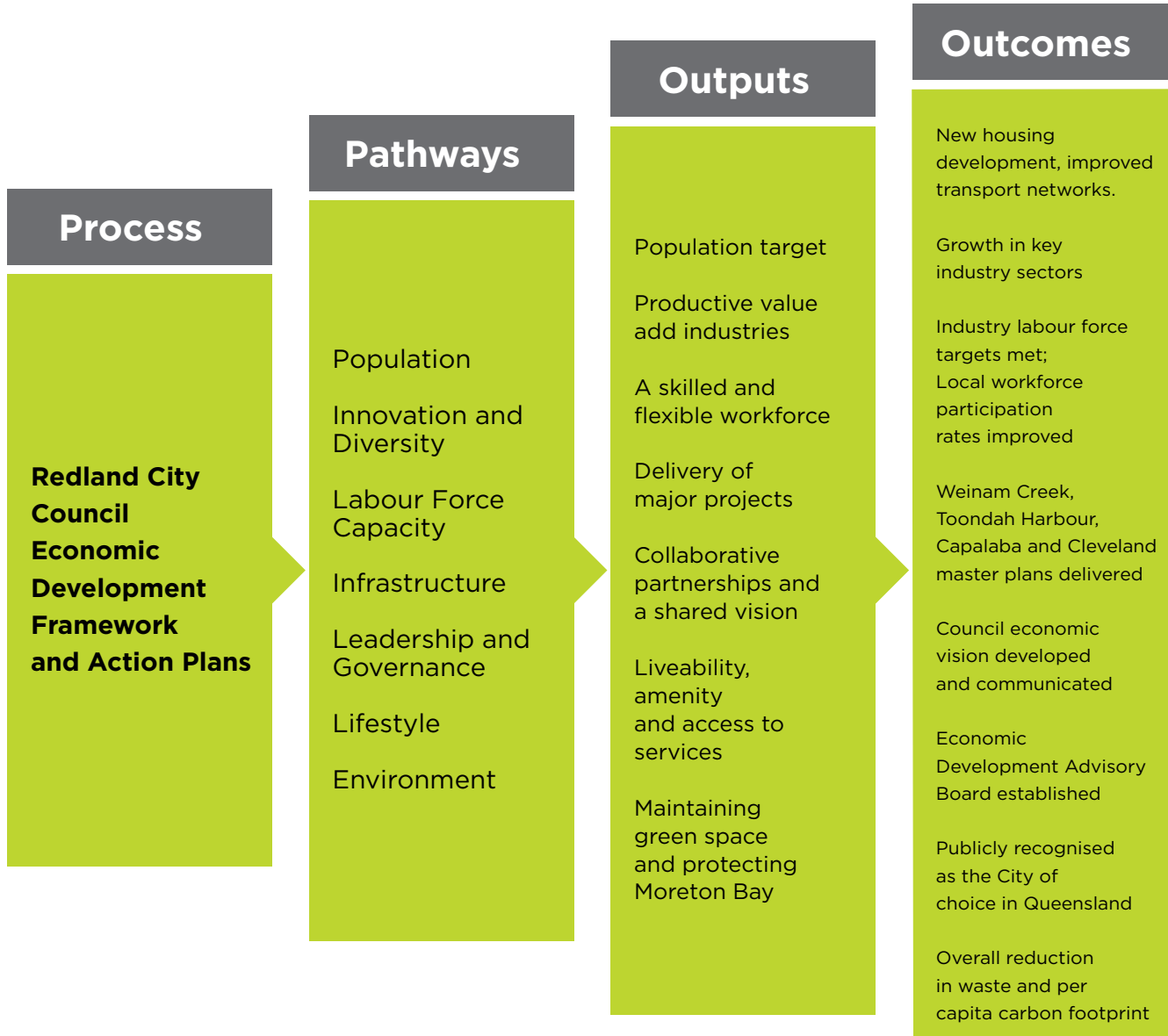
- Population
- Innovation Diversity
- Labour Force Capacity
- Infrastructure
- Leadership Governance
- Lifestyle
- Environment.

Council aims to facilitate movement through these pathways to deliver important outputs that will lead to successful outcomes. **Figure 12** outlines the proposed Framework Implementation, including the proposed pathways, outputs and desired outcomes.





