



Economic Development Strategy

Borough of Queenscliffe

8 December 2017

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Executive summary

The Borough of Queenscliffe Council (the Council) commissioned Deloitte to collaboratively develop an Economic Development Strategy (the Strategy) “to achieve a more diverse and vibrant local economy for the Borough of Queenscliffe (the Borough)”.

To ensure the Strategy is sustainable, and has positive outcomes for the whole community, including business and residents, the following guiding principles were established (see Chapter 1) so that the Strategy:

1. Is equally owned
2. Maintains the Borough’s character
3. Leverages existing assets
4. Encourages sustainable, thriving business
5. Benefits the wider community
6. Maintains a long-term approach
7. Optimises a connected approach

Along with these principles, the strategy takes into consideration the current dynamics in national, state, and regional sectors including population, visitation, demographics, employment, and business development (see Chapter 2).

From the analysis conducted, the Strategy establishes five strategic pillars that represent the five key opportunities for economic growth in the Borough (see Chapter 5). Under these five pillars, thirty-one initiatives have been created to guide their achievement and the recommendations for improvement (see Chapter 5).

Assets and Challenges

In a consultative and open process (see Appendix H) the strategy was developed by reviewing the current assets (see Chapter 2), and challenges in the Borough (see Chapter 3), and Deloitte’s prosperity mapping methodology was applied. Among others, the Borough’s relative strengths and weaknesses were determined and mapped in relation to Victoria as a whole across ten socio-economic themes. This framework, developed by Deloitte, identifies these themes as forming the foundations that make for a flourishing place.

Strengths

- Natural amenity
- Health and Safety
- Social capital
- Leadership and contribution
- Innovation and Entrepreneurship

Weaknesses

- Human resources
- Local amenities
- Material standards

Additionally, as an existing tourist destination, the Strategy highlights the key pre-existing natural and built assets and attractions available to the Borough’s residents and visitors which include amongst others:

- Fort Queenscliff
- The Foreshore
- The Bellarine Railway
- Vantage points and viewscapes
- Searoad Ferry
- Festivals
- Port Phillip
- Queenscliff Harbour

The importance of utilising and leveraging these assets, as further discussed in section 2.5, is emphasised as vital in preventing over development and maximising the features that make the Borough the destination that it is.

Strategic Pillars

From the analysis and consultation conducted, five strategic pillars were developed with the view to capturing the opportunities and managing the challenges and limitations that were also identified. These pillars are discussed in detail in chapter 5.



Each pillar constitutes a series of opportunities and initiatives that will help the Borough to develop a more vibrant, sustainable, year-round economy.

Key Initiatives

Under the guidance of the five core pillars, thirty-one interlinked initiatives were highlighted where the Council, business, and community should focus their actions over the next five years towards building their ideal economy. The strategy requires consistent collaboration over five years to maximise impact.

Detailed discussion on each of the thirty one initiatives is included in Chapter 5, including who needs to lead the initiative. Identified below are 5 particular key initiatives which are of real significance.

Key Strategic Initiatives	
Activation of the foreshore	Section 5.1a
Develop an all-encompassing visitor narrative	Section 5.1b
Plan, coordinate and collaborate to link with the Mornington and Bellarine Peninsulas	Section 5.2b
Determine the future of Fort Queenscliff (unlock the Fort)	Section 5.3a
Attract appropriate investment through zoning of Council land	Section 5.4b
Attract investment in aged care facilities and/or independent living units	Section 5.5e

Success in achieving the strategy requires all the initiatives to be implemented over time, with appropriate community and other consultations as required by Council and legislation.

Future

Some of the innovative and progressive changes and trends that are impacting the Victorian, Australian, and Global economies are highlighted within the Strategy (see Chapter 4) such as the digital age, transition to knowledge economy, an ageing Australia, the emergence of Asia, and the overall evolving visitor economy.

Due to these changes, and the availability of resources, expertise and knowledge capital, the responsibility of the implementation of the Strategy cannot solely fall to the Council. Business owners and the community will naturally make decisions about their own economies, be consulted

Economic Development Strategy

on the detail of major initiatives, and contribute expertise and knowledge that will enable the success of the Strategy. It is only through united collaboration and engagement together that implementation can be successful.

Finally, it is important to note that, as a five year strategy, the success of the EDS is dependent upon the sequencing of priorities, as there is no one immediate game-changing opportunity. It is the staggered implementation and measure of the success of these strategies over the appropriate time, which will enable the larger long term goal of a strong, stable and growing economy for the Borough.

1 Introduction

In March 2017 Deloitte was engaged by the Borough of Queenscliffe Council (the Council) to create an Economic Development Strategy (the Strategy) “to achieve a more diverse and vibrant local economy for the Borough of Queenscliffe (the Borough)”.

Inspired by the Borough’s Latin motto “statio tutissima nautis”, which translates as “the safest anchorage for seafarers”, the Borough’s vision for the future is that:

The Borough remains a safe haven defined by its unique heritage, rich culture and significant natural environment. It is a special and restorative place for an involved, caring community and our visitors.

Deloitte has been guided by the Tourism and Economic Development Advisory Committee (TEDAC) in the preparation, development and delivery of the Strategy. Specifically, the Strategy focuses on:

- Key economic opportunities and priorities for local government;
- Priorities for public investment;
- Opportunities in the Council for potential private investors; and,
- Recommendations for implementation including Council roles and monitoring

Particular emphasis is placed on sustainability where it may be defined as the ability to maintain a certain consistency or level successfully. For the Borough’s economy this means maintaining a consistent level of production, distribution, trade, consumption of goods and services, supply of money and the successful management of resources for the foreseeable future.

Additionally, in view of the establishment of the Strategy, it is done so with the benefit of the Borough’s stakeholders in mind; with stakeholders defined as an individual, group, or business that has an interest, concern, or may be affected by the implementation plan.

The Strategy will not solely be the responsibility of the Council, as business owners and the community will also make decisions that affect its success and implementation.

1.1 Process and Methodology

The development of this Strategy has been based on robust and comprehensive desktop research and stakeholder consultations.

Deloitte worked collaboratively with the Council throughout the process and stakeholder findings have been synthesised, tested and validated in order to ensure that common themes were developed, as opposed to individual views and perspectives.

The methodology used for the Strategy was a four-phase process implemented throughout 2017, with the outcomes of each phase creating a foundation for the next. The phases were as follows.

Phase one – Plan and prepare

- Set the foundation for project success:
 - Established the Project Reference Group, communication protocols and processes;
 - Overview of relevant documentation and data sharing.

Phase two – Research and analyse

- Understanding the Borough’s ‘current state’, challenges, issues, strengths and weaknesses:
 - A desktop and data review including a review of all previous documents and reports of relevance, in particular evaluations of any previous strategies;

- Analysed available regional datasets to determine the economic context within the area and its strengths and weaknesses.

Phase three – Consult and consider

- Understand and refine the regional priorities:
 - Interviewed key stakeholders;
 - Reviewed findings and analysed stakeholder discussions;
 - Understood how the Council’s priorities align with State and Federal Government priorities.

Phase four – Report

- Develop an economic strategy and communicate it in a succinct document:
 - Determined the key economic opportunities and priorities for local government;
 - Prepared a draft and a final report with recommendations for improvement.

Central to this Strategy was developing a holistic overview of the current and future alignment between the Borough and the broader economic development and tourism priorities for the G21 region and Victoria.

1.2 Guiding Principles

The Borough’s Economic Development Strategy has been created under the following set of guiding principles, designed to ensure sustainable, positive outcomes for the whole community, including business and residents.

