



Our City's Economic Strategy

2025 - 2028 Action Plan



Redefining our city's future

In 2020, amid the unprecedented challenges of the COVID-19 pandemic, we launched the Moreton Bay Regional Economic Development Strategy. Today, as we refresh this strategy with a new four-year action plan, it's remarkable to reflect on the transformative changes that have shaped our economy over just four years. Our evolution from region to city status marks a pivotal moment in our growth journey, and this refresh ensures our strategy remains dynamic and responsive to our changing environment.

When we first developed our City's Economic Strategy, we faced a world of uncertainty - closed borders, business disruptions, and emergency financial measures. Now, we confront a different set of challenges and opportunities that demand a contemporary approach to economic development.

Our local landscape has seen significant change. The announcement of Brisbane and South East Queensland as hosts of the 2032 Brisbane Olympic and Paralympic Games presents unprecedented growth opportunities. Meanwhile, pressures around housing availability and affordability have intensified labour force shortages in some communities.

City of Moreton Bay businesses have demonstrated remarkable resilience



through continuing interest rate rises and escalating operational costs. Our business community has emerged stronger and more unified, enhancing our city's profile as a prominent business destination. We have also deepened our commitment to engaging with and supporting the economic prosperity of First Nations People.

All of this is occurring in the context of an intensified global focus on environmental, social and governance principles and accelerated technological advancement, including the transformative potential of AI.

Despite these new challenges, our original ambitious targets remain

- Building a \$40 billion economy
- Creating 100,000 new jobs and attracting 16,000 new businesses
- Establishing ourselves as one of the top 10 innovation hubs in Australia outside capital cities.



Likewise, in our new four-year action plan we continue to prioritise the following industries:

- Advanced manufacturing
- Food and agribusiness
- Tourism, sport and major events
- Knowledge, innovation and entrepreneurship.

The plan maintains our commitment to reducing reliance on population-driven industries while embracing high-value sectors, exports, and innovation. Equally, our focus remains on attracting investments that deliver substantial economic value while preserving our enviable lifestyle.

With collaboration at the heart of our approach, we will implement our new action plan in partnership with stakeholders, doing so with the confidence that comes from proven resilience and a clear vision for our future. The success stories of our past - like the Moreton Bay Rail Link and The Mill at Moreton Bay which has seen UniSC's campus grow significantly and surpass 5,000 students - demonstrate our ability to achieve transformational change. Together, we will not just adapt to change - we will drive it.

A handwritten signature in black ink, appearing to read 'P. Flannery', with a long, sweeping underline that ends in a large loop.

Peter Flannery
Mayor City of Moreton Bay

Acknowledgment of Country

City of Moreton Bay acknowledges the Jinibara, Kabi Kabi, and Turrbal peoples and pays respects to Elders, past, present and emerging.

Council recognises that the Moreton Bay region has always been a place of cultural, spiritual, social, and economic significance to its Traditional Custodians.

Council is committed to reconciliation and working in partnership with Traditional Custodians and Aboriginal and Torres Strait Islander communities to shape a shared future for the benefit of all communities within the City of Moreton Bay and beyond.

