



Scenic Rim Regional Prosperity Strategy

Draft Report for Community Comment

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Mayor's Foreword

It is my pleasure to introduce the Regional Prosperity Strategy prepared for Scenic Rim Regional Council by Lucid Economics.

Our Regional Prosperity Strategy supports the vision shared by Council and our community for a region that enjoys a sustainable and prosperous economy, as outlined in the *Scenic Rim Community Plan 2011-2026*.

The Community Plan was developed in consultation with Scenic Rim residents and business operators during 2010 as a vision for the future of our region and further consultation in early 2018 has ensured that it continues to reflect community needs and aspirations.

As the collective voice of our Scenic Rim community, it guides our five-year Corporate Plan and our annual Operational Plan, shaping our strategies for effective service delivery throughout the region.

Our Regional Prosperity Strategy will enhance our focus on the priorities that support our existing regional business community while also ensuring we are properly prepared to welcome new contributors as part of our long-term pursuit of sustainability.

Just as our Community Plan was developed through extensive consultation, our Regional Prosperity Strategy has been formulated through detailed research and analysis of the region as well as engagement with both internal and external stakeholders.

It points to the challenges faced by our region over the next two decades, with the growth of an ageing population, as well as the need to create valuable local jobs for local residents to build a more diverse, sustainable and dynamic economy.

In addition to the traditional agricultural industries which underpin our local economy, the Scenic Rim has a vibrant and growing tourism sector. Major infrastructure projects such as Inland Rail and the expansion of large-scale industries present a wealth of opportunities for the further growth and development of our region.

Although the Scenic Rim has been challenged by drought and bushfire, our Regional Prosperity Strategy provides the foundation for a region that will draw on its resilience as we continue the recovery process and send a strong message that we are open for business.

This strategy points to the opportunities for our region to take charge of its future and make things happen rather than waiting for things to happen.

This is an exciting time in the life of the Scenic Rim and our Regional Prosperity Strategy provides clarity to our shared vision for a sustainable and prosperous economy as we look to the future.

Cr Greg Christensen Mayor, Scenic Rim Regional Council



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Overview - Our Landscape

Regional Prosperity Strategy

This Strategy represents an extension of the Community Plan and Corporate Plan and provides specific direction for Scenic Rim Regional Council (referred to as Council in this report) to deliver on the 'Sustainable and Prosperous Economy' pillar of the Community Plan and Corporate Plan.

The life of the Strategy covers a five year period, 2020 - 2025 with a rolling implementation program that is reviewed annually and adjusted to the economic climate.

It has been developed through detailed research and analysis of the region as well as engagement with both internal and external stakeholders.

Future Vision and Goal

The *Scenic Rim Community Plan 2011-2026* is a comprehensive plan for the future development of the Scenic Rim region. It was developed with significant community consultation and was revised in 2018. The Plan has a vision that:

"By 2026, Scenic Rim will be a network of unique rural communities embedded in a productive and sustainable landscape."

The Plan further states in its future vision:

"Our community will support sustainable farms, businesses and industries that are compatible with our environment and lifestyle and provide rewarding employment and prosperity for residents."

The Corporate Plan *Scenic Rim 2023* further supports this vision with the statement of intent for its sustainable and prosperous economy theme of:

"An enhanced regional brand underpins sustainable economic growth for businesses, strong local employment opportunities and high-performing primary production and tourism industries."

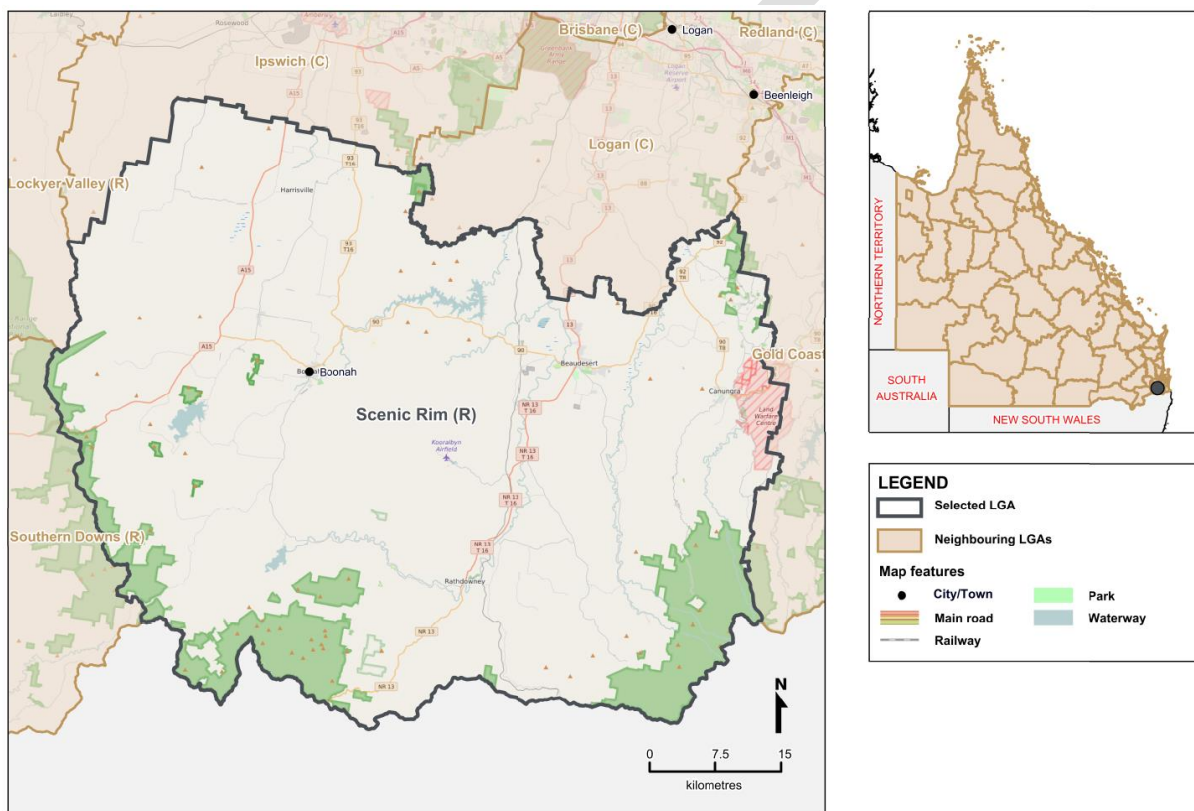
Combined these statements clearly portray the desired economic future of the region.

Building on this vision as well as incorporating engagement and consultation with local businesses and stakeholders, the goal of this strategy is **to create valuable jobs for local residents**. This goal serves as the primary desired outcome of the Regional Prosperity Strategy.

Location

The Scenic Rim Local Government Area encompasses 4,300 square kilometres south-west of Brisbane, with the southern boundary of the Council doubling as the border between Queensland and New South Wales. Despite being a mainly rural region, it is also a well-known tourism destination, particularly among bushwalkers / hikers. The region is home to a number of renowned national parks (including World Heritage listings), including the Lamington, Mount Barney, Main Range and Moogara Peaks National Parks.

The Scenic Rim region is large and diverse. The three main centres of Beaudesert, Boonah and Tamborine Mountain are the largest in terms of population, but a number of smaller towns provide a depth of character and uniqueness to the region.



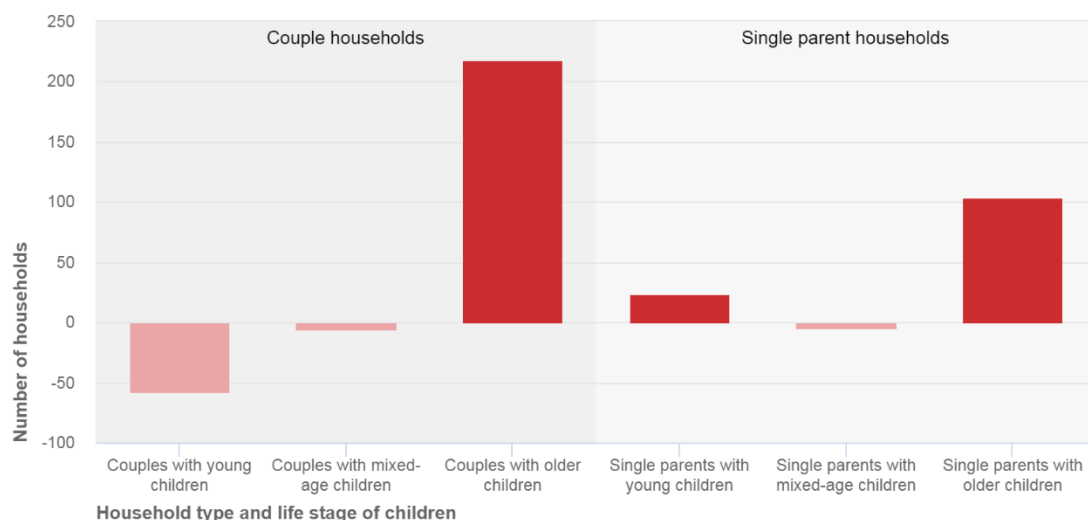
Population

The Scenic Rim region has experienced steady population growth over the last decade to reach an estimated 42,583 residents in 2018. Based on Queensland Treasury forecasts, the population is expected to reach over 67,000 in 2041 with the majority of this growth taking place over the next decade. At the same time, the population is aging and aging at an increasing rate. Over the next two decades, the proportion of residents aged 65 and older is expected to increase from 20% to almost 30%. While this increased proportion may seem small, it will effectively mean more than a doubling of the population 65 and older. The proportion of the population aged 35-64 years is expected to fall. These changing demographics can mean there will be fewer residents of working age to support the local retired residents, putting a strain on the local economy.