For the economic development strategy to be successful it:

1. Needs to be **equally owned**, driven and monitored by business, community and the Council, not simply Council alone. To this end, the strategy aims to achieve positive outcomes for all three groups.
2. Needs to **maintain the character of place** by acknowledging its heritage and natural amenity, and adopt initiatives consistent with (or not to the detriment of) these core elements.
3. Must focus on using and **leveraging what the Borough already has**, sustainably and innovatively. This involves using the natural resources and physical infrastructure already in the Borough to the fullest potential without overuse, as well as enabling and facilitating new investment.
4. Must **encourage thriving, sustainable businesses** that in turn encourage further investment in the region to improve the service-offerings to residents and visitors.
5. Enacts well-considered initiatives based on the **benefits** they will provide to **the broader community** (rather than individuals or subgroups), while acknowledging that not all groups or individuals can always benefit equally.
6. Must **maintain a long-term approach** by acknowledging that things won’t happen overnight. Our strategy will focus on sustainable outcomes that are achievable and sustainable over time, rather than a short-term boost.
7. Must **optimise a connected approach** that leverages existing Borough of Queenscliffe council plans and strategies, as well as the plans of the broader Bellarine, Barwon, Greater Geelong region and the Mornington Peninsula region. This includes embracing greater connections within the region and recognising opportunities in neighbouring LGAs.

The Council boundaries were flagged on a number of occasions. The consultations overwhelmingly spoke of the **3225 community** and the Council see this as its ‘community of interest’. This has been reflected throughout this strategy.

2 Context and background

This chapter outlines the present and historical trends of 3225, highlighting council boundaries, present demographics, seasonality, and safety; as well as investigating deeper into the features of the Borough's economy such as employment, strengths, weaknesses, resources, and assets.

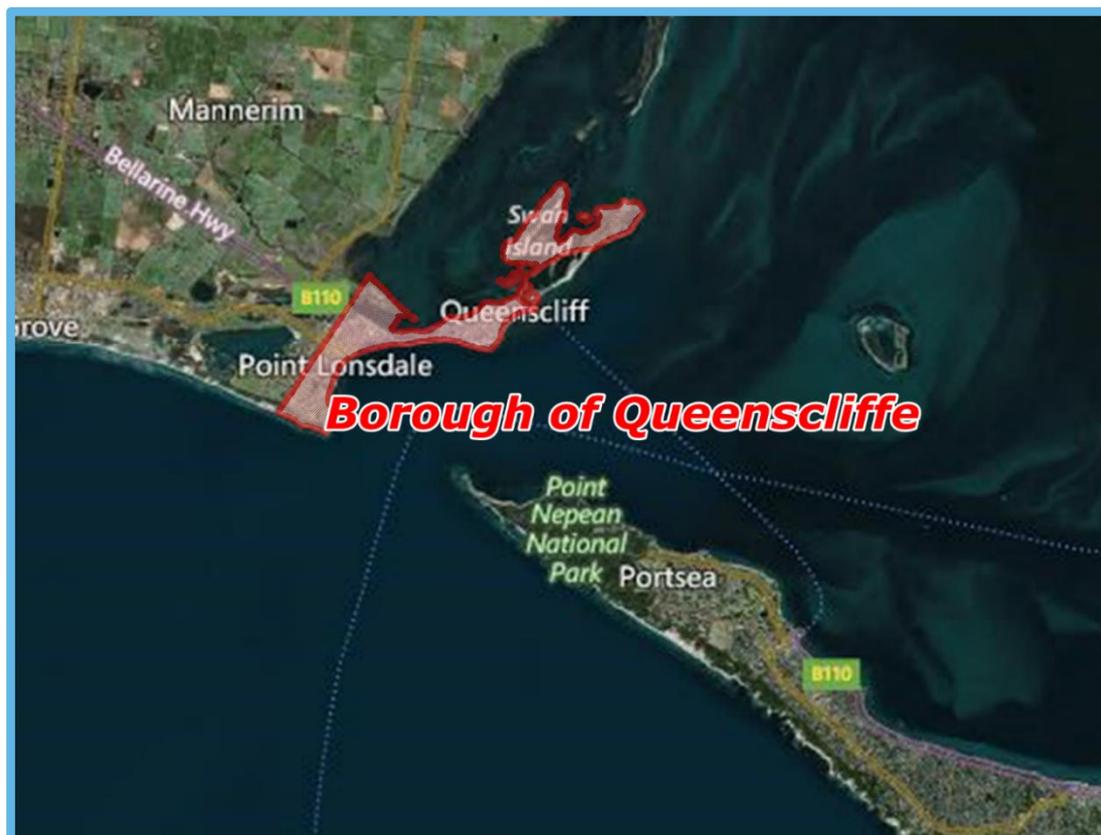
2.1 The boundary of the Borough

The Borough is the smallest municipality in Victoria. It is located 105km from Melbourne by road at the eastern tip of the Bellarine Peninsula, on one side of Port Phillip Heads. It is surrounded on three sides by Bass Strait, Port Phillip and Swan Bay and adjoins significant marine national parks and wetlands of international significance. The Borough is approximately 35 kilometres east of Central Geelong- its closest regional centre.

The small seaside towns of Queenscliff and Point Lonsdale, along with Swan Island form the Borough. It shares a land boundary with the City of Greater Geelong that runs along Fellows Road in Point Lonsdale.

Where possible, data is reported in this chapter at the postcode level, which includes all of Point Lonsdale. While around one-quarter of residents in this postcode live just outside the Borough, those citizens are an important element of the community and the local economy.

Map - The Borough



Assumption: Whilst there may be benefits to changing the current Council boundary there has been no decision to do so. Accordingly, the Economic Development Strategy will be based on the current boundary.

2.2 Demographic trends

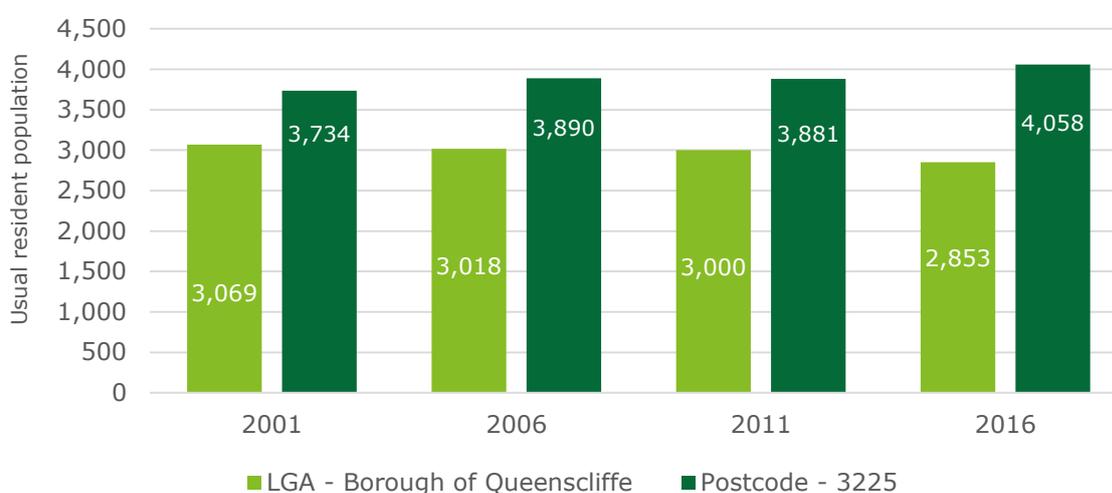
2.2.1 A shifting population

The population of the Borough of Queenscliffe has declined in recent years. Between 2001 and 2011 the population (year-round residents) fell by an estimated 69 people.

The latest census in 2016 indicates that the population fell sharply by 150 people (5%) between 2011 and 2016, most likely due to the relocation of Army personnel. Fort Queenscliff was previously an Army residence and, while it remains an operational base for the Department of Defence, the Army formally vacated the site in 2012. This decision to vacate resulted in lower utilisation of surrounding properties for Defence personnel and their families.

The population for the broader 3225 postcode however has been steadily increasing and grew by 4.5% between 2011 and 2016. This reflects ongoing housing development in Point Lonsdale, which is largely occurring on the North-West side of Fellows Road.

Usual Resident Population, the Borough (2001-2016)



Source: ABS Census of Population and Housing

In surrounding areas on the Bellarine Peninsula, population growth has been significantly higher over the past five years, reflecting the rate of new housing development in these areas.