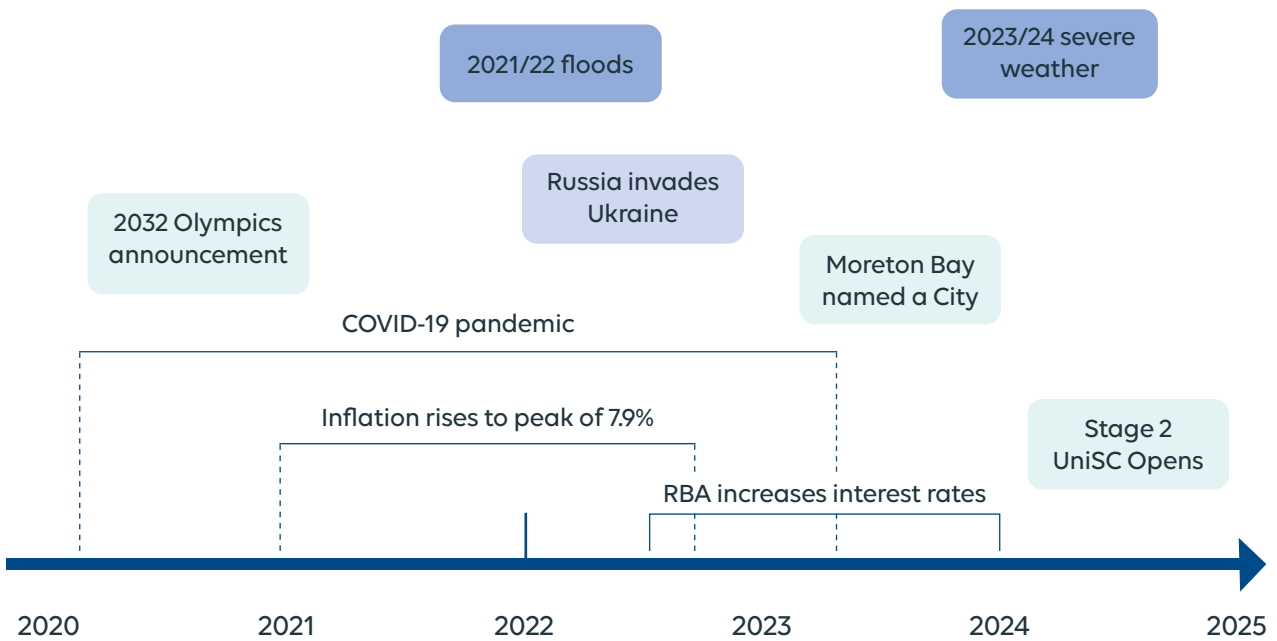




The Moreton Bay Regional Economic Development Strategy 2020-41 (the City's Economic Strategy formerly known as the REDS) was developed in 2020 during the COVID-19 pandemic. This period of time was marked with incredible uncertainty amid unprecedented actions by Governments to manage the spread of COVID-19. Borders were closed, almost all businesses were forced to amend their operations and there was a raft of financial support for businesses and individuals.

From the perspective of this moment in time, it is phenomenal how so much can change in such a short amount of time of just four years. This document represents a 'refresh' of the Strategy context in order to take stock of how the local economy has changed and ensure that the Strategy remains contemporary and fit for purpose. A variety of economic analysis as well as consultation with businesses and stakeholders from around the city contributed to this 'refresh'.

Important events since development of the City's Economic Strategy



There have been many changes in the local (and global) economy since the development of the City's Economic Strategy, including:

Local

- The announcement of Brisbane and South East Queensland to host the 2032 Olympic and Paralympic Games
- Issues have arisen around housing availability and affordability
- Skills shortages and workforce challenges have become more severe and at the same time there is increased prevalence of working from home / virtual meetings

- The RBA raised interest rates 13 times over an 18-month period, greatly increasing housing costs for residents and finance costs for businesses
- The cost of construction has increased dramatically, and finance is tightening for business
- Aligned to rising inflation, almost all costs for local businesses have been increasing rapidly
- While constraints have improved since the onset of the COVID-19 pandemic, many supply chain challenges remain
- The City's business community has become stronger and more unified
- The City's profile and identity as a business location has improved
- There is an increased acknowledgement of the importance of First Nations People.

Global

- There is open conflict around the world (which impacts supply chains, cost of goods and energy markets among others)
- The importance of ESG and sustainability has increased dramatically
- The speed of technological change and its adoption has increased, as has the risk of cyber-security
- The applications of Artificial intelligence (AI) has expanded greatly.



2020-2022 and 2023-2024 Action Plan Outcomes

Bigger (GRP)

	2019	2020	2021	2022	2023	2024
Actual	\$18,978	\$18,742	\$20,075	\$21,250	\$21,946	\$22,604
Target	\$17,180	\$17,851	\$18,549	\$19,275	\$20,028	\$20,812

Bolder (Employment)

	2019	2020	2021	2022	2023	2024
Actual	142,880	143,566	149,142	157,013	163,228	168,122
Target	149,344	152,928	156,599	160,357	164,205	168,146