Currently, 40% of local resident workers leave the area every day to access jobs. The majority of these residents are travelling to the Gold Coast, Brisbane, Ipswich and Logan. Anecdotally, the lack of local jobs has forced many young families, who moved to the region to access its lifestyle and affordability, to leave the region and move closer to employment opportunities. Attracting these young families will be important to maintain better balance across the age demographics in the community.

Change in households with children, 2011 to 2016

Scenic Rim Regional Council



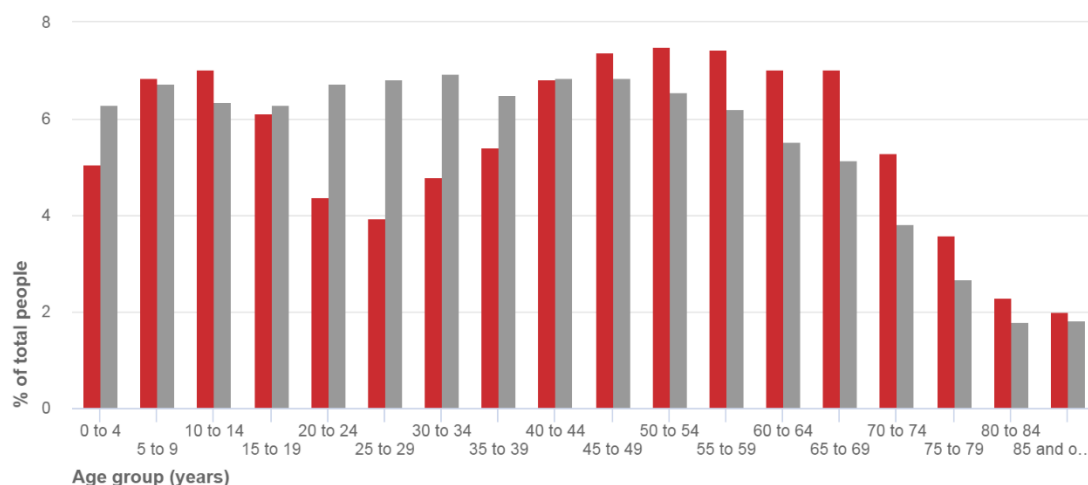
Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 and 2016 (Enumerated data). Compiled and presented in profile.id by .id, the population experts.

.id the population experts

Age structure - five year age groups, 2016

Total persons

■ Scenic Rim Regional Council ■ Queensland



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id, the population experts.

.id the population experts

Economic Context

The Scenic Rim is geographically in a unique position within the broader South East Queensland region and indeed the State. While Beaudesert is the main Council office, the region has a large collection of other towns, each with their own character and history. The region has strong connections to other centres across South East Queensland including Ipswich (through the Cunningham Hwy), Logan (through the Mt. Lindesay Hwy) and the Gold Coast (through Tamborine Oxenford Rd and Beaudesert Nerang Rd). The three main centres of Beaudesert, Boonah and Tamborine Mountain act as key service centres for the region and are generally aligned to their main transport linkages.

The regional economy is diverse in nature and is reliant upon its key sectors of agriculture, tourism, key service sectors and construction, which service the on-going population growth. The region has a vibrant and growing tourism sector including a range of destinations such as Tamborine Mountain, Canungra, Boonah, Kooralbyn Valley, as well as a budding wine and craft beer and spirit industry.

The more traditional agricultural activities remain a steadfast component of the economy with the Bromelton State Development Area also accommodating large scale industries such as AJ Bush and Sons, SCT Logistics, Gelita Australia, Quickcell Technology Products and Council's waste transfer station. The Bromelton State Development Area encompasses over 15,600 ha of industrial land and has significant potential for future growth, particularly with Inland Rail currently under construction.

In the western portion of the region vegetables, cattle and dairy farming are the leading industries. The central section of the region caters for manufacturing and industrial activities as well as turf farming.

Drought has significantly impacted the region, particularly its cattle and dairy farming sectors. As the region faces the next two decades, creating valuable jobs for locals will remain the key feature seeking to continually build a more diverse, sustainable and vibrant economy into the future.

Key Themes Strengths

- Access and proximity to Brisbane and the Gold Coast
- Access and proximity to two international airports
- Country lifestyle and appeal
- Natural environment
- Natural brand
- Existing tourism appeal
- Bromelton SDA
- Housing affordability
- Diverse and independent villages

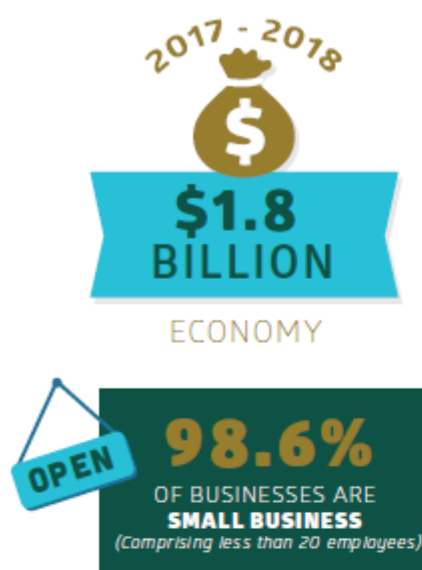
Key Themes Weaknesses

- Distance from Brisbane and the Gold Coast
- Access to Brisbane and the Gold Coast (Mt. Lindesay Hwy)
- Lack of local jobs
- Awareness/Profile of region
- Planning issues
- 'Stuck in the past'
- Skills shortages across specific areas
- Lack of rental accommodation and commercial office space
- Differences across various centres and villages

Key Themes Opportunities

- Tourism
- Agriculture
- Food processing and value adding
- Transport and logistics
- Large scale industry
- Healthcare
- Education
- Business services
- Waste to Value Facility

LOCAL ECONOMY



TOP FIVE SECTORS (2017 - 2018)

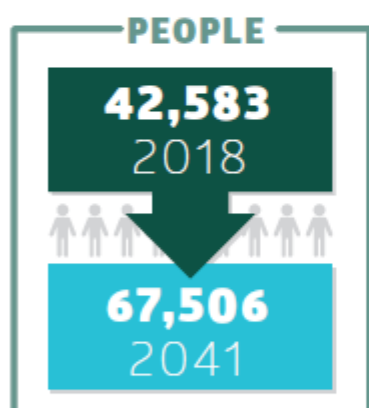
ECONOMIC CONTRIBUTION



EMPLOYMENT



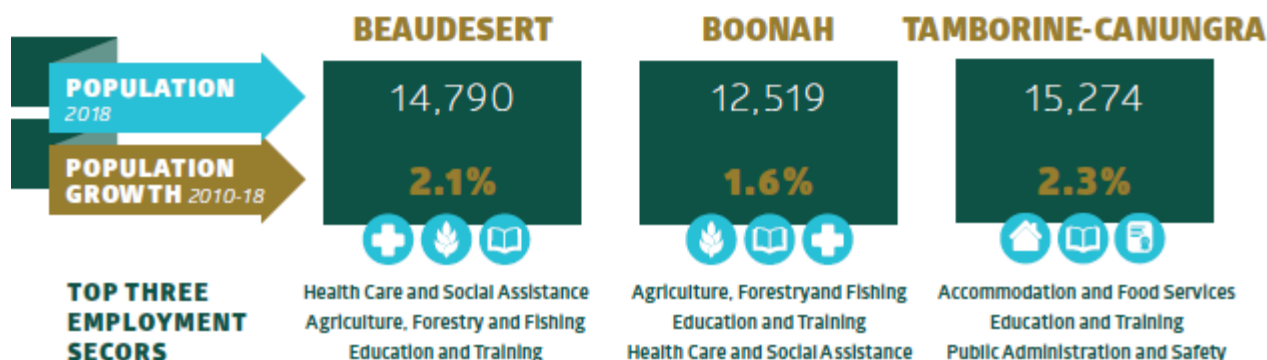
PEOPLE



POPULATION GROWTH (2018 - 2041)



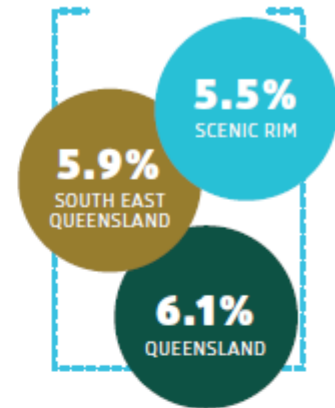
SUB REGIONS



JOBS



UNEMPLOYMENT RATE MARCH QUARTER 2019



TOURISM

2018-2019



TOURISM CONTRIBUTION



LARGE SCALE INDUSTRY



HOUSING AFFORDABILITY



Stakeholder Engagement

Consultation Feedback

Insights and feedback were sought from a range of stakeholders including local businesses across a wide range of sectors that represent the key features of the economy, local Chambers of Commerce, various service providers and other important stakeholders such as Queensland and Australian Government departments.

There was overwhelming support from stakeholders consulted that Council has a key role to play in the region's future prosperity. The creation of more local jobs emerged from the consultation process as a key theme for stakeholders as it creates an impetus for population growth and could spur on additional growth in the economy through construction, healthcare, education and other sectors.