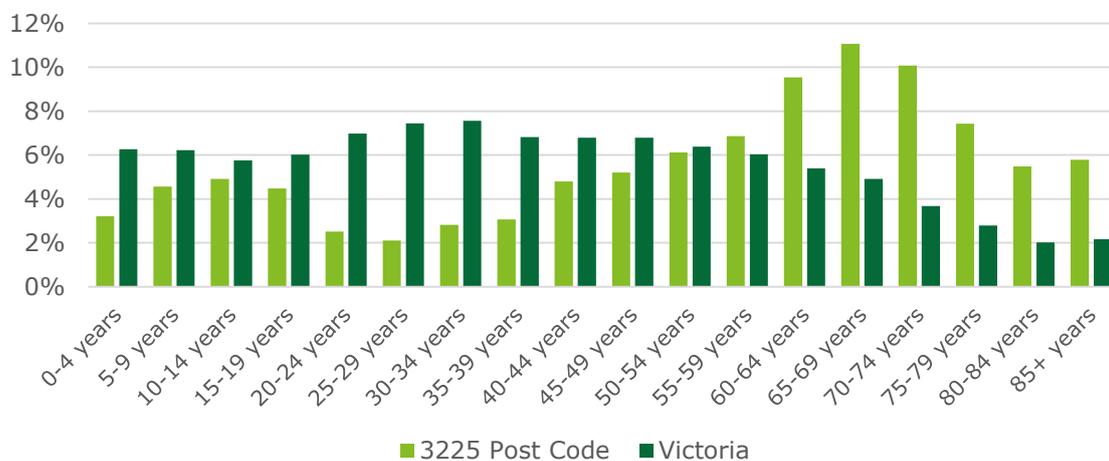
Population growth on the Bellarine Peninsula, 2016

Postcode	Area	Population change between 2011 and 2016
3225	Queenscliff and Point Lonsdale	+177 (5%)
3222	Drysdale and Clifton Springs	+2,624 (22%)
3223	Portarlington, Indented Head and St Leonards	+900 (14%)
3226	Ocean Grove	+1,600 (13%)

Source: ABS Census of Population and Housing

The Borough’s population is, on average, significantly older than the state average. According to the 2016 Census, the median age of the usual resident population in the 3225 postcode is 59 years, while the median for Victoria is 37 years. The proportion of people aged 65 years and over is 40%, compared to the state average of 16%.

The Borough age profile –2016 Census



Source: ABS 2016 Census of Population and Housing

As well as having an older population on average, the latest census data indicates that the community is ageing. In 2011 the median age of residents in 3225 was 54, indicating that the median age has risen by 5 years (to 59 years in 2016) since the previous census. In 2006, the median age was 51.

As one of the oldest communities in Victoria, and indeed Australia, the ageing population presents both constraints and opportunities for the Borough and the broader region, including:

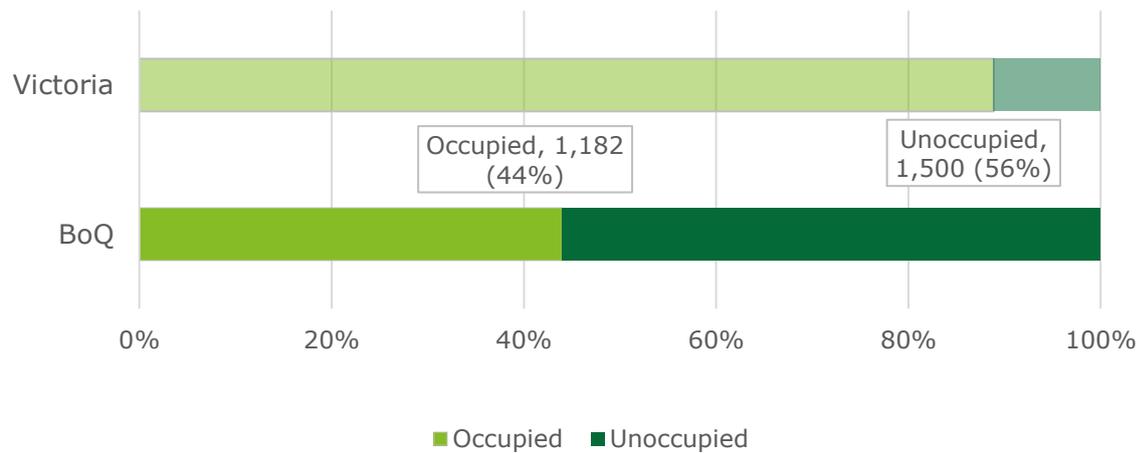
1. **Constraint** - the working-age population is significantly low, presenting a limitation on the growth of the local economy. Relative to the median age of Victorians, the 3225 postcode demonstrates a visible 'dip' in the age brackets between 20-24 and 35-39, which represents a significant limitation on the size of the working population.
2. **Opportunity** - as a safe and harmonised community, represented in section 2.2.3, the Borough presents an ideal location for citizens to relocate for retirement. As a result of this, employment in the disability and aged care sectors are growing over time, meaning that the Borough can position itself as a leading provider of disability and aged care services in the future.

2.2.2 Low year-round occupancy with seasonal peaks

At any given time of year, but particularly during non-holiday peak periods, the Borough has a relatively high percentage of vacant dwellings. The recently released 2016 Census data indicates that 56% of the Borough’s dwellings were unoccupied on Census night (August 9 2016). Notably, this figure excludes dwellings which are classified as 'visitor-only'.

This rate has been increasing over the last ten years. In 2011, 54% of dwellings were unoccupied, and in 2006 the equivalent figure was 50%.

Occupancy of Dwellings in Local Government Area



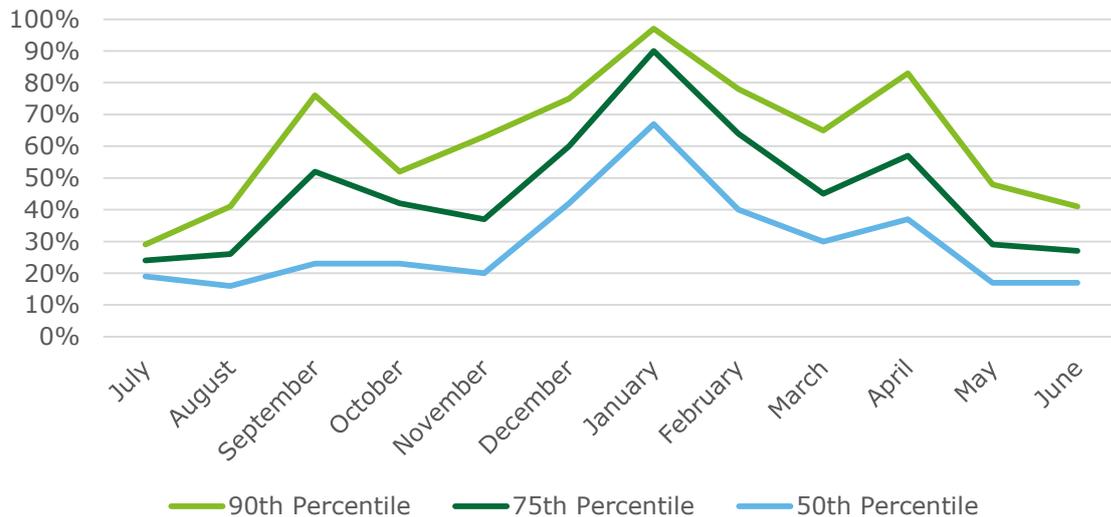
Source: ABS Census of Population and Housing

The occupancy rate for the 3225 postcode (47%) is slightly higher than it is for the Borough of Queenscliffe (44%), indicating that a greater proportion of properties located on the north-west side of Fellows Road are occupied year-round.

While occupancy of dwellings is low during non-peak periods, the Borough typically experiences large influxes over peak holiday periods (school holidays, long weekends). Over the peak tourist period the population of Queenscliff and Point Lonsdale townships increase by an estimated 316% and 383% respectively¹.

The chart below shows the percentage of homes occupied during particular months of the year (number of days occupied divided by the number of days listed) for all Airbnb listings. These are grouped by the frequency in which they are occupied – into the 90th, 75th and 50th percentiles.

Seasonal holiday rental occupancy (July 2016 to June 2017)



Source: AirDNA

¹ Source: Enterprise Geelong, Tourism and Major Events <http://enterprisegeelong.com.au/tourism-major-events#table3>

Having a large non-resident population, and seasonal population fluctuations, is not necessarily unique to the Borough. For non-metropolitan coastal areas, it can be relatively common and in some cases more pronounced. For instance, Lorne (postcode 3232) has an occupancy rate of 22% on its dwellings, down from 27.5% in 2006.