Sponsored major events



87

Number of events



\$90.4m

Visitor spend

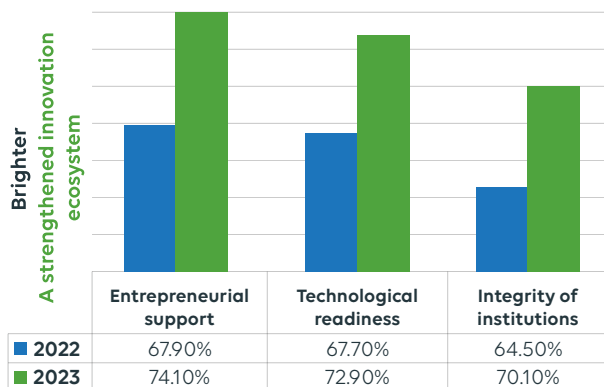


448,800

Visitor nights

Brighter

City of Moreton Bay Reputation as a Place to Do Business



8,614 customer engagements | 234 business events

Investment attraction highlights

12 investments secured
delivering **\$967m** capex **1,635** jobs



321

Investment leads



2,528

Jobs potential




\$5,165m

Capex potential

Our strengths

Engagement with stakeholders confirmed many of the city's strengths and competitive advantages highlighted in the original Economic Strategy:

- Proximity to Brisbane
- Proximity to the Brisbane International Airport and Port of Brisbane
- Attractive lifestyle on offer across the city
- Strength of local supply chains
- Large and capable local workforce
- Transport infrastructure to move people and products in and out of the city.



However, stakeholders did identify a number of opportunities that weren't yet developed in the original Strategy:

- UniSC and its growing presence in the area
- Underutilised tourism assets across the city, from the bay to the hinterland
- Council is now fully engaged in economic development and in dialogue with businesses
- The local business community has become very connected and collaborative
- The City has an emerging reputation as a hub for business innovation.

Our challenges

Despite the success and positive trajectory, businesses today face a number of challenges (many of which were not present in the original Economic Strategy), including:

- Low business and consumer confidence
- Rising costs and shrinking margins
- Labour force challenges and a lack of skilled labour
- Decarbonisation of the economy (locally and globally)
- Regulations and red tape
- Technological disruption continues and the speed of new technology and adoption is increasing
- Changing expectations of the workforce and generational change across the workforce
- Increased prevalence of natural disasters (and the costs associated with them)
- Low availability and high cost of industrial land.

While some of these challenges are not new (e.g. decarbonisation of the economy, workforce challenges, technological disruption), the approach to better manage them will be new and adapted to the current environment, which differs from just four years ago.

Some of the challenges identified through stakeholder consultation did not appear in the original Economic Strategy (e.g. prevalence of natural disasters, issues around industrial land, rapidly increasing costs, low confidence). These issues demonstrate how quickly the economic environment can change and require new thinking to manage these challenges into the future.

Our future opportunities

The Industry priorities highlighted in the original Economic Strategy were confirmed as ongoing through consultation with stakeholders:

- Advanced manufacturing
- Food and agribusiness
- Tourism, sport and major events
- Knowledge, innovation and entrepreneurship.

Stakeholders also identified new opportunities for the City of Moreton Bay:

- Legacy opportunities stemming from the 2023 Olympic and Paralympic Games and other major infrastructure projects
- Renewable energy and circular economy
- Indigenous advancement.

'Disaster Proof Your Moreton Bay Business' was launched in May 2024. The program features an informative talk-show style webinar and a series of case studies of how different businesses have handled business continuity through adversity. The initiative also featured expert advice from UniSC which delivers training in this area for the Qld Government.

Top 10 tips

- 1**  **Make a plan**
Identify your risks, create a business continuity plan, keep it up to date and store it in a safe, disaster proof location
- 2**  **Review insurance, policies and finances**
Check your insurance and finances are adequate to cover your business
- 3**  **Prepare your business**
Prepare your property - clear vegetation and loose items, back up data and pack an emergency kit
- 4**  **Plan for alternatives**
Plan for power outages, loss of deliveries, access and alternate ways to operate
- 5**  **Monitor the incident**
Check Council's Disaster Portal, listen to emergency alerts, know where to evacuate and follow advice
- 6**  **Access impact on your business**
When safe to return, assess and photograph the damage and contact your insurer and bank
- 7**  **Connect**
connect and communicate with staff, customers, guests and community
- 8**  **Financial recovery**
Apply for financial assistance and other business support
- 9**  **Communicate and promote**
Develop marketing strategies to communicate with customers and promote positive news
- 10**  **Recovery planning**
Consider what you've learned and update policies, plans and staff training



Scan the QR code for more business resources from City of Moreton Bay



AUSTRALIA'S NEXT HOTEL HOTSPOT



City of Moreton Bay was recognised in 2024 as the inaugural Queensland's Small Business Friendly Program 'Member of the Year'.

