

An aerial photograph of a town, likely Moreton Bay, showing a mix of residential, commercial, and recreational areas. A large golf course is visible in the lower-left quadrant, and a lake is in the lower-right. The town center is filled with buildings and parking lots. The text 'ECONOMIC DEVELOPMENT ACTION PLAN 2017-2022' is overlaid in large white letters on the right side of the image.

ECONOMIC DEVELOPMENT ACTION PLAN 2017-2022

MAYOR'S MESSAGE



There's never been a more exciting time to invest in the Moreton Bay Region.

Major regional infrastructure projects such as The Mill at Moreton Bay and the \$1 billion Redcliffe Peninsula Line, together with innovative policies geared towards targeted growth and investment, have helped to establish the Moreton Bay Region as one of Australia's fastest-growing areas and strongest economies, and are now underpinning new, exciting opportunities for continued economic development, employment and business confidence.

The *Economic Development Action Plan 2017-2022* is a bold, proactive vision that sets out a long-term framework for the region's ongoing growth and capitalises on Moreton Bay's comparative advantages.

Moreton Bay Region offers capital city convenience without the cost, with more than 1800-hectares of readily available greenfield land within close proximity of the Bruce Highway, Gateway Motorway, Port of Brisbane, Brisbane and Sunshine Coast airports, Brisbane CBD and North Coast rail line.

It is a region with a highly-skilled workforce, a population that has grown by more than 12.5 per cent to 425 000+ in just five years (2011-2016) and is home to the fastest-growing area in Queensland: North Lakes (Australian Bureau of Statistics (ABS) census, 2016).

Today, Moreton Bay boasts a Gross Regional Product (GRP) exceeding \$12.9 billion and more than 26 000 registered businesses - the sixth largest out of any local government in Australia.

Council's newest major project, The Mill at Moreton Bay, will help to deliver up to 6000 jobs, 10 000 university student placements and \$950 million in economic benefit by 2036 through a university precinct and 460-hectares priority development area spanning across the suburbs of Petrie, Lawnton and Kallangur.

With Moreton Bay's population forecast to grow to 618 000 people over the next two decades, this development action plan identifies and reinforces council's ongoing commitment towards a thriving economy that values knowledge, innovation, business confidence, lifestyle and job growth.

A handwritten signature in dark ink, appearing to read 'Allan Sutherland', written in a cursive style.

Mayor Allan Sutherland
Moreton Bay Regional Council

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FOREWORD

Moreton Bay Regional Council is the third largest local government in Australia by population and was recognised as one of the strongest-growing economies in the country. Much of this strong growth is due to high population growth rates and an increased self-containment rate. This trend is predicted to continue over the next 10 years and is recognised as the main driver of regional growth in the short to medium term, by creating added demand for goods and services in the economy.

The previous Economic Development Strategy was prepared in 2010 and had a strong focus on traditional industries, providing a robust platform to support these streams. This traditional economic base is an important component of the regional economy and requires acknowledgement and continued support; however, based off the back of significant population growth and global technological advances, the regional and global economic foundations and outlook have shifted dramatically since this initial strategy was formulated.

A new strategy is required which encapsulates this change and redefines the region's focus and ability to shape its future. New regional growth strategies and regional projects like The Mill at Moreton Bay, the Redcliffe Peninsula Line and partnerships like Moreton Bay Region Industry and Tourism (MBRIT) need to be better recognised, understood and leveraged.

The *Economic Development Action Plan 2017-2022* (EDAP) will outline the vision and goals for the regional economy to achieve in the immediate and intermediate future. Council have identified five target areas and associated key projects which will provide the framework to guide council's economic development and growth. This Action Plan is a living document which will be reviewed bi-annually, with future versions updated annually, highlighting how actions are being met. Initially the plan will focus on the establishment of tools, research surveys and specialised plans with a vision of defining detailed and measureable outcomes for future years.

Council cannot be solely responsible for economic development growth within our region for it is multifaceted, interconnected and the responsibility of many, therefore shared accountability and partnerships will be central to our success.



OVERVIEW

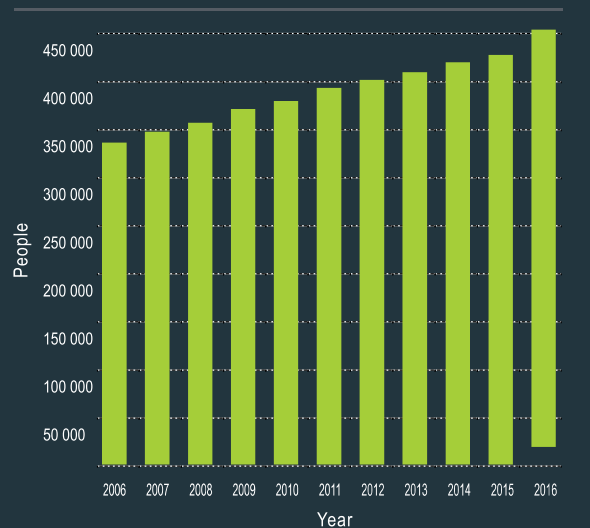
The Moreton Bay Region provides the perfect balance between business and lifestyle. Spanning 2037 square kilometres, the Moreton Bay Region is the key northern growth corridor of Brisbane.