Stakeholders value the local natural environment and relaxed 'country' lifestyle that the Scenic Rim is known for. They identified the need to protect these features while at the same time achieving economic and population growth across the region. The region's diversity was often highlighted as a key local and unique feature, which should be embraced and supported. Stakeholders recognised the important role that various areas across the region play, including the Bromelton State Development Area, various national parks, productive agricultural land and the collection of diverse small towns. They felt that these areas needed protection and support so that they can continue to contribute to the future economy. The region's access and proximity to Brisbane and the Gold Coast (two very large consumer markets) as well as two international airports was often cited as a key advantage of the region.

While access and proximity to Brisbane and the Gold Coast were seen as key advantages, the distance from Brisbane and the Gold Coast was also seen as an issue, particularly as it relates to accessing key services, such as education and training. Access along the Mt. Lindesay Hwy was seen as poor, with improvements required into the future, particularly to support future growth at the Bromelton State Development Area. A lack of local jobs and profile or awareness for the region were other key issues that were identified. Stakeholders felt that while the region has a lot to offer in terms of business and investment, the profile of the region was not commensurate with its future economic and tourism potential.

Role of Council in Supporting Prosperity

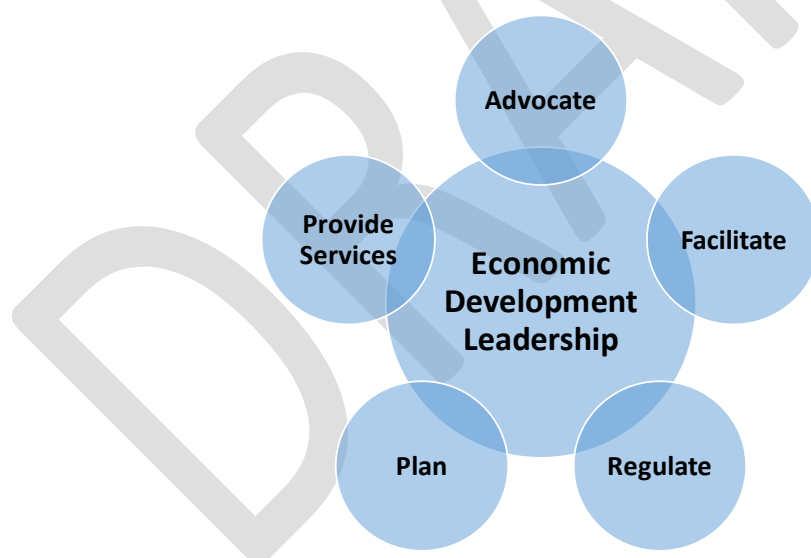
During consultation, there was overwhelming support for the notion that the Scenic Rim Regional Council has an important role to play in supporting the local economy and the region's future prosperity.

Local governments are the only body structured to service the local community and are attuned to local needs, constraints and opportunities. Through the local economy, local government can also support broader community wellbeing, deliver many positive social outcomes as well as support the general prosperity of the community.

Local government has numerous levers to create an environment conducive to growth and prosperity. The diagram below highlights the core areas of local government influence, which include:

- **Advocate:** local government can advocate for policy change and infrastructure investments from the State and Federal Governments. For the Scenic Rim region, stakeholders felt advocacy was a key role for Council, particularly as it pertains to road infrastructure and internet connectivity.
- **Facilitate:** local governments can facilitate key outcomes for the community and the local economy through working in partnership with the other levels of government as well as the private sector. Stakeholders felt that the Scenic Rim Regional Council could play an important role in marketing the region as a place of business as well as a tourist destination. Stakeholders also felt that Council could play a lead role in facilitating local business growth and business investment.
- **Plan:** local governments have a statutory responsibility for local planning. Stakeholders felt strongly that the Scenic Rim Regional Council needs to ensure an efficient and pro-active planning policy, particularly as it relates to development approvals.
- **Provide Services:** local governments provide a range of important and valuable services, including infrastructure, waste collection, place-making and multiple other services. Stakeholders felt that targeted and strategic investments across key centres would not only make a positive contribution to community wellbeing but also have potential flow-on benefits for the economy.
- **Regulate:** through a sound regulatory framework, local governments provide certainty for existing businesses, potential investors and the community. Stakeholders recognised the important regulatory role that Council plays and felt that it needs to be responsive and understanding of the diverse local environments that exist across the region.

Local Government's work should be complementary to private sector efforts, not competitive or duplicative.



Key Competitive Advantages and Growth Opportunities

Competitive Advantages

Based on the economic analysis and engagement with local stakeholders, the Scenic Rim region has a number of competitive advantages that it can trade upon, including:

- **Affordability:** for both residents and businesses, the Scenic Rim region offers affordability in terms of residential land and housing as well as land for business investment, providing a competitive advantage over other parts of South East Queensland.
- **Existing Agricultural Strength:** the Scenic Rim region has a large, existing and diversified agricultural sector, ranging from cattle and chickens to vegetables and turf as well as including a large equine industry and small boutique crops. This existing industry means there are existing supply chains and workforces that currently support the industry and are available for new businesses as well. The volume of raw agricultural products produced in the region also creates an opportunity to value-add, increasing future food and beverage processing.
- **Lifestyle:** the Scenic Rim region is known for (and existing businesses and residents enjoy) its 'country' lifestyle, which has been an attraction to the region for existing residents and businesses.
- **Natural Environment:** in addition to providing an idyllic natural setting for tourism activities, the Scenic Rim region has an excellent climate for growing (hence the strength of the agricultural sector). The region's diversity extends to the climate, providing a range of growing areas for a variety of crops. The pristine natural environment also provides a strong basis for the region's existing brand as 'clean and green', which further support tourism and agri-business.
- **Strategic Location:** the Scenic Rim region is located on the doorstep of Brisbane, the Gold Coast and the broader South East Queensland region, providing proximity to a large consumer market as well as major transport infrastructure such as the Port of Brisbane, Brisbane International Airport and Gold Coast Airport.
- **Strategic Infrastructure:** there is a wide range of strategic infrastructure in the region that can be used as a catalyst for future growth, including the Bromelton State Development Area, Inland Rail (currently under construction) and a large volume of good agricultural land.
- **Tourism Assets:** the Scenic Rim region has a wide variety of key tourism assets, including Tamborine Mountain (a widely recognised and well-established tourism destination), six National Parks, World Heritage listed rainforests, a diverse offering of wine, beer, spirits and food as well as a number of emerging tourism attractions and destinations.

Opportunities

The engagement with stakeholders during consultation supported the following identified growth opportunities.

The competitive strengths, combined with a range of market drivers, create a range of future growth opportunities, including:

- **Agri-business:** the agri-business opportunity combines opportunities across a number of agricultural sectors growing of produce, raising of livestock as well as food and/or beverage processing. The opportunity includes boutique style, high value products as well as large scale opportunities. Agri-business already represents a significant export industry for the region exports outside of the region as well as international exports which also has capacity to grow.
- **Creative Industries and Business Development Services:** this opportunity is broad and includes a diverse range of activities. The region's natural features and diversity already cater to numerous creative businesses and with increased digital connectivity across the region, this segment of the economy can continue to grow. Additionally, the region currently imports a range of professional services (many of them creative). With suitable infrastructure (both physical premises and internet connectivity), these small businesses can also grow into the future. This opportunity would also include start-ups and entrepreneurs. Fostering an environment conducive to entrepreneurship (particularly focused around the younger demographic) can not only create new businesses but provide a mechanism for many of the region's youth to remain in the region (instead of having to leave to pursue educational or employment opportunities).
- **Health & Wellbeing:** this opportunity reacts to changing population demographics (the ageing of the population) as well as the amenity of the region, which combined make the area attractive for a range of aged care and retirement living options. Additionally, the natural brand of the region also caters for alternative health and wellness offerings. While these businesses exist today, there is a growing market for these types of wellbeing services and the Scenic Rim's proximity to Brisbane and the Gold Coast provides a large future consumer market.
- **Large Scale Industry:** the Bromelton State Development Area has been designed for large-scale, high impact and difficult to locate industry. This opportunity includes bio futures (i.e. biofuels and bioenergy projects), renewable energy projects and large-scale food processing operations.
- **Waste to Value:** the Bromelton State Development Area has strategic land approvals in place to also support large scale recycling and waste to value businesses.
- **Tourism:** tourism has been a key growth opportunity over the last decade and this growth can continue with additional investment into attractions, commissionable product, accommodation and other supporting infrastructure.
- **Transport & Logistics:** SCT Logistics already has a large operation in the Bromelton State Development Area. With the imminent arrival of Inland Rail, proximity to Brisbane and the Port of Brisbane, the Bromelton State Development Area has the potential to become the new logistics hub for South East Queensland over the next twenty years (as Acacia Ridge reaches maximum capacity and residential development continues to put pressure on its operation).

Pro-active Growth in Strategic Areas

When identifying strategic growth opportunities, it is important to focus on areas that can provide significant value to the region.

The future growth opportunities identified above provide guidance regarding economic opportunities for the region. These opportunities can provide growth in strategic areas that not only provide jobs but add value to the broader economy in a number of ways.

The identification of these areas does not (and should not) preclude growth taking place in other areas nor Council supporting other growth opportunities. These sectors have been selected because they add value to the economy, provide meaningful employment and may require future support in order to materialise. These areas should provide the focus areas for pro-active marketing, promotion, facilitation and support.

Our focus is on creating an inviting and more liveable environment, for business and community. Connectivity of activity with the arts and creative sector and the reinvigoration of town centres link to Scenic Rim Regional Council strategies.