While not unique to the Borough, seasonal population trend has several implications on its local businesses and residents:

1. A large proportion of the rate-paying population for the Borough are not usual, or year-round residents.
2. The large number of empty dwellings can impact on community cohesion, wellbeing in the low season.
3. It poses a challenge for local businesses, as managing year-round cash flow becomes more challenging.
4. During peak periods, there is substantially greater pressure on services, facilities and infrastructure in the area.

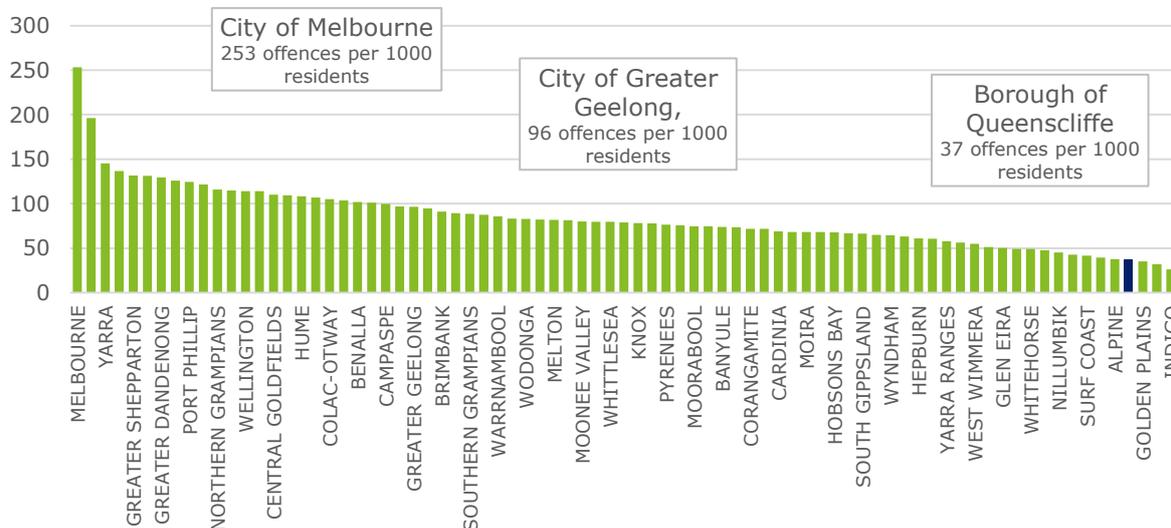
2.2.3 A safe community

The Borough has the fourth lowest crime rate of all Victorian LGAs making it one of the safest communities in the state. It is well below the Victorian average across the four major categories of crime (crimes against the person, crimes against property, drug offences and other crimes).

Compared to the Victorian average of 92.5%, 97.8% of Borough residents feel safe walking alone during the day. Over 78% of residents also feel safe walking alone after dark, which is significantly higher than the Victorian estimate of 55.1%².

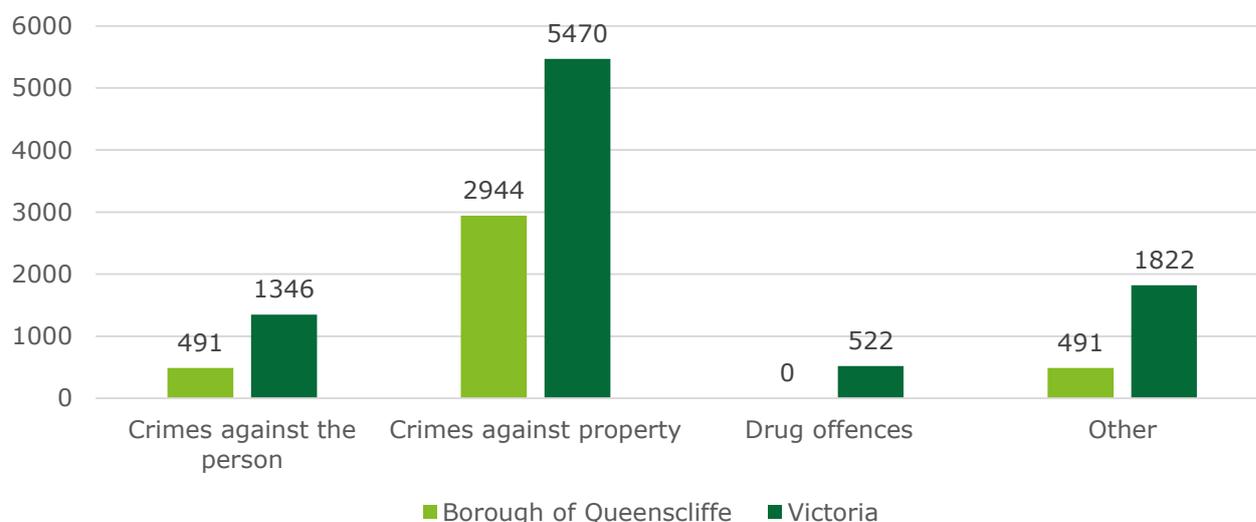
This data suggests that there may be value in promoting the Borough as an ideal and safe location for potential residents and businesses.

Reported criminal offences per capita ('000 people), year ending March 2017



² Source: VicHealth Indicators Survey 2015 Results, *Queenscliffe LGA Profile*

Crime Rates by type (per 100,000 population), year ending March 2017



Sources: Victorian Crime Statistics Agency LGA Data, ABS Census of Population and Housing

2.3 The Borough Economy

2.3.1 Small visitor-driven, highly seasonal, local economy

Reflecting its position as the smallest local government area in Victoria, the Borough has a relatively small local economy. In 2012, REMPLAN estimated that the Gross Regional Product of the local economy was around \$156 million³.

According to feedback received from a number of consultations the regional economy has a relatively large share of 'lifestyle' businesses whereby the primary focus of lifestyle business owners is not to maximise commercial gain through growth in size or profit, but to provide a foundation for enjoying or maintaining a particular lifestyle. While the number of lifestyle businesses can't be quantified, this is an important characteristic of the economy that reflects its older population profile and has been considered in this economic development strategy.

Activity in the Borough's economy is highly seasonal, reflecting the large population influx that occurs during peak periods. As such, the visitor economy is an important driver of the economy.

There is very limited publically available information on visitor numbers and expenditure specific to the Borough or the 3225 postcode. Tourism Research Australia (TRA) compiles *Tourism Profiles* for tourism regions across Australia. The Borough of Queenscliffe is included in the 'Geelong and the Bellarine' tourism region (which also encompasses the Greater Geelong, The Bellarine, Bannockburn and Golden Plains South).

The tourism profile for the Geelong and The Bellarine region in the year ending June 2016 outlines the following⁴:

Number of tourism businesses (2015):	2,379
Total domestic overnight visitors:	1.24 million
Total domestic daytrip visitors:	3.02 million
Average spend per trip (overnight/daytrip):	\$479 / \$88
Average spend per night (international/domestic):	\$105 / \$146
Total international visitors:	59,300
Top international visitor markets:	UK, New Zealand, China

³ Borough GRP estimates are no longer available on the REMPLAN G21 region profile.