Located just north of Brisbane, the Moreton Bay Region features easy access to major transport and export infrastructure, including the Brisbane and Sunshine Coast Airports, Port of Brisbane, Bruce Highway, Redcliffe Peninsula Line and the Brisbane CBD. The region's major centres include Strathpine, Redcliffe and Caboolture, which are situated approximately 22kms, 35kms, and 50kms respectively from the Brisbane CBD. The central location of the Moreton Bay Region and extensive links to transport provides opportunities for businesses to trade and expand.

The region's ideal location, coupled with competitively priced residential and commercial premises and land underpin its strong economic performance and have attracted numerous new residents, a highly-skilled workforce and more than 26 000 businesses.

The Moreton Bay Region is one of the fastest-growing areas in Australia. Its population has been steadily increasing over the past decade, from approximately 325 000 in 2006, to 434 751 in 2016. This trend is predicted to continue with a forecasted population of 530 000 in 2026 and 618 000 by 2036.

Moreton Bay Region - Estimated Resident Population



Source: Queensland Government Estimated Resident Population, 2016.

The Moreton Bay Region's GRP is approximately \$12.9 billion, with the region providing 120 000 jobs, primarily in the Retail Trade; Health Care and Social Assistance; Education and Training; and Construction sectors.

The total output of the region as of December 2016 was estimated at \$23.5 billion, with Manufacturing; Rental, Hiring and Real Estate Services; and Construction contributing to approximately a combined 45 per cent of the region's total output. Employment growth has been strong in the region with substantial gains made, resulting in the unemployment rate falling from just over seven per cent in September 2014 to just over five per cent in March 2017.

Moreton Bay Region - Employment (Jobs)

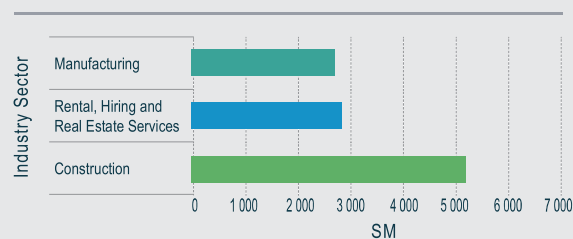


Source: National Institute of Economic and Industry Research (NIEIR), 2016.



Regional exports for the Moreton Bay Region were estimated at \$1.74 billion, with Manufacturing contributing 53 per cent to this total.

Moreton Bay Region - Output (\$M)



Source: National Institute of Economic and Industry Research (NIEIR), 2016.

The development of an EDAP will provide a much-needed platform and consolidated strategy to bring together existing and planned activities that support council's economic development focus. The Action Plan will demonstrate and document council's commitment to maximising the opportunities and benefits of a rapidly growing economy for local business and the wider community. It is important to note that the Action Plan is not static and represents council's actions at a point in time, therefore bi-annual reviews will be conducted, with future versions updated

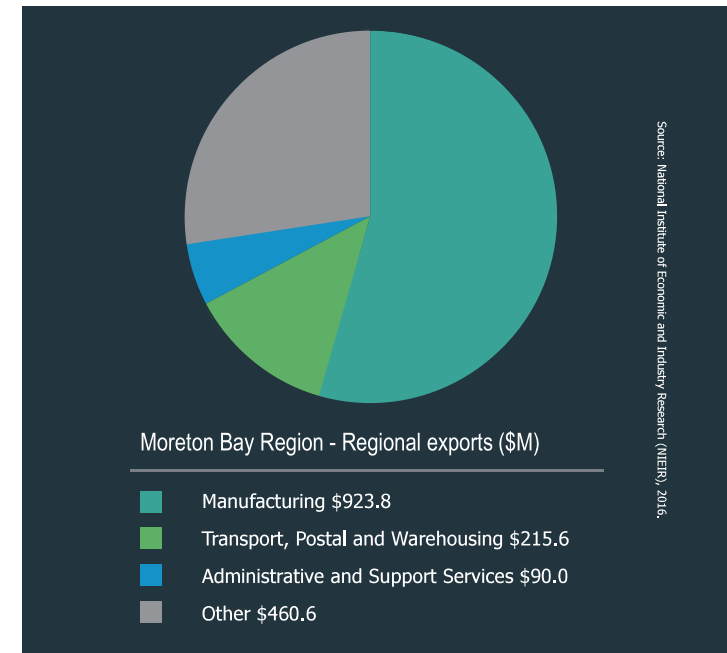
annually to highlight how actions are being met. The first year of the plan's implementation of actions primarily focuses on the establishment of tools, surveys and targeted specialised plans, as well as conducting research and studies with a primary focus of defining detailed and measurable outcomes for future years.