Risk Assessment

There are a range of macro-economic trends and risks that will impact the future economic development of the Scenic Rim. These risks are outside the control of Council but will be considered throughout the Strategy and future economic development initiatives.

These risks can be largely organised as follows:

- **Ageing demographic:** the ageing demographic of the Scenic Rim population will affect the local economy and community. Addressing these changing demographics to attract young families to the area will contribute positively to the local economy and community, making the individual towns and villages as well as the whole region more sustainable.
- **Climate change:** climate change is occurring and affecting our natural environment. Global warming will continue to provide changing climate conditions that will have an impact on the entire region. Adapting to these changing conditions will be a challenge for all local businesses.
- **Digital disruption:** the high rate of digital disruption and the advent of ever increasing new technologies will continue to impact the local economy. Being adaptive and flexible to new technologies and ongoing innovation will be a risk for local businesses, presenting both opportunities and challenges.
- **Global trade:** global trade has flourished over the last twenty years, which exposes local businesses to global competition, particularly for goods and services from countries that provide a much lower cost basis, exerting competitive pressures on all businesses in Australia. While tariff and trade conflict can disrupt this global system, increasing levels of competition from abroad will continue to be a risk for local businesses.
- **Lifestyle Investors:** the natural beauty, charming towns and relative proximity to major centres makes the region a magnet for lifestyle investors. This can lead to an impact or change the agriculture landscape with properties at risk of reduced economic yield.
- **Inadequacy of trunk infrastructure:** given the size, nature and location of the Scenic Rim, much of the trunk infrastructure is dated and inadequate for the existing and future population. The Mount

Lindesay Highway and existing mobile and digital connectivity are examples of trunk infrastructure that requires future upgrades.

- **Sustainability of small communities:** As the region continues to grow, population growth will be focused in specific areas, where new residential developments are available. Ensuring the sustainability of small communities across the region will be a risk into the future. The individual make-up and character of the region's towns and villages is a unique feature of the region that should be maintained.

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Partnerships and Policy Context

Partnerships

The Scenic Rim Regional Council is not solely responsible for economic development. While the organisation can play a key role, it will be necessary to work cooperatively with a range of partners, including actively forming relevant relationships in the private and public sector with the following:

- Local businesses and industry
- Local Chambers of Commerce
- Local Tourism Organisations
- Local education providers
- Local governments across South East Queensland
- Queensland Government such as the Department of State Development, Manufacturing, Infrastructure and Planning, Department of Innovation and Tourism Industry Development, Department of Employment, Small Business and Training and Trade and Investment Queensland, and Department of Environment and Science.
- Australian Government Agencies such as AusIndustry and the Department of Employment, Skills, Small and Family Business
- Regional Development Australia
- Tourism Australia, Tourism and Events Queensland and Brisbane Marketing

As projects are delivered working groups will form to ensure their appropriate engagement and feedback. These could be made up of representative of any of the above key stakeholders.

Policy Context

Given the various Queensland and Australian government partners and bodies, it is important to consider the existing strategic and policy context for both of these levels of government, including:

- **Advancing Tourism:** Advancing Tourism is the current Queensland Government Tourism Strategy 2016-2020, which provides a number of priorities involving tourism product development and supporting infrastructure, many of which align well to the Scenic Rim's tourism offering.
- **Visitor Economy 2031:** Brisbane Marketing tourism and business events strategy.
- **Advancing Trade and Investment:** Advancing Trade and Investment is the current State Government Strategy aimed at growing exports from Queensland as well as promoting Queensland as a global investment destination. Many of the opportunities for growth in the Scenic Rim align to this Strategy and can be further supported by State Government resources.
- **Advancing Skills for the Future:** Advancing Skills for the Future is the current State Government workforce development strategy. The strategy has relevance for the Scenic Rim region relating to the need for workforce development in order to ensure that residents have the right skills for the current jobs in the region as well as the jobs of the future.
- **Regional Skills Investment Strategy, funding through the Queensland Government :** the Scenic Rim Regional Skills Investment Strategy supports the identification of current and emerging jobs in key industries and ensures there is a supply of skilled local people to meet future demand. The Strategy will bridge the gap between existing training opportunities provided through various training programs and current workforce skill needs in the region.
- **Queensland Craft Brewing Strategy:** this Strategy is about supporting the craft beer industry in Queensland. The Scenic Rim region already has established craft breweries in the region and further opportunities to grow further in the future.

- **Australian Government Policy:** there are a number of Australian Government policies that link and align to the identified growth areas in the Scenic Rim region.
 - International Trade Policy
 - Australia's Tech Future
 - Australia 2030: Prosperity through Innovation
 - Smart Cities Plan - The Scenic Rim Smart Region Strategy will capture Smart Region and Technology opportunities to ensure the region is capitalising on global economy opportunities.
- **Advancing Queensland:** Advancing Queensland is a broad State Government policy that has a number of specific programs and funding mechanisms under various categories, including:
 - Entrepreneurs and Start-ups
 - Industry
 - Investors
 - Small Business
 - Universities and Researchers

Queensland Government Priority Industries

The Advancing Queensland agenda has identified a number of priority sectors, including:

- Advanced manufacturing
- Aerospace
- Bio Futures
- Biomedical
- Defence
- Mining equipment, technology and services
- Screen industry
- Agriculture and food

The Scenic Rim region presents opportunities to leverage the Advancing Queensland agenda through advanced manufacturing, bio futures, screen industry as well as agriculture and food.

Scenic Rim Regional Prosperity Strategy

This Strategy is an extension of the Corporate Plan and Community Plan of Scenic Rim Regional Council and represents Council's plan to deliver a Sustainable and Prosperous Economy. The strategy builds on existing initiatives and links to other elements of the Corporate Plan and Community Plan. The Scenic Rim Regional Prosperity Strategy seeks to deliver the diverse range of outcomes and priorities as highlighted in the Community Plan. It aligns to and will inform Council's Annual Operational Plans.

There are a variety of existing initiatives and strategies that support and form part of the Scenic Rim Regional Prosperity Strategy, these include:

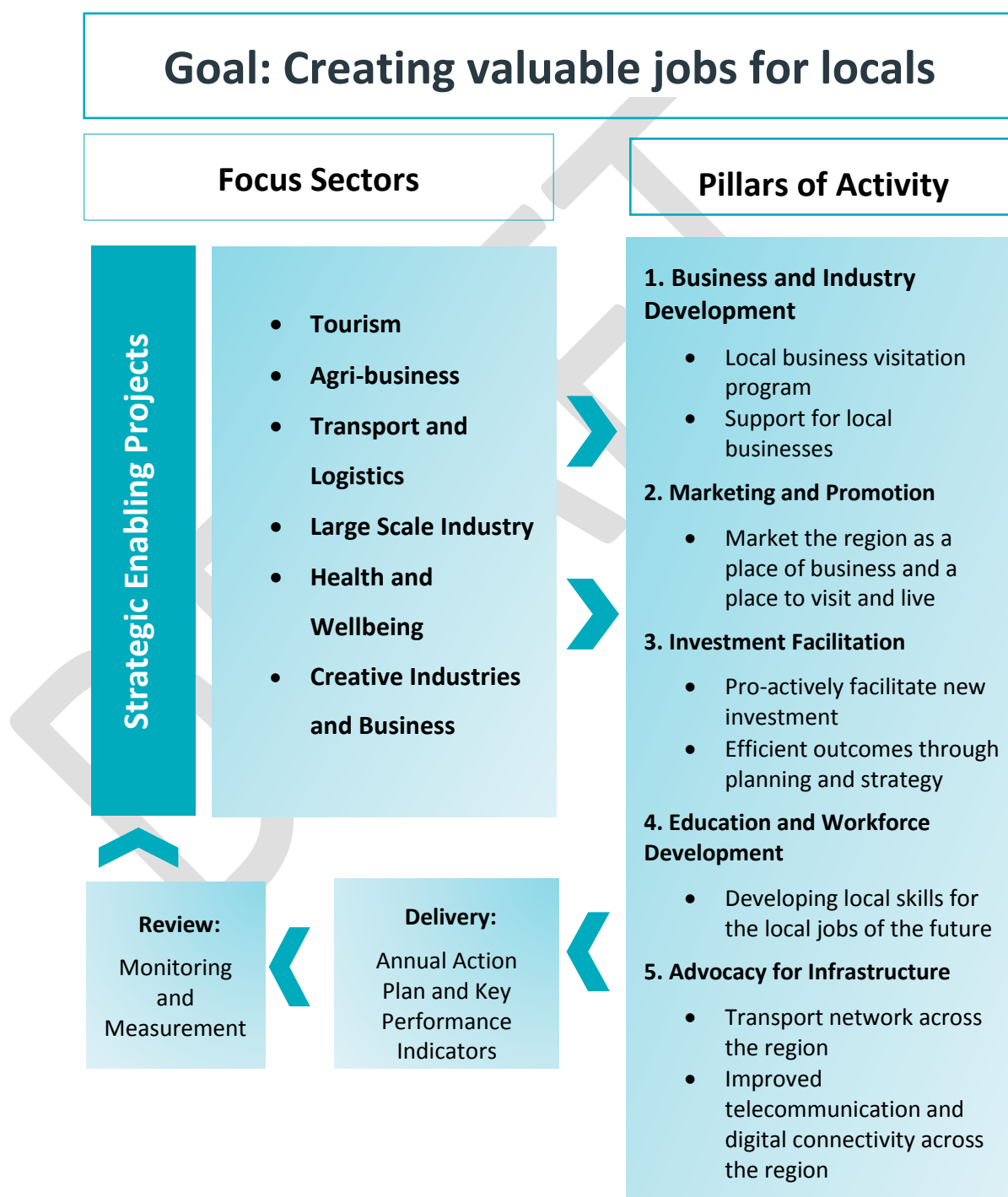
- **Community Plan:** the Community Plan sets out the community's vision and plan for the future, which directs Council's Corporate Plan. It provides seven themes that reflect the vision and provide a focus for future actions. One of the themes is a Sustainable and Prosperous Economy.
- **Corporate Plan:** the Corporate Plan is an extension of the Community Plan and represents how Council will implement the Community Plan. As such, a Sustainable and Prosperous Economy forms one of seven key action areas.