⁴ Source: Tourism Greater Geelong and the Bellarine, *Travel to Geelong and the Bellarine factsheet*

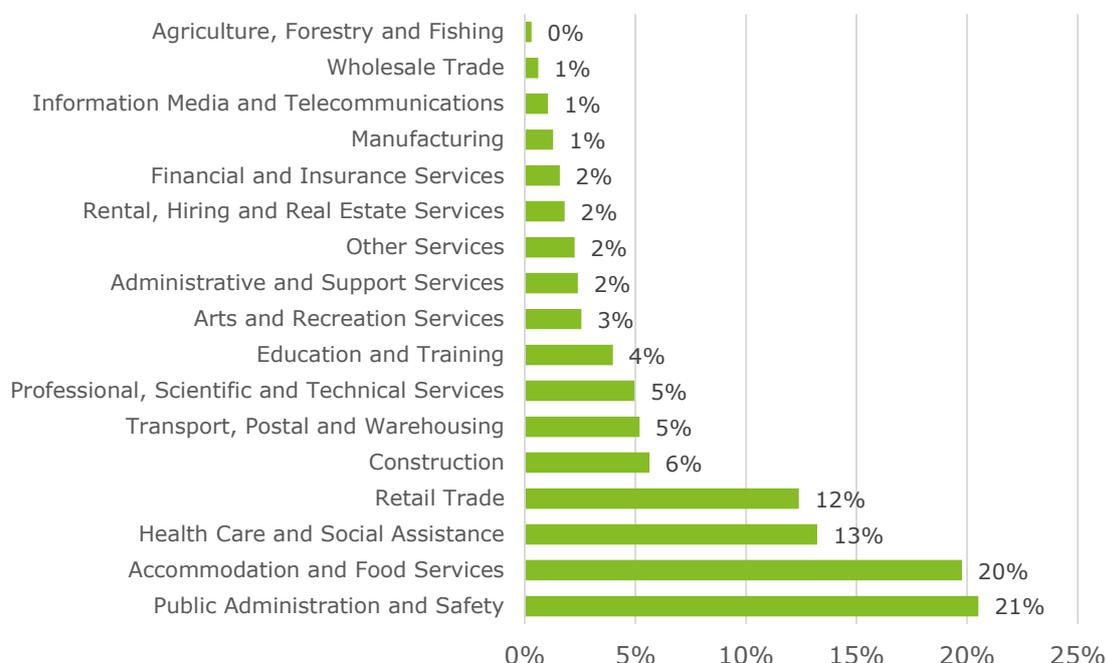
It is important to highlight that the Borough would likely represent a small share total visitation of the Geelong region (as defined by TRA). Therefore this data is not meaningful for informing decisions specifically surrounding the Borough visitor economy. One option to overcome this data gap would be for the Council and/or local business and organisations to collect visitor data on an ongoing basis. However, given that there are limited resources available to collect this data, and it is likely that it will fall below what would be considered a reliable sample size.

2.3.2 The economy’s structure

Overall most of the largest sectors of the Borough’s economy, in this case measured by the number of people that they employ⁵, are primarily focussed on servicing local residents and visitors. A summary of the main sectors is provided below, highlighting how the economy is structured and geared towards servicing visitors and locals. However, this has not always been the case, and might not be the case in future.

The employment figures outlined below relate to the 2011 ABS Census. Estimates of occupation and industry of employment will be released in October 2017.

Employment industry by place of work, The Borough, 2011



Source: ABS 2011 Census of Housing and Population

The largest sector by employment was **public administration and safety**. Within this sector, employment in Defence accounted for 52%. The changing role of Fort Queenscliff from an Army base to a Department of Defence site will likely result in a drop in employment share for this sector in the 2016 Census. As well as the Fort, this sector includes the Queenscliff Marine Research and Discovery Centre, which employs a number of Fisheries Victoria staff.

The **Hospitality sector** (accommodation and food services) which is largely geared towards the visitor economy, was the next largest sector, accounting for 20% of jobs in the Borough. Of this, around 61% work in food and beverage services (cafes, bars and restaurants), with the remaining 39% working in accommodation.

Health care and social assistance is a relatively large, and growing, sector in the Borough. Employment in this sector has grown over time, as it has across Victoria and Australia. The sector

⁵ Measured in terms of people that work in the Borough, rather than live there

accounted for 13% of jobs in the Borough in 2011. Within the sector, residential aged care services accounts for the largest share, ahead of medical & allied health services, and social assistance services.

Retail trade is the other notable sector in terms of its employment share. In 2011, the sector accounted for 12% of the Borough’s jobs. Within the sectors, the majority of jobs were in the retail sale of food, clothing and footwear, recreational goods or other store-based retailing.

2.3.3 Employment overview

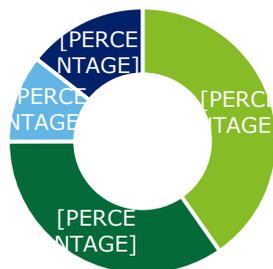
As at March 2017, the Borough’s unemployment rate was 2.9%, considerably lower than the current state unemployment rate of 6%.

Of the employed Borough residents, 42% work within the Borough and 34% within Greater Geelong. Conversely, of the 1,300 people working within the Borough, only 35% are local residents. Victoria-wide, it is not uncommon for people to live and work in different council areas, particularly when those areas are (geographically) small.

This supply of job opportunities (for residents) and labour (for businesses) from the neighbouring Geelong region highlights the importance of thriving neighbouring economies in enhancing the prosperity of the area. Both residents and businesses can benefit from economic activity or population growth in neighbouring economies, and in the case of the Borough, Greater Geelong is an important neighbouring economy.

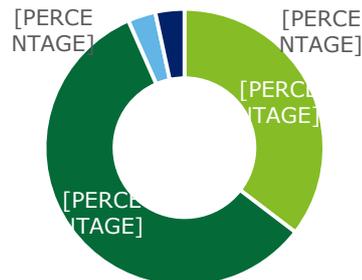
Journey to work information, the Borough, 2011

Where do citizens of the Borough work?



- Borough of Queenscliffe
- Greater Geelong
- Greater Melbourne
- Elsewhere / no fixed location

Where do workers in the Borough live?



- Borough of Queenscliffe
- Geelong
- Greater Melbourne
- Elsewhere

2.4 The relative strengths and weaknesses of the Borough

Using the socio-economic prosperity framework from Deloitte’s fifth ‘Building the Lucky Country’ publication – [The purpose of place: Reconsidered](#)– this section of the report examines the strengths and weaknesses of the Borough, in comparison to Victoria as a whole, across ten socio-economic themes. These socio-economic themes form the foundations that make for a flourishing place.

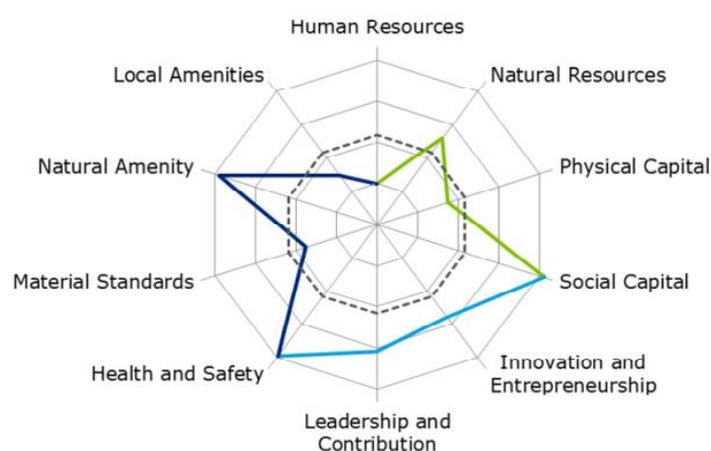
Places contribute more to human welfare than just material goods and services, as important as these are. Place is where people live their lives – where they grow up, make friends, raise families, play sports and join clubs. A flourishing place goes beyond satisfying the basic material needs, and promotes a sense of fulfilment and belonging.

The relative strengths and weaknesses of a place are determined under this framework by a set of 49 separate indicators (see Appendix G), including some of those already outlined in Chapter 3, that fall broadly under the ten themes outlined below. A place that ranks highly across these ten themes –is a flourishing place.

These ten socio-economic themes are split into three categories:

- The first three themes (denoted by **green** lines and text in the chart and table below) – Human Resources, Natural Resources and Physical Capital – are 'inputs'. They are the building blocks of prosperity in place.
- The next three (**light blue**) – Social Capital, Innovation and Entrepreneurship, and Leadership and Contribution – influence the effectiveness with which these inputs are applied, to make a place flourish. These are called 'boosters'.
- The final four (**dark blue**) – Material Standards, Health and Safety, Natural Amenity and Local Amenities – are 'outputs'. These are the things people care about; the things that make for flourishing places and prosperous lives.