The Moreton Bay Region has a range of comparative advantages including:

1. Strategic location
2. A growing population
3. Available land (1800ha of greenfield land)
4. City convenience without the cost
5. Housing choice/affordability
6. A skilled workforce
7. A university - University of the Sunshine Coast, located at The Mill at Moreton Bay.

Moreton Bay Regional Council's *Economic Development Action Plan 2017-2022* will capitalise on these comparative advantages, and will guide the future of the region by providing long-term direction and implementation actions to foster economic development in Moreton Bay.

Council remains committed to improving the attractiveness of its main centres of business and employment, and to providing opportunities for local business growth and new business investment to support and complement the continued population growth of the region.



Source: National Institute of Economic and Industry Research (NIEIR), 2016.



SUCCESS THROUGH PARTNERSHIPS

Council is focused on economic development and growth for the region. Through collaboration with key strategic partners, council seeks to achieve success through a wide array of programs and projects that it endorses and supports.

In delivering and contributing to the region's economic prosperity, council works with a number of key strategic partners including:

- Regional Development Australia (RDA) Moreton Bay
- Moreton Bay Region Industry and Tourism (MBRIT)*
- Chamber of Commerce and Industry Queensland (CCIQ)
- Local Chambers of Commerce and Business and Professional Women
- Queensland Government - Department of State Development and Department of Science, Information Technology and Innovation.

*Council has formally partnered with MBRIT to deliver a number of services.

A number of our partner's economic initiatives that council will continue to support include:

***Moreton Bay Region
Economic Development Alliance***

This is a cross-government partnership to promote a collaborative approach to the economic development of the region. The alliance is made up of representatives from MBRIT, Moreton Bay Regional Council (MBRC) and State Development. It was initiated by RDA Moreton Bay to provide a collaborative platform to share information and knowledge; inform regional economic development priority; and initiative setting.

***Moreton Bay Regional Chamber of
Commerce and Business Professional
Women's (BPW) Alliance***

This alliance has been created through the leadership of RDA Moreton Bay and brings together the region's nine Chambers of Commerce, as well as two BPW networks, and is supported by Chamber of Commerce and Industry Queensland (CCIQ), MBRIT and MBRC. This group meets on a quarterly basis to provide business development and support, and is a forum for information sharing in relation to businesses.

Industry Cluster Groups

These groups are coordinated and managed by RDA Moreton Bay with support from MBRC and MBRIT. The industry cluster groups provide business support and development through information sharing; supporting economies of scale in staff training; energy efficiency; branding and access to government funding. The cluster groups provide greater visibility of the local supply chain, focusing on increasing intraregional sales. Clusters include Narangba Innovation Precinct; Moreton Technology Alliance; and the Food Beverage and Agribusiness Network.

Industry Networks

The industry networks are jointly run by MBRC and RDA Moreton Bay and are currently focused on exports and innovation. Network events are held throughout the year and provide Small Medium Enterprises (SME) with access to high-quality professional development sessions and information. Through information sharing and networking, the region's SMEs become more robust and have greater visibility of the local supply chain, increasing intraregional sales.

***Business Excellence and
Innovation Awards***

The awards are run by MBRIT and have been designed as a way to support commercialisation, business development and collaboration across the region.

Asia Ready Strategy

In collaboration with council, MBRIT will prepare an Asia Ready strategy to support increased international engagement, participation in education and visitation.

Business Conference Series

During 2017/18, MBRIT will be organising four full-day business forums, consisting of concurrent professional development and information workshops, followed by a networking lunch with high-profile guest speakers.

ECONOMIC DEVELOPMENT ACTION PLAN

TARGET AREAS

The following target areas provide the high-level direction for the Action Plan:

- 1 **Investment Attraction**
- 2 **Business Development**
- 3 **Tourism**
- 4 **Education**
- 5 **International Engagement**





OUR COUNCIL

In addition to the role that council plays in working with its partners in delivering the Action Plan, council continues to commit to economic development through the following:

Facilitation: Providing leadership and direction in attracting new businesses and assisting existing businesses.

Advocacy: Being a strong advocate for the region, ensuring stakeholders are aware of the Action Plan and associated deliverables.