With more than 30,000 small businesses, City of Moreton Bay is paving the way for local small businesses to grow and prosper. Our business support framework includes assistance to access grants, one-on-one business advisory services, industry specific networking events, and specialised programs focusing on innovation, digital transformation, and sustainability. Additional support streams cover women in business initiatives, startup development, scale-up assistance, and workplace diversity programs. There is no better place for small business than the City of Moreton Bay!



The Moreton Bay Indoor Sports Centre

The Moreton Bay Indoor Sports Centre is a \$205.5 million state-of-the-art legacy sporting facility which will also serve as a key venue for the Brisbane 2032 Olympic and Paralympic Games. The new facility is proposed to consist of 12 multi-sport courts (across two separate halls) with the flexibility to host sports including basketball, netball, boxing, volleyball, badminton, futsal, wheelchair rugby and pickleball before and after the Games.

During the Games, the facility will have a capacity of 10,000 people and after the Games it will be able to cater for sporting, cultural and entertainment events.

With 4.6 million annual visitors, the demand for short-term accommodation in the City already supports an additional 10 hotels and more than 1,500 rooms right now!

Only 20 minutes north of Brisbane International Airport, City of Moreton Bay has a big hotel opportunity.

Rapid population growth, incredible beaches and hinterland escapes, a calendar of major annual events, and home to National Rugby League's newest team, The Dolphins, are all drawing a record number of visitors.

A new Moreton Bay Indoor Sports Centre is set to drive growth in the number of types of events hosted in the City of Moreton Bay and attract an even higher number of overnight visitors.

Renewable energy and circular economy

Sustainability will become as ubiquitous over the next ten years, as digital technology has become over the past ten years. In 2023, 85% of ASX200 companies reported ESG information and over 70% of Australian CEOs now consider sustainability as a key factor in defining their long-term success.

Embracing circular economy principles and supporting renewable energy will support all businesses and industries across the city.

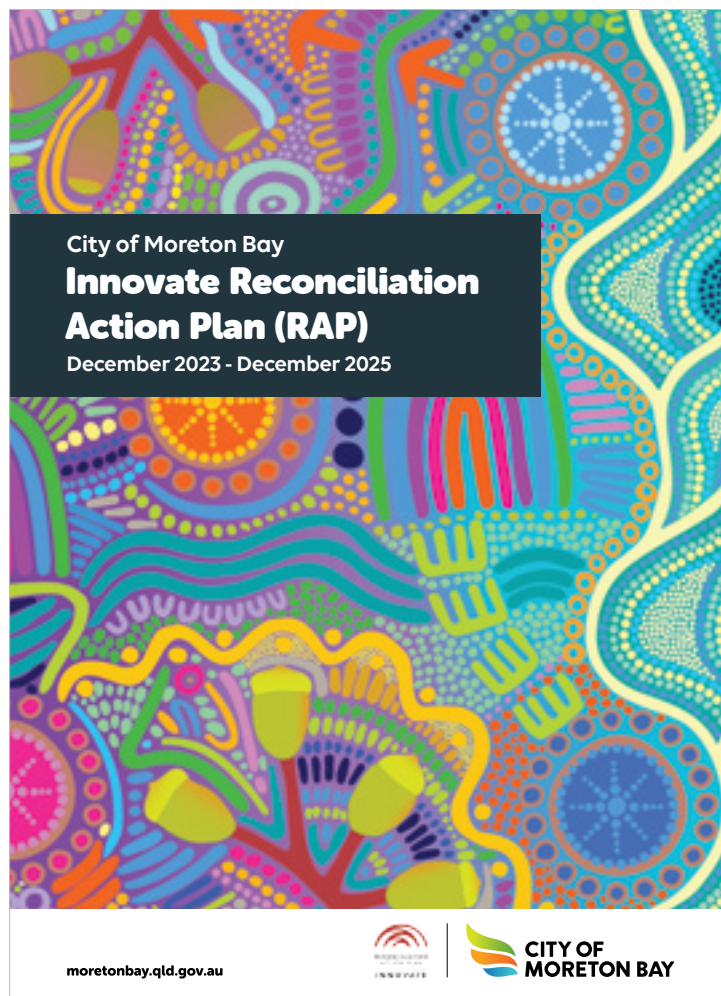


Indigenous advancement

City of Moreton Bay spans the traditional lands of the Jinibara, Kabi Kabi and Turrbal peoples. The city's amazing places and natural spaces hold the memories, traditions, culture, hopes and futures of Aboriginal and Torres Strait Islander peoples.