- **Scenic Rim Tourism Strategy 2017-2021:** the Scenic Rim Regional Council has an adopted Tourism Strategy that provides the road map for growing the tourism industry in the region. This Strategy provides the specific growth plan for the tourism sector in the region and is supported by this strategy.

- **Vibrant and Active Towns and Villages:** this local government initiative is a long-term program to revitalise and renew the communities of the Scenic Rim. The objective of the program is to deliver civic improvements and catalyst projects to enhance the liveability of local communities, providing both an economic and social dividend to the region's communities. This Strategy aligns strongly with this initiative and further supports the investment program to deliver an impetus for future economic development and prosperity through investment in community infrastructure.
- **SEQ City Deal:** the SEQ City Deal has the potential to provide significant infrastructure funding into the region from a combination of local, Queensland and Australian government sources. The Scenic Rim region needs to ensure that major infrastructure, innovation and social improvement projects such as improvements to the Mt Lindesay Highway, Bromelton North–South Arterial Road, and the East-West Bypass are considered as part of the City Deal.

Regional Prosperity Framework

The Regional Prosperity Strategic Framework is designed to support the creation of valuable local employment for local residents. It has been constructed based on research, analysis and engagement with stakeholders and is built upon the levers of influence and role of local government in economic development.



As highlighted above, there are five pillars of activity that provide clear direction regarding how the Scenic Rim region will support the creation of valuable employment for local residents:

- Business and Industry Development
- Marketing and Promotion
- Investment Facilitation
- Education and Workforce Development
- Advocacy for Infrastructure

Within each pillar, there are specific initiatives that provide clear direction regarding future activities to support economic growth and prosperity throughout the region. Through these pillars, the strategic enabling projects as well as the identified economic growth opportunities will be pro-actively pursued and further supported for growth. Overall, the pillars and initiatives provide a sound basis for detailed tasks and actions, which form an annual action plan (as well as specific targets for the activities). The strategic enabling projects will provide catalytic infrastructure that can further support future economic growth and prosperity as well as many of the identified economic growth opportunities. The annual action plan (and tracking activities) provides for an annual review and feedback loop to better understand how the region is evolving over time and how the region is progressing towards the goal of creating valuable employment outcomes for local residents.

This strategic framework is further explained below.

1. Business and Industry Development

Description

This pillar seeks to create on-going relationships with local businesses across various industry sectors and across the region. These relationships will create a mechanism for on-going dialogue and create the opportunity for the Scenic Rim Regional Council to be able to assist and support local businesses to grow through the theme of "retentions, attraction and expansion".

Rationale

In most western economies, 60%-80% of new jobs will come from existing businesses. As such, it is important to engage and support local businesses in order to create valuable local jobs.

Key Initiatives

- **Local business visitation program:** it is critical for local government to engage proactively with local businesses in their region. Only through this engagement can Council understand current trends, any issues emerging as well as future growth aspirations. Once this information is known, Council can seek to assist the business, either directly (if able) or through relying on one of its partners.
- **Support local businesses:** there are a number of ways that Council can directly assist local business, including:
 - **Buy Local:** as a large local business, Council can procure products and services from local businesses (through the normal procurement process)
 - **Hosting Local Events:** large local events, such as Eat Local Week and Eat Local Scenic Rim Locavore program, can attract numerous residents as well as visitors from outside the region. These types of events provide direct support for local businesses.
 - **Provision of Information:** Council maintains a database of current and up-to-date economic information that is accessible for local businesses. This information can help to inform local business planning, supporting future growth and investment.

- **Linking Local Businesses with Queensland and/or Australian Government Programs:** Both the Queensland and Australian Government have a number of business support and grant programs to assist local businesses to grow. Council is in a position to facilitate access to these programs through partners. Many of these programs change routinely and new programs are launched on a regular basis, making it difficult for local businesses to maintain awareness.
- **Investment into Community Infrastructure:** Council has a responsibility to provide a range of community infrastructure. Through the Vibrant and Active Towns and Villages program, Council is making significant investment into various centres around the region, which can act as a catalyst for further economic development.
- **Supporting Local Chambers of Commerce and Tourism Organisations:** Council interacts and supports the activities of local Chambers of Commerce (Beaudesert, Boonah, Canungra, Kooralbyn and Tamborine Mountain) as well as the Tamborine Mountain Tourism Sub-Committee and Destination Scenic Rim Local Tourism Organisation and also provides support for the provision of visitor information services.

2. Marketing and Promotion

Description

Marketing and promotion will encompass a wide variety of activities that collectively raise the profile of the region as a business and investment destination and as a tourism destination. In order to market and promote the region effectively, a range of marketing materials will be required (particularly for attracting investment and jobs). These materials need to be delivered in a digital, online format as well as used to target potential investors in specific strategic industries. Creating a broader network of contacts outside of the region that can assist in identifying and facilitating access to prospective investors should also be included.

Rationale

Many stakeholders felt that businesses and visitors outside of the region did not have an appropriate level of awareness or understanding of what the region offers. Additionally, in order to attract investment (and jobs) from outside the region, it is necessary to market and promote the region. For tourism purposes, marketing is a critical part of the process to attract visitors from Brisbane, the rest of Queensland or Australia and from overseas. Marketing and promotion of the area will also assist local businesses.

Key Initiatives

- **Develop and maintain a suite of investment attraction marketing materials:** developing a range of information and materials, highlighting the Scenic Rim's competitive advantages and promoting the region as an investment destination.
- **Develop an online investment attraction portal:** using the marketing material, create an online investment attraction portal that is easily accessible and user friendly for prospective investors.
- **Maintain an active tourism marketing campaign:** working collaboratively with partners to market the Scenic Rim to attract visitors.
- **Participate in a variety of networking and business development activities:** participation in regular networking meetings including the Property Council of Australia (PCA), National Economic Development Australia (NEDA), Committee for Economic Development of Australia (CEDA), Brisbane Marketing, Tourism and Events Queensland, and other industry specific associations.

3. Investment Facilitation

Description

Investment facilitation services link to the marketing and promotional efforts in that, once a potential investor can be identified (through marketing and promotion), then the proponent should receive additional services including the provision of information, assistance identifying suitable sites as well as education and information regarding the development approval process. Council should provide a dedicated 'case manager' providing a single point of contact for proponents for all matters related to Council. Pre-lodgement meetings and other efforts to ensure an investor is aware of all the necessary planning information are also important.

Rationale

Marketing and promoting the region to attract investment (and new jobs) is important, however, these efforts must be matched by services to help facilitate investment into the region and make the process easy and efficient for investors. Facilitating and assisting investors considering the region will help to unlock the future jobs associated with the investment.

Part of Council's statutory role is to review, assess and (where appropriate) approve development applications for new investment, so it is natural for Council to play a role in facilitating investment into the region.

Key Initiatives

- **Pro-actively facilitate investment:** working collaboratively with partners to market the Scenic Rim to attract potential investors and influencers.
- **Efficient planning processes:** ensure that there are internal processes that can make the development application approval process straight-forward and as efficient as possible for potential investors, including case management and pre-lodgement meetings.

4. Education and Workforce Development

Description

While the Council should not engage directly in workforce training initiatives, the Council can play a role in facilitating training outcomes for local businesses and local residents. Through the engagement and interaction with local businesses, the Council will be in a position to understand the training and skills needs of local businesses and can link local businesses with a variety of training programs to ensure local businesses have access to the necessary skills.

The Regional Skills Investment Strategy has commenced work in in this area and will be a cornerstone program in delivering workforce development outcomes.

Similarly, the Council can work with local businesses to understand the future skills needs of their workforce and then work with training providers to ensure there is the opportunity to deliver local training.

Rationale

Ensuring that local residents have the requisite skills to obtain the available local jobs can be important to delivering local jobs to local residents. At the same time, it will be important that local residents have the right skills to meet the future requirements that will be required. Supporting skills in the region will also support local businesses.

Key Initiatives

- **Developing local skills for local jobs:** liaise with local businesses to understand their training needs and work with training providers and various training programs to deliver requisite skills. At the same time, Council can liaise with local schools to support local career pathways.
- **Jobs of the future:** liaise with local businesses and training providers to pro-actively identify the future workforce needs in terms of skills and develop processes with training providers to develop these skills into the future.

5. Advocacy for Infrastructure

Description

Advocating to Queensland and Australian Government includes not only meeting with and engaging with Queensland and Australian elected members as well as ministers. A specific business case for any individual infrastructure project needs to be made. Large-scale infrastructure projects can have a catalytic impact on the future economy, including delivering more local jobs. Furthermore, given the current lack of consistent, high speed internet connectivity across the region, supporting an increased network can support the development of local jobs.