Regulation: Providing a transparent, certain and efficient regulatory framework that actively attracts investment and supports economic growth.

Planning: Developing aspirational, commercial and sustainable strategies that underpin the economic development of the region.

Provider of Services: Delivering necessary services that enhance and benefit the businesses and residents of the Moreton Bay Region by securing their shared future prosperity.

CORE PRINCIPLES

Underpinning and embedded into the target areas are a number of core principles. Core principles that have been recognised include:



Employment self-containment rate

It is anticipated that our region will have a labour force of more than 275 000 residents by 2031. In order to achieve a self-containment rate of 70 per cent, approximately 193 000 from this labour force will need to work within the region.



Collaboration

Partnering and building strong relationships with external stakeholders through the delivery of the Action Plan. Council additionally participates in a number of cluster and industry network forums with external organisations such as the Chambers of Commerce, RDA Moreton Bay, MBRIT, State Development and CCIQ.



Innovation

Questioning all actions and deliverables under the Action Plan, ensuring they are considered and delivered through a fresh approach; open to new ideas; and evolving and adapting to change to ensure our actions and deliverables stay relevant.



Regional Recognition

Ensuring that the Action Plan builds on and improves regional recognition and the image of the Moreton Bay Region in order to maximise economic benefits.



Prosperity

The Action Plan will aim to achieve a successful, flourishing and thriving economy for the Moreton Bay Region.



Liveability

Each action and deliverable will be aimed at increasing the overall quality of life experienced by the residents of the region by maximising economic prosperity, social stability, equity and opportunity for all. Growth will be managed and guided to ensure liveability into the future.



Sustainability

Balancing and protecting the economic, social and environmental outcomes of the Moreton Bay Region to ensure a high-quality of life continues for both current and future generations.



Visionary

Forward thinking under the Action Plan aims to bridge the gap between now and the future.



Diversification

The Action Plan ensures that a diverse economy is delivered across the Moreton Bay Region in order to minimise risk.



Accountability

Accountability for all actions and deliverables under the Action Plan will be achieved via transparent communication with all stakeholders. This acknowledges that economic development is not the responsibility of any one agency, rather a collaborative and interconnected effort. Council will also follow ethical, sustainable and responsible practices when delivering the Action Plan.



