

CHAMPION REDLANDS COAST: IMPLEMENTATION STRATEGY & ACTION PLAN SUMMARY

Client: Redland Coast Chamber of Commerce

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SUMMARY

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Prepared for:

**Redland Coast Chamber of
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VERSION CONTROL

VERSION	PURPOSE	AUTHOR	REVIEWER	APPROVER	APPROVAL DATE
DraftA	Draft for initial review	MW	EW	MW	31/05/2022
DraftB	Draft including action examples	MW	EW	MW	09/06/2022
FINAL	Final draft including Futures Forum inputs	MW	EW, CRC	MW	08/08/2022
Summary	Summary Report	MW	EW, CRC	MW	16/09/2022

APPROVAL FOR ISSUE

APPROVER	CONTACT	SIGNATURE	DATE
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SUMMARY

- Econisis has been engaged by the Redland Coast Chamber of Commerce to undertake further research and analysis for the Champion Redlands Coast.
- This Phase of research is designed to build upon the evidence with of competitiveness and liveability in Phases 1 and 2 to establish a vision for the Redlands coast economy community, strategies for education, skills and business development and outline and profile key actions and flagship projects for consideration and implementation.

Vision for Redlands Coast Economy and Community

- The following aspirational Vision Statement is established for this Implementation Strategy:

The Redlands Coast region is recognised as a dynamic and competitive destination for investment and skilled workers, where economic and social growth is underpinned by education and training, innovation, small business and inward investment.

- To realise the Vision Statement, a series of critical economic and investment themes or “pillars” must be established and reinforced in the Redlands Coast. These pillars are general areas of focus that represent economic development best practice but are also targeted to the realisation of the vision statement. These pillars include:
 1. Access to local professional and knowledge intensive jobs
 2. Comprehensive education and training pathways
 3. A vibrant business community
 4. Dynamic investment environment supporting business, infrastructure and development investment.



Figure 1 Key Economic and Investment Pillars

Education and Skills Development Strategy

- The availability of skilled workers currently residing in the Redlands Coast region is a key competitive advantage of the local economy. Skilled workers help to support innovative and dynamic businesses to establish and grow and are a critical source of new local high growth small businesses.

- The following strategic objectives and outcomes for Education and Skills Development are sought for the Redlands Coast region.
 - Maximising Skilled Worker Attraction and Retention
 - Maximising Youth Post-School Pathway Options and Choice
 - Greater Levels Educational Institution Attendance
 - Economic and Social Resilience through Flexible and Transferrable Skills and Knowledge
 - Maximise Alignment of Education to Local Business and Industry Needs
 - Leverage Tertiary Education to Drive Applied Research and Innovation
 - Diversify Tourism through International Education
- The following potential strategic opportunities have been identified through the research:
 - University Campus/Local Presence
 - Integrated School/Post-School Transition Pathways for Local Students
 - Business/Education Institution Integration
 - Health, Education and Research Opportunities
 - International Education Reputation and Branding
 - Lifelong Learning
 - Industry Transition Education and Training Opportunities
 - Centres of Excellence and Specialist Education and Training Facilities

Small Business and Investment Attraction Strategy

- The Redlands Coast has a dynamic business community with specific clusters of businesses in population servicing and tourism sectors. However, despite the high concentration of professional and knowledge intensive workers, associated sectors like Professional, Technical and Scientific Services, Finance and Insurance and other commercial sectors are under-represented in the business community.
- The following strategic objectives and outcomes for Small Business and Investment Attraction are sought for the Redlands Coast region.
 - Local Business Registrations Growth
 - Maximising Local Business Diversity
 - Increasing the Average Size of Businesses
 - Increasing Private Investment into the Redlands Coast
 - Supporting Investment in Major and Catalytic Infrastructure
 - Delivery of Major Transformative Projects
- The following strategic opportunities have been identified through the research:
 - Small Business Incubator
 - Co-Working and Flexible Space
 - Major Business Attraction
 - Redlands Health and Wellness Precinct
 - Business/Industry Research Partnerships and Commercialisation

- Major Project Facilitation

Role of Key Stakeholders

- The following table collates the stakeholders identified in the Strategies and Action Plan Matrix and defines their role in the delivery of the strategy and the realisation of the Vision.