Figure 12: Framework Implementation Model



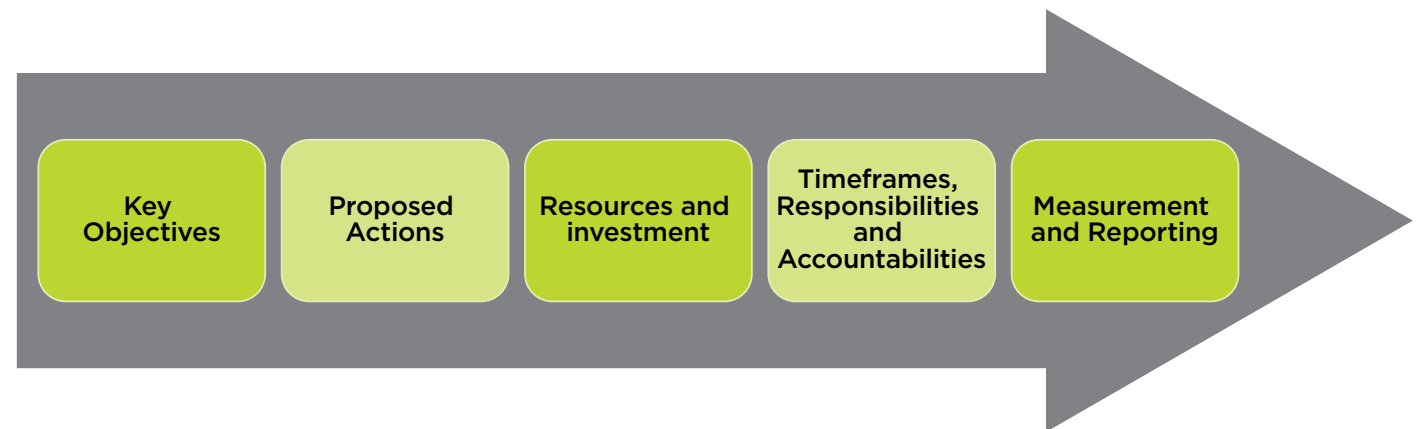


Action Plans

The success of the Framework will largely be dependent on the activities that facilitate growth in the identified key industry sectors of the Redlands economy. Each sector will require a specific action plan detailing the initiatives and activities that will be undertaken in order to achieve key growth objectives as well as the level of investment required. The Action Plans will be used to drive activity, monitor progress and report on outcomes. **Figure 13** outlines the process that will be used to develop each detailed Action Plan.

They will be “live” plans, meaning that they will be actively monitored and adjusted as changes to the economy and industry sectors are detected and assessed. An Action Plan template has been developed and will be formulated for each key industry sector.

Figure 13: Industry Sector Action Plan Framework





Council Administration building, Cleveland



Cleveland at night



Implementation Roles and Responsibilities

The strategic engagement section of this Framework outlines the importance of partnerships to the success of its implementation. The Framework recognises that Redland City Council will need to work collaboratively with the business community in order to provide leadership and direction for the City.

Roles and Responsibilities

The key industry growth sectors outlined in the Economic Development Framework and the Action Plans associated with them will require Council and the City’s business community to work together to ensure their success. Clearly articulating the roles and responsibilities of each partner will assist in the management of the relationship and enhance the likelihood of success.

Figure 14: Proposed roles of Redland City Council and the business community

Redland City Council	Redlands Business Community
Ensure the Planning Scheme supports the development of the key industry sectors outlined in the Economic Development Framework	Work with Council to develop a strong partnership focused on economic development
Facilitate business growth by ensuring processes are streamlined and red tape is reduced. Continue to work with business to identify further improvements	Support and encourage growth in the identified key sectors through collaborative partnerships
Ensure that all of Council as well as external stakeholders understand the Economic Development Framework objectives and their role in facilitating its implementation. Champion strategic infrastructure investments in transport, communications and education	Support the Economic Development Advisory Board by encouraging local business leaders to nominate for Board positions. Work collaboratively with the Board to develop key sector growth plans
Drive initiatives to attract investment into the City, particularly in the eight key future industry sectors outlined in the Framework	Work with Council to actively promote Redland City as “open for business and investment”. Identify opportunities to value-add to the City’s economy through industry supply chain expansion
Facilitate local business’ access to support programs that enable growth	Co-invest with Council in the establishment of a business support program aimed at encouraging investment in the identified key industry sectors



Cleveland at night