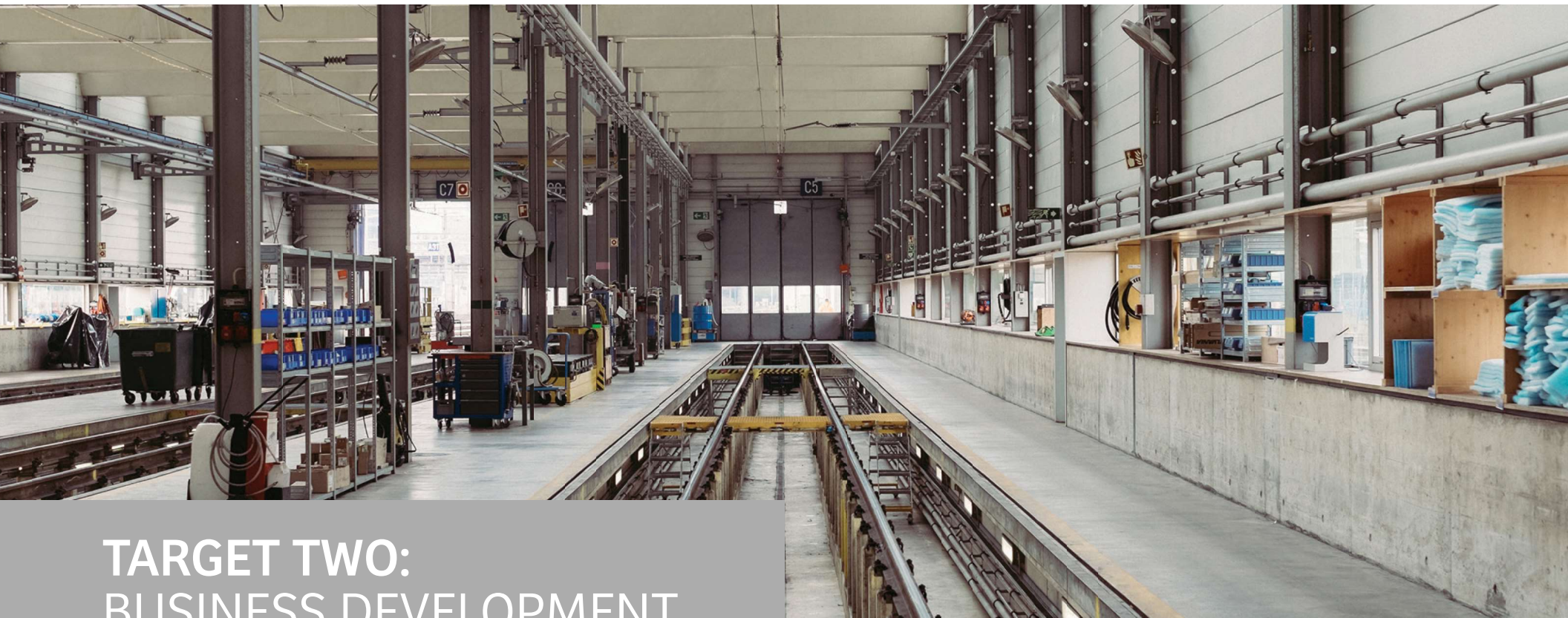
TARGET ONE: INVESTMENT ATTRACTION

The Moreton Bay Region is recognised as one of the fastest-growing regions in Queensland, with a large, sophisticated business community and a booming population driving much of this organic growth. Council recognises that to achieve its vision, improve our standards of living and maintain our vibrant communities; we must be proactive in attracting new businesses, tourists and international students to the region.

Investment attraction is a key target area of council's *Economic Development Action Plan 2017-2022*, with a focus on facilitating and capturing investment opportunities. Council will be rebranding and relaunching our investment platforms; continually updating and creating new investment collateral; and implementing a business attraction strategy to create a stronger local economy, increase employment opportunities and encourage diverse and growth-related industries to the region.

TARGET ONE: INVESTMENT ATTRACTION

Action	Community Benefit	Outcome	When
Create a Business Attraction Incentives Strategy which will provide council with the tools to attract and win business and industry to the region	<ul style="list-style-type: none"> Encourage and entice investment in the region Provide opportunities for local businesses in the international arena Provide a vehicle to increase business and employment opportunities 	The Business Attraction Incentives Strategy will be available that will identify the quantity and diversity of businesses that council will attract every year	By 30 June 2018
Establish an Incentivising Infill Development Policy that will incentivise a range of developments along the Redcliffe Peninsula Line and in Strathpine and Caboolture centres	<ul style="list-style-type: none"> Encourage development aimed at identified future growth areas such as rooming accommodation, mixed-use buildings, multiple dwellings, short-term accommodation, retirement and residential care facilities 	Launch of the Incentivising Infill Development Policy	By 1 July 2017
Operationalise the Incentivising Infill Development Policy	<ul style="list-style-type: none"> Create more cohesive communities using existing infrastructure 	The success of the policy will be measured against the uptake of \$10M worth of incentives made available over two-years (from 1 July 2017)	By June 2019
Establish Outdoor Economic strategies and associated plans	<ul style="list-style-type: none"> Provide opportunities to grow the region's outdoor economy Act as an enabler in assisting and streamlining the establishment of outdoor operators 	Delivery of a: <ul style="list-style-type: none"> Regional Outdoor Economic Strategy that will identify and create strong open space networks to facilitate appropriate temporary and permanent commercial activity Outdoor Recreation Plan that will identify current outdoor recreation events in South East Queensland, as well as opportunities for future events in the region Redcliffe Foreshore Master Plan and Activation Strategy (six key permit sites are selected and related expressions of interest are finalised) 	By June 2019 By June 2018 By June 2018
Update investment collateral, including: <ul style="list-style-type: none"> A regional profile Industry profiles Update of web presence 	<ul style="list-style-type: none"> Encourage and entice investment in the region Provide opportunities for local businesses in the international arena Provide information dissemination to investors Be an avenue for the dissemination of the region's key economic and investment attraction data 	Updated investment collateral available	By 30 June 2018
Launch an Economic Development website to house and convey all of the economic development actions, investment opportunities and incentives that are available	<ul style="list-style-type: none"> Provide a single source for investors to view opportunities Encourage and entice investment in the region Provide opportunities for local businesses in the international arena Provide information to potential investors Be an avenue to disseminate the region's key economic and investment attraction data 	Launch of the Economic Development website	By 30 June 2018



TARGET TWO: BUSINESS DEVELOPMENT

Business Development is a key target area for council. In Australia, 96 per cent of businesses are classified as small businesses, employing between up to 15 people (with single employee businesses accounting for 61.2 per cent of total businesses, followed by micro businesses (23.9%) and small businesses (10.8%)).

A 2012 report commissioned by the Department of Industry, Innovation, Science, Research and Tertiary Education (DIISRTE) found that within the first three years of business, 35 per cent of all new firms cease operations and a further 34 per cent are uncertain if they will continue. To prevent the region's 26 000 registered local businesses and 88 000 employees from becoming one of these statistics, council is focusing on industry diversification, the creation and support of cluster groups and product and precinct development.