Rationale

The Scenic Rim Council cannot afford to fund large, significant infrastructure projects. These projects require Queensland and/or Australian Government funding. In order to access this funding, these major projects need to be discussed and awareness at the Queensland and Australian Government level raised.

Key Initiatives

- **Advocate for infrastructure:** consistently communicate with Queensland and Australian Government (local members, ministers, senior bureaucrats) regarding required infrastructure projects, including presenting a compelling business case for the infrastructure. These activities should also support on-going discussions in regard to the South East Queensland City Deal.

Strategic Enabling Projects

The strategic enabling projects will focus on key infrastructure projects that provide both a community and economic benefit. These projects are individually significant and will provide a catalytic boost to the local economy, as well as provide a variety of community benefits.

Strategic enabling projects for the Scenic Rim region include:

- Bromelton State Development Area
- Inland Rail
- Beaudesert Enterprise Precinct
- Vibrant and Active Towns and Villages
- Scenic Rim Agricultural Industry Precinct

Bromelton State Development Area

The Bromelton State Development Area (SDA) is a declared 15,610 ha special industrial estate that is located approximately 6 km west of Beaudesert.

Businesses already established and operating in the Bromelton SDA include:

- SCT Logistics
- Gelita Australia Pty Ltd
- AJ Bush and Sons (Manufactures) Pty Ltd
- Bromelton Quarry

- The Neilsen Group
- Quickcell Technology Products Pty Ltd
- Beaudesert Waste Management Facility

The Bromelton SDA provides land, adjacent to Sydney-Brisbane rail corridor, that has sufficient buffers in place to cater for large freight and logistics operations as well as other, medium to large scale industrial activities. It is one of only a very few locations where large-scale industry can locate within South East Queensland.

Inland Rail is currently under construction, which will greatly enhance the precinct's access and attractiveness as an industrial location.

Given its significant size and lack of competing areas, as well as the development of Inland Rail, the Bromelton SDA has the potential to provide considerable economic benefits to the region, generating hundreds of valuable jobs. Unlocking these benefits will require closely working with the State Government, which controls all planning and development across the estate.

Inland Rail

Inland Rail is a 'once-in-a-generation' project that will greatly enhance the national freight network and increase the efficiency and productivity of the national rail network. It will provide for a transit time of 24 hours (or less) for freight trains between Melbourne and Brisbane, providing a legitimate alternative to existing road freight options.

The project includes 13 individual projects that span more than 1,700 km. Inland Rail is the largest freight rail infrastructure project in Australia and one of the most significant infrastructure projects in the world. The first train is expected to run in 2025.

Two of the 13 individual projects pass through the Scenic Rim:

- **Calvert to Kagaru:** The Calvert to Kagaru (C2K) section is one of 13 projects that complete Inland Rail. This section of Inland Rail involves the design and construction of approximately 53km of new dual gauge track. The connection will provide convenient access for freight to major proposed industrial developments at Ebenezer in the City of Ipswich, and at Bromelton near Beaudesert in the Scenic Rim Region.
The project will be delivered under the Gowrie to Kagaru Public Private Partnership.
- **Kagaru to Acacia Ridge and Bromelton:** The Kagaru to Acacia Ridge and Bromelton (K2ARB) section is one of 13 projects that complete Inland Rail. This section of the Inland Rail Programme consists of enhancements to, as well as commissioning of, dual gauge operations along the existing interstate track between K2ARB. There is about 49km of existing track to be enhanced enabling double-stacking capability along the existing interstate route both south from Kagaru to Bromelton and north from Kagaru to Brisbane's major intermodal terminal at Acacia Ridge. It crosses the three Local Government Areas of Scenic Rim, Logan City and Brisbane City.

With the imminent arrival of Inland Rail, proximity to Brisbane and the Port of Brisbane, the Bromelton State Development Area has the potential to become the new logistics hub for South East Queensland over the next twenty years (as Acacia Ridge reaches maximum capacity and residential development continues to put pressure on its operation). Inland Rail is potentially the catalyst required to trigger investment into the Bromelton SDA, which will create many valuable jobs. Scenic Rim Regional Council will continue to advocate for a high speed freight corridor to Brisbane to further support Inland Rail and the Bromelton SDA.

Beaudesert Enterprise Precinct

The Beaudesert Enterprise Precinct is located on Enterprise Drive, Beaudesert. The Scenic Rim Regional Council owns approximately 12 hectares of land, with the remaining land privately owned and currently used

by small to medium businesses. The project will transform opportunities for light to medium industry by creating new, greenfield expansion opportunities. Providing alternative options to urban centres such as Brisbane or Gold Coast, it will also provide industrial support for Bromelton Heavy Industry. Scenic Rim Regional Council is currently developing the land, aided by a grant from the Queensland Government's Building Our Regions Fund, with a target completion date of June 2020.

The expansion of the Beaudesert Enterprise Precinct provides new investment opportunities for businesses (which differs greatly to the Bromelton SDA), ensuring that the region can accommodate a range of business and industries, thereby creating valuable employment for local residents.

Vibrant and Active Towns and Villages

Council's Vibrant and Active Towns and Villages initiative is a long-term program to revitalise and renew the communities of the Scenic Rim. The goal of the program is to deliver civic infrastructure improvements to activate public space and enhance the liveability of local communities, providing both an economic and social dividend to the region's communities. It addresses key elements of the Community Plan for the region.

These projects have the ability to provide catalytic infrastructure that can trigger additional investments by the private sector, creating valuable jobs for local residents.

Scenic Rim Agricultural Industrial Precinct

Kalfresh Pty Ltd (Kalfresh) is a vertically-integrated vegetable farming, processing and marketing business based in Kalbar. Kalfresh grows, processes and supplies fresh produce directly to distribution centres for major retail customers, the central markets and food service customers in Australia and overseas.

Kalfresh proposes to create a formal hub for fresh and frozen food production on a site adjoining the existing Kalfresh facility on the Cunningham Highway. The hub seeks to create benefits for future businesses (tenants) through waste to energy technology as well as sharing inputs and waste products, which would create a large, linked and 'circular' precinct. The hub would enable a variety of food processing and related businesses to cluster, creating a significant economic precinct and delivering a significant number of jobs to the local economy.

Additional Projects

Other key strategic enabling projects have been identified, which address the current needs of the region. These include a combination of both enabling infrastructure projects and initiatives which will influence community development.

Project	Description
Upgrade of the Mt Lindesay Highway	<ul style="list-style-type: none"> The upgrading of the Mt Lindesay highway to improve efficiency and safety, creating a major freight access route to Brisbane Development of the Beaudesert Bypass
Kagaru to Port of Brisbane Freight Corridor	<ul style="list-style-type: none"> Creation of a highly efficient, dedicated high speed freight corridor from Kagaru to Port of Brisbane
Canungra Education and Innovation Precinct	<ul style="list-style-type: none"> Creation of an unique, master planned, innovation and educational precinct at Canungra, including a new university campus

Project	Description
Reliable, high performance digital capability	<ul style="list-style-type: none"> • Increase mobile and digital coverage in the region • Creation of a reliable, high-speed digital network across the region
Eastern Ring Road	<ul style="list-style-type: none"> • Development of the Eastern Ring Road to divert heavy vehicle traffic and create opportunities for better centre activation in the Beaudesert Town Centre
Gallery Walk (Stage 1-4)	<ul style="list-style-type: none"> • Gallery Walk additional off-street parking and pedestrian link • Provision of additional/ alternative public facilities for gallery walk • Streetscape works for Gallery Walk to promote pedestrian movements and enhance the appeal of the street
Canungra	<ul style="list-style-type: none"> • Streetscape for Canungra Township • The Canungra Library Space be expanded to cater for the growth of the area • Visitor Information Centre is enhanced to provide better information services

Aspirational Projects

Aspirational projects are those that cannot be achieved in the short term (for a variety of reasons), but are identified now so that they can be progressed over time. These potential 'game changers' for the region include:

- **Bromelton North–South Arterial Road:** the construction of Woodhill - Bromelton link would greatly enhance the accessibility of Bromelton enabling trucks to bypass Beaudesert.
- **Boonah Industrial Estate:** the Boonah Industrial Estate could provide new opportunities for business and industry expansion in Boonah.
- **Lake Moogerah Caravan Park:** the redevelopment of the Lake Moogerah Caravan Park could deliver a more diverse and appealing visitor experience.

Action Plan

The following action plan sets out to deliver the objectives of the Regional Prosperity Strategy. As highlighted in the framework, the plan will be evaluated and adjusted as needed after the first year and annually after that.

This is a dynamic work plan that will allow agility in responding to natural disasters which may require significant recovery and resilience activity.

The Scenic Rim Regional Prosperity Strategy will be led by Scenic Rim Regional Council, with partnerships formed with others leading projects which align with this strategy.