The Chart below displays the strengths and weaknesses of the Borough, relative to the Victorian average, across these ten indicator themes. The dotted line represents the Victorian average and the bold, coloured line represents the deviation of the Borough from that average. The further the bold line extends to the edge of the 'web', the better the local area scores for that theme. If it extends beyond the dotted line, it is considered to be a relative strength. Conversely, where the Borough ranks poorly relative to the State, the line is closer to the centre. If within the dotted line, the factor is a relative weakness.



Ten socio-economic themes

Inputs	Human Resources	The potential of the people living in a region, as measured by factors such as education level and workforce participation.
	Natural Resources	The endowed natural wealth of an area, such as rainfall, and mineral, forestry and fishery stock.
	Physical Capital	The infrastructure required for prosperity in a region, such as proximity to airports and highways and the quality of broadband internet.
Boosters	Social Capital	The social connectedness of people living in a region, which is captured through measures such as their volunteering rates and the level of inequality in an area.
	Innovation and Entrepreneurship	The propensity a region has for innovation and their willingness to take risks, which can be measured through business innovation and business ownership.
	Leadership and contribution	The capacity and willingness for people living in a region to lead and collaborate, which is measured through their

		leadership capacity and voting rates.
Outputs	Material Standards	These are standard measures of economic wellbeing, such as the unemployment rate and household income.
	Health and Safety	Measures of physical, mental and emotional wellbeing, as measured by factors such as the crime rate and rates of health risks.
	Natural amenity	The surrounding environmental potential of a region, such as its proximity to natural conservation and coastal proximity.
	Local amenities	The convenience and accessibility of the region in meeting everyday needs such as its financial and retail services.

The most notable strengths and weaknesses of the Borough are outlined below. The chart below demonstrates that, of these three categories, the Borough has strong boosters.

Strengths

1. **Natural amenity** – The Borough is located at the eastern tip of the Bellarine Peninsula and forms one side of Port Phillip Heads. The area has significant marine national parks and wetlands of international significance and generally pleasant views.
2. **Health and Safety** – The Borough is a safe place – its citizens enjoy low levels of crime in their community, and typically lead safe and healthy lives with significant opportunity for sport and leisure activities.
3. **Social capital** – The Borough is also high in social capital – its social connections make for a strong local community. Its citizens give and receive support from one another. Heritage has always and will continue to be a vital part of the visitor economy in Queenscliff.
4. **Leadership and contribution** – The Borough has strong leadership in its community. This comes across in the local businesses, sporting and community groups and citizens.
5. **Innovation and Entrepreneurship** – Compared with the rest of Victoria, the Borough has a large share of business-owners. Residents derive a relatively large share of their income from their own businesses, rather than from an employer.

Weaknesses:

1. **Human resources** – The region's working-age permanent population is small. While the education levels and skills of the local population are relatively high, businesses in the region typically have to look beyond the Borough to fill positions.
2. **Local amenities** – A product of the region's relatively smaller population during off-peak seasons, the local amenity of the region (activity centres, shops and local services) is lower than average.
3. **Material Standards** – The Borough has relatively high property prices. However, its large relative non-working population means that average income is below the state average. ABS SEIFA⁶ data suggests that sections of the community experience some socio-economic disadvantage.

2.5 The Borough's natural and built assets and attractions

As an existing tourist destination, it is necessary to highlight the pre-existing natural and built assets and attractions available to the Boroughs residents and visitors. Utilising and leveraging what the Borough already has available, as discussed in principle three, prevents over development and allows for investment to build and maximise on the features that make the Borough the destination that it is for all stakeholders.

⁶ Socio Economic Indexes for Areas

By identifying the signature assets in the list below, the character of the Borough can be understood and therefore maintained and considered in the implementation of the Strategy, as discussed in guiding principle two. This list, however, is non-exhaustive with the Borough’s offering extending to a wide range of local food, wine, arts, culture, and specialty stores and venues.

2.5.1 Fort Queenscliff

Built in 1861, Fort Queenscliff was built to defend the entrance to Port Phillip and house a garrison of 200. Soon after establishment the fort became the headquarters for the defence of the port during both World War I and World War II.

After World War II the Fort became the location for the Army Command and Staff College before the college was moved to Canberra in 2000.

Since 1982 the Fort Queenscliff museum has been used to raise and maintain the original artillery, equipment, and fortifications of the Fort with the aim of preserving its history as a defender of Melbourne.

The potential of Fort Queenscliff lies in: the unique layers of history and heritage; its vantage point over Port Phillip; and its location within the historic town of Queenscliff; as well as the diverse and distinctive buildings and spaces that the Fort offers for visitor experiences. The extraordinary assemblage of natural and historic heritage, colonial buildings, maritime infrastructure and outstanding views presents a unique opportunity to transform Fort Queenscliff into one of Australia’s premier tourism destinations.

In response to the site’s visitor economy potential and the reduction in its operational use by the Department of Defence, the Council commissioned the preparation of the ‘Fort Queenscliff Precinct Tourism Master Plan’ in 2014. The vision for the Fort in the masterplan is:

Fort Queenscliff will become an iconic stage for world class cultural experiences, set within Australia’s largest and best preserved 19th century fortifications, built upon the iconic cliff top entrance to Port Phillip – a place to explore, learn, remember and enjoy.

Key Features	
Distance from Town Centre	<ul style="list-style-type: none"> 650 m
Recognition	<ul style="list-style-type: none"> Recognised by the Department of Defence as a part of Australian defence history Won ‘Museum of the Year’ award for Victoria in 1983
Current Use	<ul style="list-style-type: none"> Museum Historical and Educational Guided Tours
Potential Activation	<ul style="list-style-type: none"> Accommodation Visitor experience such as Sovereign Hill University
Trip Advisor Stars	<ul style="list-style-type: none"> 4.5 out of 134 reviews
Council Branch	<ul style="list-style-type: none"> Arts & Culture

2.5.2 Foreshore

The Borough foreshore includes the natural reserves spread across the bayside and surf beaches between Queenscliff and Point Lonsdale.

These reserves include native flora and fauna as well as dunes and lighthouses used by both locals and tourists.

Key Features	
Planned Future	<ul style="list-style-type: none"> Maintenance of the natural values with the addition of complementary infrastructure and recreational potential
Council Branch	<ul style="list-style-type: none"> Coastal Land Management

The state and local government are identified as responsible for the maintenance and preservation of the shoreline. In 2006, a forward planning coastal management plan was established to assist the Council in capitalising on and utilising the natural strengths of its shoreline for the prospective future.

2.5.3 Bellarine Railway

After the development of the Fort the need for a connecting railway between Geelong and Queenscliff arose resulting in the construction of the Bellarine Railway in 1879.

After 97 years in operation the railway as a passenger and goods transport service was closed as part of a state wide reduction in country train line services.

Today, the railway is operated as an incorporated body, maintained by active volunteers, and provides fee for service rides and experiences on what is now a closed, private track.

Both mid-week and weekend heritage steam trains are a popular experience, but limited funding means essential maintenance only is carried out, restricting some services previously run.

The Blues Train is one of the most popular experiences leveraging the service, drawing in 8,000 visitors per year to the Borough and even at times having a waiting list. The popularity of the Blues Train can be attributed to its ability to create a unique experience and implement a successful marketing strategy that attracts visitors from local and metro Melbourne markets. Additionally the Blues Train has leveraged strong collaboration with Beacon Resort to help create an easy end-to-end experience for its customers.

Thomas the Tank engine weekends conducted by Bellarine Railway are significant drawcards, and form part of the official Thomas the Tank engine franchise arrangements, so again are professionally and systematically marketed. These are yet to be coordinated with to leverage other school holiday experiences within the Borough and broader Bellarine.

A new rail attraction, The Q Train, will commence operation in Spring 2017 offering a gourmet dining experience running from Queenscliff to Drysdale four times a week.

Key Features	
Size	<ul style="list-style-type: none"> 33.8 kms long
Distance from Town Centre	<ul style="list-style-type: none"> 500 m
Current Use	<ul style="list-style-type: none"> Privately Owned and Operated by 50 active volunteers and 3 employees
Popular Attractions	<ul style="list-style-type: none"> Historical train rides weekends Blues Train Thomas the Tank Engine Days Bellarine Rail Trail Q Train "drive a train" experiences
Potential Further Activation	<ul style="list-style-type: none"> Mid week services restored Wine and dining experiences Pairing with businesses and infrastructure to develop visitor experience and community impact Collaboration with City of Greater Geelong and Tourism Greater Geelong and the Bellarine
Trip Advisor Stars	<ul style="list-style-type: none"> 4.5 out of 78 reviews

2.5.4 Vantage Points and Viewscapes

As a branch into the bay, the Borough’s extensive ocean and bay frontages provides far reaching scenic views spanning from Point Lonsdale up to Swan Bay and return via the north side of Queenscliff.