The key actions derived from these projects will improve the robustness and durability of existing businesses when faced with economic shocks, increase investment and export capabilities, and ultimately lead to higher employment in the region. These actions will also increase the skills and talents of the local workforce, making it more agile and responsive to technological changes, disruptions and emerging industries.

Positioning the Moreton Bay Region in key national and global markets as a competitive source of high-demand goods and services, as well as increasing the region's connectivity to national and global markets, will not only strengthen its business base, but will also develop a wider brand recognition of all the Moreton Bay Region has to offer.

TARGET TWO: BUSINESS DEVELOPMENT

Action	Community Benefits	Outcomes	When
Pursue industry diversification	<ul style="list-style-type: none"> Increase diversity of the industry makeup in the region Lead to a more robust economy Reduce the impacts of economic shocks Increase employment opportunities and the associated self-containment rate 	Attract and establish 20 businesses from different industry sectors with employees greater than 20	By 30 June 2018
Industry Product Development: <ul style="list-style-type: none"> Create a Food Directory Service that incorporates the region's growers and producers 	<ul style="list-style-type: none"> Increase the visibility of the supply chain Increase intraregional sales and strengthen businesses within the region Generate greater employment opportunities for local residents and grow the associated self-containment rate 	A Food Directory Service will be available and success will be measured against the growth of agricultural sales attributable to this service	By 30 June 2018
Industry Product Development: <ul style="list-style-type: none"> Conduct a Business Confidence Survey 	<ul style="list-style-type: none"> Provide council with accurate and contemporary information on the state of businesses within the region Inform council's decision-making process Lead to improved outcomes for the community 	Business Confidence Survey will be delivered and results analysed	By 30 September 2018
Industry Product Development: <ul style="list-style-type: none"> Create an Innovation Scorecard that is made available for local businesses to utilise 	<ul style="list-style-type: none"> Provide a resource for local businesses to test their innovation capabilities Provide feedback to businesses on areas that require improvement Assist businesses to become more innovative Encourage growth and development 	Innovation Scorecard will be delivered and results analysed	By 30 September 2018
Precinct Development: <ul style="list-style-type: none"> Delivery of the online, interactive <i>Redcliffe Peninsula Rail Corridor Investment Prospectus</i> 	<ul style="list-style-type: none"> Encourage investment and infill development along the rail corridor Lead to greater business opportunities Provide a vehicle to increase employment and the associated self-containment rate 	An online, interactive platform finalised and fully operational	By 31 August 2017
Precinct Development: <ul style="list-style-type: none"> Deliver a Caboolture Event Precinct Development and Investment Attraction Strategy 	<ul style="list-style-type: none"> Provide advice on optimising the use of facilities (existing and planned) Identify new infrastructure requirements Create an opportunity for all stakeholders to work together in partnership Provide direction to inform a new Queensland State Equestrian Centre (QSEC) Master Plan Understand, investigate and provide direction from an economic benefits perspective 	A Caboolture Event Precinct - Development and Investment Attraction Strategy	By 30 June 2018
Precinct Development: <ul style="list-style-type: none"> Deliver The Mill at Moreton Bay 	<ul style="list-style-type: none"> Create a thriving new, major precinct that will generate thousands of local higher education and employment opportunities for the region Offer world-class study opportunities to residents through the University of the Sunshine Coast campus 	Foundation facilities to be open 10 000 university students to be enrolled	By 2020 By 2030



TARGET THREE: TOURISM

In 2016 international visitor expenditure contributed \$5.1 billion to the Queensland economy - an increase of 10 per cent from 2015*. Of this, Chinese visitation increased 30.5 per cent, setting new records for Queensland tourism. This presents council with an opportunity to capture this growing market.

The tourism industry generates substantial economic benefits for the Moreton Bay Region. One of the important factors contributing to the success of tourism in the region is council's partnership with our local tourism operator, MBRIT. Council will continue to work with MBRIT in delivering signature events and conferences, whilst continually enhancing and increasing the quality of the region's tourism products and services.

Additionally, council has been successful in identifying tourism opportunities through key projects such as the Outdoor Recreation Plan and the Redcliffe Foreshore Master Plan. Opportunities identified through such projects will be pursued and explored with local businesses and key stakeholders such as the Queensland Government.

Council will also focus on leveraging other major events within and outside the region, including the Gold Coast Commonwealth Games and the Queens Wharf Precinct. This will increase the profile of the region, generating increased domestic and international visitation and local job opportunities.

*Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB) Destination Queensland (DESTQ) - State of the Industry, 2016.