We acknowledge the continued connection that Aboriginal and Torres Strait Islander peoples have with Country and the unique understanding of our city's history and character held by Traditional Custodians.

In December 2023, the City of Moreton Bay adopted an Reconciliation Action Plan (RAP), which highlights the need to support local Aboriginal and Torres Strait Islander businesses and employment opportunities for local Tradition Custodians to stay on Country or relocate back onto Country. The refreshed Economic Strategy will support many of deliverables in the RAP.



Economic Development programs in the City of Moreton Bay will support Indigenous procurement, employment and economic prosperity through a true model of meaningful consultation and engagement that is underpinned by the values of self-determination and community led.

Framework for transforming City of Moreton Bay's Economy

The framework for transforming the City of Moreton Bay's economy is multifaceted and includes a suite of plans to support and compliment the City's Economic Strategy Action Plan 2025-2028:

Our City's Economic Strategy 2020-2041		 Bigger \$40 billion economy	 Bolder 100,000 new jobs	 Brighter Top 10 Innovation Hub	Knowledge, innovation and entrepreneurship Leadership and identity	Trade and investment	Industry advancement
Economic Strategy 4 year Action Plan 2025-2028		Develop entrepreneurial and innovation reputation	Assertively pursue city-building projects	Facilitate business investment	Maximise expenditure locally	Encourage business to business connections	Support business retention and expansion
		Develop entrepreneurial capabilities	Establish entrepreneurial hub	Support local innovation ecosystem	Create pathways to employment	Build local business capacity	
Industry Plans 2024-2028					Support skills and workforce collaboration Promote access to new markets and capital	Embrace technological advancement	Foster leadership and identity
International Engagement Plan		Sponsor major business conferences/exhibitions	Develop city building investment opportunities	Work with federal and state agencies	Facilitate local business trade missions	Establish mutual growth partnerships	
		Connect business investment opportunities	Engage key chamber membership	Deliver major marketing campaigns	Leverage Brisbane 2032		
Major Events Plan 2024-2028		Showcase City of Moreton Bay event destination capacity and capability	Attract, build and support a diverse portfolio of events	Activate major venues and encourage visitor dispersal	Promote the city's major events	Build accessibility and inclusion capacity	
		Position the city to host Olympic sports events and camps	Collaborate with state and antional agencies	Deliver collaboration and networking workshops			
Leverage 2032 for Business		Increase 2032 procurement pipeline registrations	Promote industry opportunities	Support pre-2032 events and activities	Host discussions/workshops	Leverage growth sectors	Undertake gap analysis
		Highlight potential 2032 game changers	Work with 2032 Legacy Committee	Link capacity to opportunities	Create marketing information	Communications tools	

Moreton Bay City Economic Strategy Action Plan 2024-28

The following diagram provides an overview of the Moreton Bay City Economic Strategy for the next four years.

As highlighted in the diagram, the long-term goals remain to create a future economy that is **bigger, bolder** and **brighter**. The Strategy retains the same structure and many of the key initiatives that have contributed to the success of the strategy to date. Some detailed changes have been made based on the feedback from stakeholders and to manage the challenging and uncertain economic environment that businesses are currently experiencing.