Recognised by the popularity of the ‘Bellarine Rail Trail’ and visitor review articles titled ‘Riding through the beauty of Queenscliff’, the importance of the views along the coast and experiential platform they provide to visitors and residents, cycling, and walking enthusiasts play an important role in the brand of Queenscliff.

Key Features	
Key Experiences	<ul style="list-style-type: none"> • Seaside pathway from Queenscliff to Point Lonsdale • Swan Bay – Queenscliff loop of paths • Ferry to Fort pathways • 34km ride from Drysdale to Queenscliff (Bellarine Rail Trail)
Potential Activation	<ul style="list-style-type: none"> • Further path links to create a seamless view and extend visitor stay/spend. • Viewscape experiences linking digital, historical and real.

Although work has been done in a number of areas, and Destination Queenscliff will provide for more, there is still further investment needed before there is a single seamless pathway that enables the full viewscape to be experienced by people of all ages and all abilities, and road cycles.

2.5.5 Searoad Ferry

Operating since 1987, the ferry links Sorrento and Queenscliff and enables tourists to travel between the heads of Port Phillip.

The ferry departs both Queenscliff and Sorrento hourly from 7am until 6pm every day, with extra services operating during the coastal busy season.

The Ferry currently offers package deals with select local food and wine venues as well as the Bellarine Railway and Curlewis Golf Club to provide an enhanced visitor experience for tourists.

In August 2017, a \$35 million plan to upgrade the ferry precincts for both the Borough and Sorrento were unveiled with development plans lodged with the Borough of Queenscliffe.

Key Features	
Size	<ul style="list-style-type: none"> • Ferry - 5.6 nautical miles (40 minutes)
Distance from Town Centre	<ul style="list-style-type: none"> • 1.1 km
Recognition	<ul style="list-style-type: none"> • Victorian Tourism Awards 2013,2014,2015 • 2015 Australian Tourism Award
Current Use	<ul style="list-style-type: none"> • Regular ferry link between Queenscliff and Sorrento
Potential Use	<ul style="list-style-type: none"> • Continued pairing and packaging with other experiences in the Borough
Trip Advisor Stars	<ul style="list-style-type: none"> • 4.5 out of 532 reviews

2.5.6 Festivals

The Borough hosts both the Queenscliff Literary Festival and the Queenscliff Music Festival, with the latter being renowned for festival grounds with seaside views since 1997.

Supported by volunteers, the Queenscliff Music Festival is recognised as playing a pivotal role in the community, with each attendee spending an average of \$232 during the two day festival.

Additionally, the Queenscliff Literary Festival also holds events that are sold out and renowned for the experience it provides visitors. This festival has been in operation since 2015 and holds various events across the month of May while being facilitated and supported by the Council.

Whilst not yet festivals as such, there are a number of signature weekends which significantly enhance high yield visitations including the Queenscliff Rod Run, Queenscliffe Bricks, the Bellarine Lighthouse Film Festival and the Melbourne Cup weekend.

Key Features	
Size	<ul style="list-style-type: none"> Queenscliff Music Festival - Approximately 20,000 people attend annually
Recognition	<ul style="list-style-type: none"> Inductee Tourism Victoria Hall of Fame Official Regional Victoria Hallmark Event Received title of 'Most Significant Festival and Event' from Australian Tourism

2.5.7 Port Phillip

As a coastal town on the perimeter of Port Phillip, Queenscliff offers a range of aquatic activities.

These activities include dolphin and whale watching, bird watching and eco boat tours of Queenscliff's marine wildlife, the ocean, and the history of the Port Phillip. The Marine and Freshwater Discovery Centre is a prominent site for these education and eco-tourism services.

Key Features	
Key Experiences	<ul style="list-style-type: none"> Dolphin and Whale Watching Bird Watching Eco Boat Tours Fishing Charters Pier Fishing Scuba Diving Snorkeling
Recognition	<ul style="list-style-type: none"> 2012 Victorian Tourism Award for South Bay Eco Adventures

Recreational fishing as an individual, or part of a fishing charter, also occurs on Queenscliff's shores, where educational or sport fishing tours are available year round. Highlights include Gummy Shark, Barracuda and Salmon catches.

The Queenscliff Dive Centre previously offered snorkelling, scuba-diving, wreck-diving, and night-diving experiences for beginner to advanced divers as well as school aged children. However, as of April 2017, Dive Victoria are currently not operating, leaving very few experiential offerings related to what is a world class experiential opportunity.

2.5.8 Queenscliff Harbour

The port of the Searoad Ferry, and a popular Queenscliff tourist spot, is the Queenscliff Harbour.

The Queenscliff Harbour hosts marine services such as boat mooring, refuelling and mechanical works as well as boat hire for residents and visitors to Queenscliff's waterfront.

The harbour also offers the Harbour Village, hosting a variety of restaurants, retail outlets, hairdressers and day spas as well as the 42 meter observation tower looking out across the port.

The Queenscliffe Maritime Museum is also available to visit at the harbour providing a view and awareness of the historical importance of Queenscliff and surrounds.

Key Features	
Key Experiences	<ul style="list-style-type: none">• Dolphin and Whale Watching• Bird Watching• Eco Boat Tours• Fishing Charters• Pier Fishing• Scuba Diving• Snorkeling
Recognition	<ul style="list-style-type: none">• 2012 Victorian Tourism Award for South Bay Eco Adventures

3 Contextual Elements: Challenge and Opportunity

There are a number of significant contextual elements that have been considered in developing this Strategy. Whilst these are unique to the context of an Economic Development Strategy for the Borough, they are also commonly seen in the experience of others in regional Australia and more frequently resemble challenges rather than opportunity.

This list of contextual elements is key to understanding the opportunities and challenges that the Strategy needs to address. It has been identified and evolved throughout the stakeholder consultation process.

1. The relatively small size and the peaceful village atmosphere is undoubtedly more opportunity than challenge when looking to the future. But **the Borough is not an island and cannot see itself as such**. Proactive, managed economic activity is the key to not just preserving the past but also enabling the future. This approach will provide opportunities for the businesses that are as core to the community as residents, and support future employment opportunities.
2. The Borough is too small to incentivise new industry at scale and so needs to target specific opportunities that **leverage neighbouring industries**.
3. It is **difficult to diversify small economies** and the Borough is one of the smallest LGAs in Australia, as noted in section 2.3.1.
4. The Council boundaries are often discussed and were seen by some as core to this strategy however the majority of stakeholders were not of this view. The consultations overwhelmingly spoke of the **3225 community** and the Council see this as its 'community of interest'. This has been reflected throughout this strategy.
5. The **strong population distribution**, as discussed in section 2.2.1, with particular emphasis on the large numbers of baby boomers residing in the Borough must be considered when reviewing who will make up the Borough's committees, CFA, council, and community in the years to come. This enhances the need for collaboration and efficiency between emerging and current age groups.
6. The Borough of Queenscliff does not yet have a **common, shared, compelling narrative** to attract visitors and promote a strong year-round visitor economy. Previous efforts in developing this have not been thorough and inclusive, and so have not been successful.
7. **Whilst overall visitation is strong, albeit seasonal**, the expenditure or 'yield' of each visitor is perceived to be low, noting there is no comprehensive measurement of this, see section 2.2.2.
8. There is a **fractured retail and hospitality landscape** between three small locations (Hesse St, Point Lonsdale, and Queenscliff Harbour). While this will not change, further fragmentation should not be allowed to occur.
9. **The Fort** is both an opportunity and a challenge. The Council is leading a process to determine the optimal use for this unique facility, which is expected to take at least two years.
10. The current opportunities for Queenscliff's **grand hotels** that will provide sustainable return on investment are not clear.
11. **Rents and rates** in 3225 present a challenge in that they are set by the local and state government, calculated by land value as opposed to commercial return.
12. The **planning overlays are complex** and must be respected: developing and implementing innovative opportunities needs to be simplified and resourced in this context. Within this, the role of Council (limited in both capacity and capability given the small rate

Economic Development Strategy

base) is key to the success of the community as well as this strategy, and so is addressed in detail in Chapter 6.