Table 1 Role of Key Stakeholders

Stakeholder	Description of Role
Redland City Council	<p>Council has an important facilitation and support role in the delivery of the Implementation and associated actions and priorities.</p> <p>Focus of Council is on direct investment engagement activities, catalytic and enabling infrastructure investment and facilitation of major project approvals.</p> <p>Ongoing support in narrative and communication coordination also critical to ensure consistency of engagement and messaging on economy and community development.</p> <p>Ongoing active engagement with business and community development leaders and representatives critical to facilitating this role and identifying opportunities for planning and regulatory changes and approvals to facilitate achievement of Council and community objectives in housing choice, business accommodation options and major project delivery.</p>
Private Businesses/Industry	<p>Private business/industry has a central role in the implementation. Focus should be afforded to maximising potential integration and collaboration with all levels of education within the region with a focus on skills development and research/innovation.</p> <p>Prioritise business growth, coordinated messaging and promotion of major project approvals, and</p>
Residential Development Sector	<p>Identification of opportunities and delivery of housing choice including increased smaller dwellings and semi-detached and detached products across the region.</p>
Non-Residential Development Sector	<p>Identification of opportunities and delivery for flexible and traditional commercial floor space and business accommodation including coworking, serviced office, business park and traditional in-centre development.</p>
Schools/Education Institutions	<p>Partnership with business and tertiary education providers to facilitate integration of schooling with industry and establishment of tertiary university presence in the region.</p>

- The completion of research and analysis under Phase 3 of the CRC Initiative Update for 2021/22 presents an opportunity for the future role of the CRC initiative and the Chamber to be examined.

Flagship Priority Actions

- This Strategy provides the rationale, vision and framework for the successful development of a dynamic, prosperous and diversified Redlands Coast economy over the next decade.
- Achieving this vision will require coordinated investment and effort by all stakeholders in the community. A practical and applied Action Plan is needed to detail and profile specific actions and investments required to achieve the goals and objectives of the Implementation Strategy.
- The actions in this Plan were developed in the first instance by Econisis, based on research, data analysis, assessments and associated findings of Phases 1-3 of the CRC research.
- The initial draft Action Plan was presented to the CRC Advisory Board of the Redlands Coast Chamber of Commerce as part of a workshop held on 14 July 2022. This workshop confirmed the vision, investment pillars and individual actions within the draft Action Plan and identified additional actions for consideration and profiling.

- Subsequent to the Advisory Board workshop, Mark Wallace of Econisis presented the findings of the Phase 3 research and assessments to the Redlands Job Committee Future Forum. The Forum, held on 22 July 2022, including participants from across the Redlands community including business owners, Government representatives, education institution and school representatives, youth community representatives and members of the general public. The following actions have been identified through research and engagement for each of the four Investment Pillars.



Figure 2 Actions by Investment Pillar

- In total, 5 Flagship Priority actions were identified by stakeholders and the community as being of the utmost importance to the prosperity and economic and social development of the Redlands Coast.

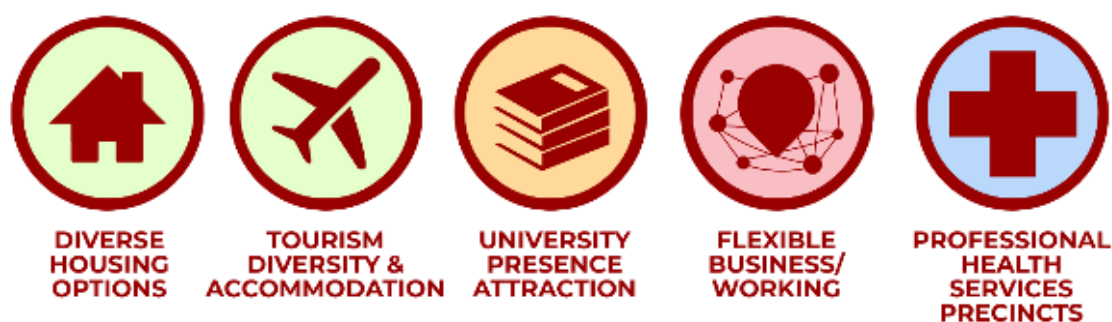


Figure 3 Flagship Priority Actions

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