TARGET THREE: TOURISM

Action	Community Benefit	Outcomes	When
Identify potential tourism opportunities through projects such as the Regional Economic Outdoor Strategy, Outdoor Recreation Plan and the Redcliffe Foreshore Master Plan and Activation Strategy	<ul style="list-style-type: none"> Increase in domestic and international visitation Increase tourism opportunities across the region 	Delivery of a: <ul style="list-style-type: none"> Regional Outdoor Economic Strategy that will identify and create strong open space networks to facilitate appropriate temporary and permanent commercial activity Outdoor Recreation Plan that will identify current outdoor recreation events in South East Queensland, as well as opportunities for future events in the region Redcliffe Foreshore Master Plan and Activation Strategy (six key permit sites are selected and related expressions of interest are finalised) 	By June 2019 By June 2018 By June 2018
Coordinate the establishment of tourism businesses through internal approval processes and regulations	<ul style="list-style-type: none"> Streamline planning and development approval processes Planning and approval time frames improved 	Outdoor Recreation Plan Redcliffe Foreshore Master Plan and Activation Strategy	By June 2018
Contribute to the bidding process in securing major national and state conferences and events	<ul style="list-style-type: none"> Increase tourism opportunities in the region Increase in domestic and international visitation Growing attendance numbers at local events 	Value-adding in the bidding process to secure major national and state conferences and events	By June 2018 Reviewed bi-annually
Partner with MBRIT to deliver tourism and investment opportunities for the region, including economic development initiatives, investment attraction, business development and improvement, destination management and accommodation opportunities.	<ul style="list-style-type: none"> Provide a single point of contact for the community and businesses for tourism 	Value-adding with MBRIT to deliver economic, tourism and destination management initiatives	By June 2018 Reviewed quarterly
Engage with the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) and associated Queensland Government Agencies through vehicles such as the Commonwealth Games Consultation Group - "Embracing 2018 Moreton Bay Region Working Group"	<ul style="list-style-type: none"> Increase tourism and business opportunities, before, during and after the event 	Secured the Rugby League Commonwealth Championships Secured of countries for pre-game training	By June 2018
Leverage third party major projects, infrastructure and events such as Queen's Wharf Precinct, Woodford Folk Festival and Abbey Medieval Festival	<ul style="list-style-type: none"> Further tourism opportunities in the region Contribute to job creation Increase business and supply chain opportunities 	Increased visitation of tourists to the region	By March 2018



TARGET FOUR: EDUCATION

Report findings by Bernald Salt* in 2015 saw the Moreton Bay Region to have one of the lowest university students to population ratios in South East Queensland. Council decided to address this opportunity with its anchor partner, The University of the Sunshine Coast, in creating The Mill at Moreton Bay. This major new precinct will be a thriving hub, generating economic activity, innovation and catering for 10 000 students by 2030. Council recognises that this major piece of infrastructure will play an integral role in the future fortune of the region.

Council will be leveraging this asset and pushing an education agenda through the launch of Study Moreton Bay; the attraction of international students and education providers; and by establishing effective relationships with strategic partners.

One project in this target area will be the attraction and retention of international students. International education is one of Australia's fastest-growing sectors. It is Queensland's second biggest service export and according to Trade and Investment Queensland's 2016 International Education and Training Report, contributes \$2.8 billion in export revenue and supports 19 000 jobs.

The region's tourism and education market is currently underdeveloped, with few international students choosing it as a location to study. This is due, in part to, a lack of viable options, which the construction of The Mill at Moreton Bay aims to remedy. Council is establishing connections now that will ensure that the Moreton Bay Region has the capabilities and facilities to engage and attract international students in the future and maximise their economic benefit to the region.

*Demographic Case for a University in the Greater Moreton Bay Region - Bernald Salt, 2015.