Action Plan, Scenic Rim Regional Prosperity Strategy

Strategy/Action	Stakeholders and Partners	Measure
Business As Usual		
1. Business & Industry Development		
Conduct a local business visitation program to engage with local businesses	<ul style="list-style-type: none"> Local Businesses 	Number of businesses engaged
Refer local businesses to Queensland and/or Australian Government business support programs	<ul style="list-style-type: none"> Chambers of Commerce and Local Tourism Organisations Local businesses Business and industry groups Queensland Government Australian Government 	Number of businesses accessing the programs Number of successful business applications
Maintain access to up-to-date economic information and disseminate to local businesses	<ul style="list-style-type: none"> Informed decisions (.id) 	Provision of quarterly updates

Strategy/Action	Stakeholders and Partners	Measure
Assist with the growth of existing businesses into new markets and working collaboratively within the region (retention and expansion)	<ul style="list-style-type: none"> • Chambers of Commerce and Local Tourism Organisations • Local businesses • Business and industry groups • Queensland Government • Australian Government 	Number of businesses assisted
Continue to support local Chambers of Commerce and Local Tourism Organisations and work with them to deliver programs to their members	<ul style="list-style-type: none"> • Chambers of Commerce and Local Tourism Organisations • Local businesses • Business and industry groups • Queensland Government • Australian Government 	Number of programs delivered Number of members involved in programs
Mentor local businesses to become more active in the international market through specialised marketing aimed at Asian markets	<ul style="list-style-type: none"> • Local Tourism Organisations • Local Business 	Number of businesses mentored
Maintain and continue to grow a Tourism Events Fund to support the growth and development of events that attract at least 30% of their attendees from outside the region and actively contribute to building the region's brand	<ul style="list-style-type: none"> • Local Tourism Organisations • Local Businesses • Event Organisers 	Number of events held and measure of visitation
2. Marketing and Promotion		
Continue to conduct and develop events to attract visitors to the region	<ul style="list-style-type: none"> • Local producers • Tourism operators • Event organisers • Industry groups • Queensland Government • Australian Government 	Number of events coordinated by Scenic Rim Regional Council (as well as attendance and economic impact)

Strategy/Action	Stakeholders and Partners	Measure
Continue to grow the visitor economy, as outlined in a refreshed Scenic Rim Tourism Strategy	<ul style="list-style-type: none"> Local Tourism Organisations Local Businesses Business and Industry Groups Queensland Government Australian Government 	Quarterly reports against actions as outlined in the Scenic Rim Tourism Strategy
Promote the Beaudesert Business Park as a precinct for new and expanding businesses	<ul style="list-style-type: none"> SRRC Real Estate Agent Queensland Government 	Development of Collateral Number of enquiries Number of Successful Developments
Promote Bromelton SDA as an ideal precinct for large scale industry	<ul style="list-style-type: none"> Queensland Government 	Number of investment leads
3. Investment Facilitation		
Document investment facilitation process for development approvals that deliver employment outcomes		Number of development approvals which deliver employment outcomes
Provide case management for proponents and conduct pre-lodgement meetings for strategic developments		Number of pre-lodgement meetings and successful developments
Provide information to interested investors	<ul style="list-style-type: none"> business and industry Queensland Government Australian Government 	Number of enquiries (and success stories)
4. Education & Workforce Development		

Strategy/Action	Stakeholders and Partners	Measure
Meet with local businesses to discuss their workforce development needs	<ul style="list-style-type: none"> Chambers of Commerce and Local Tourism Organisations Local Businesses 	Number of businesses contacted
Identify suitable training programs and Government assistance programs to support training needs	<ul style="list-style-type: none"> Regional Training Organisation Queensland Government Australian Government Chambers of Commerce and Local Tourism Organisations Local Businesses Community 	Number of employees/residents engaged in training programs
Link local businesses to various State Government workforce development programs	<ul style="list-style-type: none"> Local Businesses Chambers of Commerce and Local Tourism Organisations Queensland Government 	Number of businesses that accessed the programs
Development of a Regional Skills Invest Strategy Reference Group	<ul style="list-style-type: none"> Local Businesses Queensland Government Australian Government 	Quarterly report against actions from meetings

Strategy/Action	Stakeholders and Partners	Measure
Within 12 Months		
1. Business & Industry Development		
Deliver a buy local program and work with local suppliers to ensure maximum local Council expenditure	<ul style="list-style-type: none"> Local Businesses 	Number of local suppliers to SRRC and dollar value of local expenditure
Conduct range of workshops or seminars to support local business development and capacity development	<ul style="list-style-type: none"> Chambers of Commerce and Local Tourism Organisations Local businesses Business and industry groups Queensland Government Australian Government 	Number of seminars/workshops held Participate in Small Business Week Number of business involved in a business development program

Strategy/Action	Stakeholders and Partners	Measure
Develop a co-working and innovation space to support creative industries and business start-ups	<ul style="list-style-type: none"> Chambers of Commerce and Local Tourism Organisations Local businesses Community Organisation Education Registered Training Organisation Business and industry groups Queensland Government Australian Government 	<p>Completed development</p> <p>Number of people accessing the co-working and innovation space</p>
2020 Scenic Rim Business Excellence Awards	<ul style="list-style-type: none"> Chambers of Commerce and Local Tourism Organisations Local businesses Business and industry groups 	<p>Number of nominations and new businesses involved in the event</p> <p>Feedback from nominees</p> <p>Successful Awards Presentation Event</p>
Develop an agri-tourism cluster (see enablers) that develops linkages with the agricultural sector and provides industry mentoring on diversification of agricultural businesses into tourism.	<ul style="list-style-type: none"> Consultant Local Tourism Organisations Local Businesses Queensland Government 	<p>Number of operators involved in the program (including success stories)</p>
Leverage the development of outdoor recreation opportunities such as those associated with the Wyaralong Dam, rail trails and Boonah airfield; ensure these do not conflict with the nature-based tourism aspirations of the region.	<ul style="list-style-type: none"> Local Tourism Organisations Local Businesses Queensland Government 	<p>Number of new opportunities developed and visitor experience</p>
Develop an in-house support program to ensure Scenic Rim operators are China-ready in terms of customer service, cultural awareness, signs and communications, food and retail offerings, as well as specific produce and itinerary development, to access a greater share of this important growth market for South East Queensland.	<ul style="list-style-type: none"> Local Tourism Organisations Local Businesses Consultant 	<p>Number of operators engaged in support program</p>

Strategy/Action	Stakeholders and Partners	Measure
Provide support services to aid land managers in business and development and educate producers about tourism through 'how-to' guides to help them diversify into tourism.	<ul style="list-style-type: none"> Local Tourism Organisations Local Businesses 	Number of operators engaged in support program
Support the development of packages for heritage and cultural attractions to raise awareness of the experiences available.	<ul style="list-style-type: none"> Local Tourism Organisations Local Businesses Queensland Government 	Increased visitation to heritage and cultural attractions
2. Marketing & Promotion		
Develop marketing materials to promote and encourage business investment across key sectors	<ul style="list-style-type: none"> Queensland Government Australian Government Business and industry groups 	Range of marketing collateral developed and distributed
Develop marketing materials to promote the Scenic Rim to future residents	<ul style="list-style-type: none"> Community 	Range of collateral developed and distributed
Participate in relevant industry events across key sectors	<ul style="list-style-type: none"> Business and Industry groups Chambers of Commerce and Local Tourism Organisations Local Businesses Queensland Government Australian Government 	Number of industry events attended by SRRC
Reinvigorate digital presence to attract and promote the area (Invest Scenic Rim)	<ul style="list-style-type: none"> Consultant 	Website redevelopment
Identify businesses in targeted industry sectors and engage regarding investment opportunities in the Scenic Rim	<ul style="list-style-type: none"> Business and Industry groups Chambers of Commerce and Local Tourism Organisations Local Businesses Queensland Government Australian Government 	Number of potential investors contacted
Refresh of the Scenic Rim brand	<ul style="list-style-type: none"> Consultant Local Tourism Organisations Local businesses Queensland Government Industry Groups 	Completion of project and development of Marketing/Comms Strategy

Strategy/Action	Stakeholders and Partners	Measure
Conduct a targeted marketing campaign to raise awareness and recruit investment to the region	<ul style="list-style-type: none"> Local Tourism Organisations Business and Industry Groups Queensland Government Australian Government 	Completion of campaign (and number of enquiries)
Develop and implement an Event Attraction Strategy	<ul style="list-style-type: none"> Local businesses Event organisers Industry groups Local Tourism Organisations Queensland Government Australian Government 	Number of new events held in the region (as well as attendance and economic impact)
Strengthen Scenic Rim's nature-based offering and promotion by developing iconic experiences associated with the region's natural beauty.	<ul style="list-style-type: none"> Consultant Local Tourism Organisations Business and Industry Groups Queensland Government Australian Government Local Businesses 	<p>Development and implementation of an Adventure Tourism Strategy for the region</p> <p>Establishment of new adventure tourism offerings</p> <p>Quarterly reports against actions as outlined in the Scenic Rim Nature Based Tourism Strategy</p>
Identify the most appropriate funding mechanism to increase the marketing budget to create campaigns that generate in excess of \$1 million in media value (combined media and marketing value).	<ul style="list-style-type: none"> Local Tourism Organisations Queensland Government 	Increase of marketing budget through successful funding application
Increase marketing efforts in Tourism targeting the 200km drive market and emerging flydrive interstate markets (Sydney and Melbourne).	<ul style="list-style-type: none"> Local Tourism Organisation Business and Industry Groups Queensland Government 	Increase in visitation
3. Investment Facilitation		
Create new investment incentive policy and program (and market program widely)	<ul style="list-style-type: none"> Consultant 	Development of Investment Attraction program (and annual report regarding incentives and jobs created)