Our goals by 2041



Bigger

**\$40 billion
economy**



Bolder

**100,000
new jobs**



Brighter

**Top 10
Innovation Hub**

Key priority industries and city-building projects





Priority industries

- Advanced manufacturing, renewable energy and circular economy
- Food and agribusiness
- Tourism, sport and major events
- Knowledge, innovation and entrepreneurship

City-building projects

- The Mill at Moreton Bay
- SEQ Northern Freight Terminal
- North Harbour PDA
- Scarborough Harbour Masterplan
- 2032 Olympic and Paralympic games infrastructure

Our pillars

 <p>1. LEADERSHIP AND IDENTITY</p>	 <p>2. INDUSTRY ADVANCEMENT</p>	 <p>3. TRADE AND INVESTMENT</p>	 <p>4. KNOWLEDGE, INNOVATION AND ENTREPRENEURSHIP</p>
<ul style="list-style-type: none"> • Demonstrate strong leadership and collaboration across government, industry and community • Coordinate an advocacy program • Cultivate community leaders • Develop a business responsive culture • Develop a recognised city business identity 	<ul style="list-style-type: none"> • Build local business capacity • Support business retention and expansion • Encourage business to business connections • Create pathways to employment through coordinated workforce development • Maximise expenditure locally 	<ul style="list-style-type: none"> • Assertively pursue city-building projects • Market and promote the City as a business and visitor destination • Facilitate business investment into the City 	<ul style="list-style-type: none"> • Support the local innovation ecosystem • Establish an entrepreneurial hub • Develop the entrepreneurial capabilities of 18-30-year-old residents • Develop a reputation for entrepreneurship and innovation



Action plan

The following action plan provides further detail regarding the implementation of the Strategy over the next four years. It is complemented by a series of industry and pathway plans to support our progressive economy to 2028 and beyond.

Each action aligns to the strategy's pillars and key initiatives and has a specific target to measure its completion and effectiveness. Additionally, the action plan reflects a continuation of many of the successful initiatives that have been undertaken since the Economic Strategy was first launched, as well as new actions to address the current economic environment. As has been the case for the last four years, the action plan will be reviewed at the end of each year and adjusted based on past successes and changes in the marketplace.

Moreton Bay City Economic Strategy Action Plan 2024-28

	Pillar/initiative	Measure	Target
1.	Leadership and identity		
1.1	Deliver targeted promotional and advocacy programs that strengthen and leverage the City of Moreton Bay's enhanced business identity.	<ul style="list-style-type: none"> Media reach and positive sentiment 	Increase
1.2	Bring together local industry leaders and drive stakeholder engagement and collaboration opportunities that position the City of Moreton Bay for industry and investment success.	<ul style="list-style-type: none"> Number of engagements and opportunities delivered Number of participants 	10 opportunities per annum 250 participants
1.3	Implement internal and external economic policy leadership that positions City of Moreton Bay for continued economic success.	<ul style="list-style-type: none"> Recognition and institutional reputation 	Commendation in > two programs
2.	Industry advancement		
2.1	Maintain and deliver leading Queensland Small Business Friendly Council programs.	<ul style="list-style-type: none"> Customer satisfaction 	>80%
2.2	Deliver programs and resources that maximise Council procurement outcomes for local businesses.	<ul style="list-style-type: none"> Value of local spending by Council 	Increase

2.3	Develop and implement RAP initiatives that support local Aboriginal and Torres Strait Islander businesses and employment opportunities.	<ul style="list-style-type: none"> Number of local Indigenous businesses supported 	Increase
2.4	Support industry development and growth through the delivery of a continuous program of events, group initiatives and one-on-one service activities.	<ul style="list-style-type: none"> Number of economic development service engagements 	2,500
3.	Trade and investment		
3.1	Deploy Invest Moreton Bay campaigns and programs in target national and international investment attraction and major events markets.	<ul style="list-style-type: none"> Number of investment attraction/event leads 	100 leads/20 tourism event leads
3.2	Secure investment in new development projects within the city.	<ul style="list-style-type: none"> Value of new capital investment 	\$85 million
3.3	Progress supply chain opportunities for local industries and businesses to connect to domestic and international opportunities.	<ul style="list-style-type: none"> Value of domestic and international exports 	Increase
3.4	Support advocacy for city building projects through evidence-based business case input and development.	<ul style="list-style-type: none"> Realisation of city building projects 	Increase
4.	Knowledge, innovation and entrepreneurship		
4.1	Increase the city's reputation for entrepreneurship and innovation through targeted program delivery.	<ul style="list-style-type: none"> City's innovation profile 	Increase
4.2	Increase economic competitiveness and productivity across the economy.	<ul style="list-style-type: none"> Average Worker Productivity per FTE 	Increase
4.3	Create pathways to knowledge intense employment through coordinated workforce development.	<ul style="list-style-type: none"> Number of local skill level one and two jobs 	Increase