TARGET FOUR: EDUCATION

Actions	Community Benefit	Outcomes	When
Deliver The Mill at Moreton Bay	<ul style="list-style-type: none"> A thriving new, major precinct that will generate thousands of local higher education and employment opportunities for the region Offer world-class study opportunities to residents through the University of the Sunshine Coast campus 	<p>Foundation facilities to be open</p> <p>10 000 university students to be enrolled</p>	<p>By 2020</p> <p>By 2030</p>
Collaborating with MBRIT in creating and launching a Study Moreton Bay Strategy	<ul style="list-style-type: none"> Benefit education providers, businesses and the council by providing an integrated information-sharing system to maximise cooperation between stakeholders Increase the participation rate of higher education students in the region Increase the number of international students in the region Raise the regional profile domestically and internationally, and create regional ambassadors Identify which schools have established international links and who are registered with Teaching English to Speakers of Other Languages (TESOL) and English Language Intensive Courses for Overseas Students (ELICOS) 	Value-adding in the creation of a Study Moreton Bay Strategy	By 31 December 2018
Build on the Study Moreton Bay Strategy <ul style="list-style-type: none"> Leverage education opportunities to garner government spending Identify opportunities to optimise the use of local school facilities Advocating for further schools in the region Advocating for improved transport links and connectivity 	<ul style="list-style-type: none"> Improved educational experiences for students Improved economic and social benefits for the region Improved infrastructure and transport networks 	Value-adding and enhancing educational opportunities within the region	By 2020
Initiate and coordinate Education/ Study/Familiarisation tours	<ul style="list-style-type: none"> Showcase the region to international education providers Provide greater exposure of our natural and built assets Increase the region's profile as an international student destination 	Host two education tours/familiarisations per year	By 31 December 2018
Attract international student groups (which includes primary school, high school, Vocational Education and Training (VET) and university students)	<ul style="list-style-type: none"> Increase the international student intake for the region Stimulate the economy, creating more jobs Increase the length of stay of international students visiting the region Improve business capabilities to access and engage with an international audience 	Attract two international student groups to the region for a minimum of a month	By 31 December 2018



TARGET FIVE: INTERNATIONAL ENGAGEMENT

Council boasts dynamic, vibrant and innovative industries that are highly interconnected with domestic and international markets. To help leverage these sophisticated businesses, council is targeting international engagement as a key component of its future economy. This includes reinvigorating and establishing Sister City relationships; assisting businesses to become Asia Ready; and opening up international markets through relationship building and international business delegations.

The Moreton Bay Region is strategically located north of Brisbane and has direct access to the state's key strategic export infrastructure, including the Port of Brisbane, the Brisbane International Airport and the Sunshine Coast Airport. The strength of the export industry and the impact it has on the local economy cannot be underestimated. Exports contribute up to 19 per cent of the region's total output, with manufacturing accounting for 57 per cent of this total according to Remplan's Region Report in December, 2016. To ensure our economic potential is met, it is imperative that we encourage businesses to export and to utilise this comparative advantage.

Our locational advantage becomes even more important when the economy is assessed through an international lens. As the world pivots towards the booming Asian economies, it is important that council positions both itself and local businesses at the forefront of this change.

Council will revitalise the current Sister City relationships with Sanyo Onoda and Winton and consider at least one more Sister City that has an active international student population (including China, India, Brazil, Korea and Japan). This can be used as a platform for the region to expand its engagement with international trading and investment attraction. Networking with other leading global cities allows council to exchange best practice ideas, experiences, information and future thinking on delivering economic growth and providing effective and efficient local services for the community.

TARGET FIVE: INTERNATIONAL ENGAGEMENT

Action	Community Benefit	Outcomes	When
Reinvigorating Sister City relationships	<ul style="list-style-type: none"> Increase tourism and international business opportunities Increase cultural opportunities for local community groups Activate existing and provide guidance in establishing new Sister City relationships that emphasise economic and cultural outcomes 	<p>Execution of 'Beach to Bush' program</p> <p>Successfully deliver of 25th Anniversary Celebrations with Sanyo Onoda</p> <p>Establishment of Sister City relationship with a Chinese city that has a focus on education</p>	<p>By 31 May 2018</p> <p>By 30 September 2017</p> <p>By 30 September 2018</p>
Creation of a Sister City Strategy	<ul style="list-style-type: none"> Enable council to assess Sister City opportunities based on their economic and cultural benefit to the region Ensure future sister city relationships maximise the potential economic activity between regions 	Delivery of a Sister City Strategy	By 31 March 2018
Arrange outbound and inbound trade delegations and missions	<ul style="list-style-type: none"> Enable and facilitate local businesses to access foreign markets Provide local businesses with greater export opportunities leading to greater regional profits, revenue and increased employment 	Host two inbound trade delegations in a calendar year	By 31 December 2018
Leverage the Memorandum of Understanding signed with the Dutch based Global Smart City and Community Coalition (CSG3)	<ul style="list-style-type: none"> Provide guidance in implementing the region's Smart City infrastructure Facilitate collaboration with other cities around the world to learn from their experiences 	Delivery of a Digital Regional Plan	By 31 December 2018
Operationalise the Digital Regional Plan	<ul style="list-style-type: none"> Improve delivery of council's services and infrastructure 	Installation and implementation of Smart City technologies throughout the region	By 31 December 2020

Moreton Bay Regional Council

PO Box 159
Caboolture
Queensland 4510

P | (07) 3205 0555
T | mbrc@moretonbay.qld.gov.au
W | www.moretonbay.qld.gov.au