Strategy/Action	Stakeholders and Partners	Measure
4. Education & Workforce Development		
Conduct a skills audit and gap assessment across the economy to identify the top jobs/skills required into the future	<ul style="list-style-type: none"> Local businesses Chambers of Commerce and Local Tourism Organisations Queensland Government 	Development of the Regional Skills Investment Strategy Host Scenic Rim JobFest (and report on number of employment outcomes)
Encourage the development of new education infrastructure in the Scenic Rim	<ul style="list-style-type: none"> Chambers of Commerce and Local Tourism Organisations Local businesses Community Organisation Education Registered Training Organisation Business and industry groups Queensland Government Australian Government 	Definition of need and concept
5. Advocacy for Infrastructure		
Develop advocacy documents to support funding requests from Government for infrastructure	<ul style="list-style-type: none"> Queensland Government Australian Government Local Businesses 	Development of advocacy documents
Meet with Queensland and Commonwealth members to discuss required infrastructure	<ul style="list-style-type: none"> Queensland Government Australian Government Local Businesses 	Meetings with local State and Federal members
Meet with responsible ministers and other related parties	<ul style="list-style-type: none"> Queensland Government Australian Government Local Businesses 	Meetings with responsible Ministers to discuss/advocate infrastructure requirements
Continue to submit funding grants to Government for infrastructure developments	<ul style="list-style-type: none"> Queensland Government Australian Government Local Businesses 	Number of grant funding applications submitted
Continue to proactively encourage the State Government to develop Bromelton State Development Area	<ul style="list-style-type: none"> Local businesses Industry groups Chambers of Commerce and Local Tourism Organisations Queensland Government 	Development of the Scenic Rim Strategic Coordination Group Quarterly stakeholder meetings

Strategy/Action	Stakeholders and Partners	Measure
> 12 Months		
1. Business & Industry Development		
Continue Vibrant and Active Towns Program to maximise placemaking and development of each town including linkage to the Arts sector	<ul style="list-style-type: none"> • Community • Queensland Government • Australian Government 	Number of completed development projects
Develop a Smart Regions Strategy to support local economic development, liveability and attract investment in the region	<ul style="list-style-type: none"> • Chambers of Commerce and Local Tourism Organisations • Local businesses • Business and industry groups • Queensland Government • Australian Government 	Development and implementation of a Smart Regions Strategy
In partnership with the Commonwealth Government, investigate the feasibility of establishing a site masterplan for the Killarney Glen waterhole to secure future access to this potentially iconic site.	<ul style="list-style-type: none"> • Australian Government 	Completion of feasibility study
3. Investment Facilitation		
Undertake a Tourism Investment Prospectus for accommodation, adventure infrastructure and event locations. The investment prospectus should highlight an interest in adventure-based events, activities (ziplines, mountain bike trails, iconic walks and cycle trails)	<ul style="list-style-type: none"> • Consultant • Queensland Government 	Development of a Tourism Investment Prospectus
4. Education & Workforce Development		

Strategy/Action	Stakeholders and Partners	Measure
Continue to implement the Regional Skills and Investment Strategy	<ul style="list-style-type: none"> Regional Training Organisations Queensland Government 	Completion of project
5. Advocacy for Infrastructure		
Continue to lobby for critical infrastructure through the SEQ City Deal	<ul style="list-style-type: none"> Local governments of South East Queensland Queensland Government Australian Government 	Completion of deal

Monitoring and Tracking Progress

It will be important to monitor the strategy to ensure it achieves the goal (i.e. supporting and contributing to growing valuable local jobs for local residents). At the same time, it is important to recognise that the Scenic Rim Regional Council cannot control the economy, investment decisions or the creation of jobs. As such, it will be important to measure and track progress in two ways:

- Progress against the action plan and the identified target outcomes
- Economic outcomes, progress towards achieving the identified goal of creating valuable local jobs for local residents

A system should be implemented to track the targets against the action plan. A suitable and easy to use customer relationship management (CRM) software package should be used to track activity with individual businesses. There are a number of free or low cost, cloud-based solutions that are currently on the market. Such a system needs to ensure that it is easy to record and report activity of the economic development team. Monthly and/or quarterly reports should be generated for management in order to communicate the activity level and progress against targets. Council has control of its actions and whether or not these activities are conducted.

At the same time, it will be important to track the economy and how it performs, particularly in terms of job growth. There is a variety of economic information that is published on a quarterly basis that could inform how the economy is progressing, including:

- Unemployment, labour force and employment
- Building approvals (investment)
- Housing prices

There are other statistics that are available on an annual basis that can provide further insights into how the economy is progressing, including:

- Gross regional product (total and by industry)
- Employment (total and by industry)

It is important to note that the Council does not control any of these economic statistics, however, through this strategy, the Council seeks to influence the economy.

As such, both sets of data (i.e. tracking progress against the action plan and tracking the economy) become important to monitor. Care should be taken to identify where Council has had a direct impact on job creation and capturing this data on an annual basis.

All of these metrics should be considered in the review and development of a new action plan every year.

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Appendix A: Strategic Alignment

Economic development is a concerted effort by numerous organisations working in partnership together. No local government can succeed in isolation. The Scenic Rim Regional Council will work with a variety of partner organisations, including:

- Local businesses
- Local Chambers of Commerce
- Local educational providers
- Local governments across South East Queensland
- Brisbane Marketing, Tourism and Events Queensland and Tourism Australia
- Queensland Government (from the Department of State Development, Manufacturing, Infrastructure and Planning, Department of Innovation and Tourism Industry Development, Department of Employment, Small Business and Training and Trade and Investment Queensland, Department of Environment and Science)
- Australian Government (AusIndustry and the Department of Employment, Skills, Small and Family Business)
- Regional Development Australia Ipswich and West Moreton

These partners will play an important role in the future economic development of the Scenic Rim Region and will often work together with Council in the delivery of activities and initiatives. Through partnership, all stakeholders can contribute to creating a sustainable and prosperous future economy.

The following partner strategies and plans will work together with the Regional Prosperity Strategy.

Advancing Tourism

Lead agency: Queensland Department of Innovation and Tourism Industry Development

Advancing Tourism 2016-20 is the Queensland Government's plan to grow tourism and jobs. It seeks to capitalise on the opportunity afforded by unprecedented growth in tourism jobs by targeting four priority areas:

- Grow quality products, events and experiences
- Invest in infrastructure and access
- Build a skilled workforce and business capabilities
- Seize the opportunity in Asia

The Regional Prosperity Strategy aligns strongly with this strategy as it features tourism as a key growth sector and provides a number of key actions to support the growth of tourism in the region. The Scenic Rim Tourism Strategy provides more specific direction and activities for the growth of tourism locally.

Visitor Economy 2031 Vision for the Brisbane Region

Lead agency: Brisbane Marketing

The Visitor Economy 2031: Vision for the Brisbane Region (VE2031) aims to enhance the contribution of the visitor economy to the region's lifestyle, environment and economy through capturing greater value for our communities and sustainably managing growth.

It has been identified that the influx of international visitors arriving in Brisbane (and Southeast Queensland) will provide additional international visitation to the Scenic Rim and the Greater Brisbane Region generally.

The Visitor Economy 2031 Vision which was released by Brisbane Marketing in September 2019 aligns with selected actions of the Scenic Rim Tourism Strategy 2017-2021.

Advancing Trade and Investment

Lead agency: Trade and Investment Queensland

The Queensland Trade and Investment Strategy 2017– 2022 is a plan for cooperation between governments, businesses, educational institutions and local councils to create jobs by tapping into the immense opportunities being created by expanding international markets.

The Strategy seeks to achieve the following aspirational targets:

- Increase Queensland's share of national overseas exports to 22% and maintain this through to 2022
- Increase the number of investment outcomes facilitated by the Queensland Government by 20% by 2022

The Regional Prosperity Strategy aligns well with Advancing Trade and Investment Strategy through providing a variety of actions and activities to support trade and investment in the Scenic Rim.

Advancing Skills for the Future

Lead agency: Queensland Department of Education

The consultation draft of "Advancing skills for the future" a strategy for vocational education and training in Queensland sets out the Queensland Government's vision for Vocational Education and Training (VET) to ensure that in a changing world, all Queenslanders are able to access – high- quality training that improves their life prospects and supports industry development and economic growth. The consultation draft of "Advancing skills for the future" focuses on three priority areas for action:

- Industry and innovation
- A quality system
- Access and participation.

The Regional Prosperity Strategy recognises that maintaining and attracting a skilled workforce in the region remains a challenge, so it is essential to support workforce development, which is one of the key pillars of the strategy and links to the Regional Skills and Investment Strategy.

Queensland Craft Brewing Strategy

Lead Agency: Queensland Department of State Development, Manufacturing, Infrastructure and Planning

The objective of this Strategy is to drive the continued development of an independent craft brewing industry that will generate jobs, contribute to Queensland's regional economic growth and provide opportunities to access new markets. The Strategy has three key priority areas:

- Investing in people and infrastructure
- Improving access to markets
- Appropriate regulation and planning

The Regional Prosperity Strategy supports this strategy in terms of supporting local businesses (which includes local breweries) as well as identifying agribusiness, which includes food and beverage production, as a key industry growth area.

RDA Ipswich & West Moreton Regional Roadmap

Lead Agency: RDA Ipswich and West Moreton

The Regional Roadmap sets the direction for economic growth of the Ipswich and West Moreton region as well as identifying priorities towards 2020.

The Regional Roadmap is built around the following five themes:

- Food and agriculture
- Infrastructure
- Growth sectors
- Intelligent region
- Tourism

The Regional Prosperity Strategy aligns well to the Regional Roadmap as it supports growth around common regional industry sectors, such as food and agriculture and tourism, as well as supports further infrastructure development in the region.

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