4 2025 – A different world

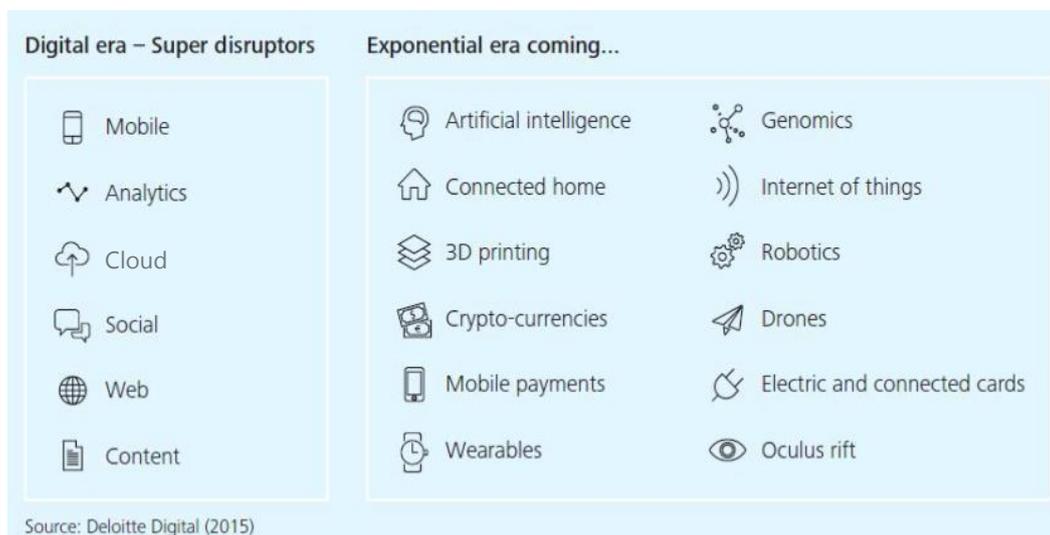
This chapter outlines some innovative and progressive changes and trends that are impacting on the Victorian, Australian and global economies, and the impact that these are likely on to have on the Borough by 2025. By better understanding the future and opportunities that will be present, we can better position the Borough to take advantage of these and move in the same direction in which the global economy is heading.

**“If I had asked people what they wanted...
... they would have said: faster horses”**

Henry Ford

4.1 The digital age is just beginning

Currently we are in the digital era and some super disruptors have included mobile, cloud and web content. By 2025, the exponential era will be upon us and a whole new form of disruption will create both challenges and opportunities.



Some of the key points of change we can expect to see in 2025 include:

1. Every ten year cycle brings 10x the connected devices. It is estimated that there will be 1 trillion connected computer devices by 2025.
2. Centralisation of services into 1 mobile application to allow greater efficiency, similar to what is already happening in China with WeChat.
3. Low level admin jobs are expected to be automated which allows employees to advance their skill sets in experiential roles. E.g. If auto check-in is available at accommodation, businesses can employ an 'experience management' team.

4. Provision of free media (photos & videos) from the visitor economy that encourages customers to share online with social connections will be the way marketing is conducted. In some areas, this form of marketing has already begun.
5. Mobile smart phones will be the central point of identification, payment and information for all; paper forms will be completely obsolete.
6. Internet of Things (IoT) - The interconnection via the Internet of computing devices embedded in everyday objects, enabling them to send and receive data. From an enterprise perspective, IoT allows businesses to harness the power of monitoring, tracking and reporting.

What might this mean for the Borough's economy?

1. Without a doubt telecommuting will be increasingly enabled and common. The Borough can position itself to the knowledge economy as being the best place for both individuals and for small-scale trials. This could include those seeking new energy options as well as new community digital opportunities i.e. data and analytics sharing.
2. The opportunity to position itself as the trial site for technology interfaces for older Australians. With a high level of older Australians and with a contained measureable population, the opportunity is for the Borough to enable and facilitate engagement with companies seeking to pilot or demonstrate benefits from the application of technology for older Australians.
3. The Council should be looking to technology including AI to enable more staff effort into higher value activity supporting the enablement and facilitation of the strategy

4.2 Transition to a knowledge economy

Over time, technological changes (such as those outlined above in section 4.1) mean that there is an increasing demand for a more knowledgeable workforce. This change is often referred to as the transition towards a 'knowledge economy'.

The knowledge economy demands workers who have embodied knowledge in the form of greater levels of human capital. These 'knowledge workers' are the managers, administrators, professionals, designers and innovators that will drive the future economy and be increasingly demanded by the labour market in the future.

What might this mean for the Borough's economy?

For the Borough, this trend is having, and will continue to have, a profound impact on its residents and workers. In particular, the transition towards a knowledge economy will see a greater need for knowledge workers and businesses to be connected such that they can utilise and access their human capital.

4.3 An ageing Australia

The second megatrend relates to Australia's ageing population.

The ageing of Australia's population will continue into the foreseeable future, reinforced by longer life expectancies and a birth rate below the historical average (both of which are consistent with other developed economies). This will result in a lower proportion of Australians participating in the workforce, in turn increasing the dependency ratio, and additional demand for the healthcare system.

As outlined in a 2016 Deloitte Access Economics' 2016 report to Infrastructure Victoria⁷, the State faces an infrastructure challenge in ensuring that there is enough suitable accommodation in the communities where they are needed, including smaller dwellings (units and apartments), aged care facilities and assisted living communities. Recognising that moving homes is costly but moving areas is even more costly, facilitating better allocation of housing by providing people with

⁷ Deloitte Access Economics 2016, The Current and Future State of Victoria: a Macro Perspective, a report for Infrastructure Victoria

more choice around downsizing homes within their communities will lower the cost and burden on individuals and the community.

What might this mean for the Borough’s economy?

Given the relatively older age profile of the Borough of Queenscliffe, this trend is particularly pertinent. The Borough’s unique size and character, together with its natural assets, such as its viewsapes and beaches, can and do attract an ageing demographic to retire and move to the Borough. However, with limited capacity in aged care facilities nearby, older residents are forced to move away when the time comes for additional care. Providing suitable accommodation options over the next ten years will not only provide employment opportunities for health and aged care, but provide more suitable accommodation options for its existing residents in future.

Similar to the ‘Star of the Sea’ retirement village in Torquay, a quality aged care living complex that provides various levels of care would present significant economic opportunities for the Borough.

4.4 The emergence of Asia

“The global economic centre of gravity has shifted towards Asia. The Asian region is the fastest growing in the world and has been a significant driver of global economic growth. In the next decade, the Asian region is expected to account for nearly half of the world’s economic output.”

Source: Deloitte – Voice of Asia, May 2017

This megatrend is impacting, and will continue to impact, Australia’s visitor economy. China is rapidly approaching New Zealand to become Australia’s single largest tourism market, while smaller Asian markets are also growing rapidly. As outlined in the following section, Victoria’s visitor economy strategy outlines the priorities for the next 5-10 years – one of which is improving the experience for Asian customers.

In a recent publication by Tourism Research Australia, 82% of Chinese visitors travelled to Victoria for a holiday, this figure is expected to increase by 149% by 2025. In a similar study conducted by the same organisation, it was found that 63% of Chinese visitors were aged between 30-44, were well travelled, and looking to fulfill the classic Australia bucket-list items such as seeing the popular sites, experiencing Australian nature, viewsapes, and wildlife, and famous Australian food and wine.

What might this mean for the Borough’s economy?

As a visitor-driven economy, the emergence of Asia will increasingly impact the Borough over the next ten years. This trend is further explored below in section 4.5

4.5 The evolving visitor economy

In July 2016, the Victorian Government released a report titled ‘Victorian Visitor Economy Strategy’. Within this report it nominated nine priorities for the Victorian Visitor Economy and listed the aspirational 2025 outcomes. Using these priorities and outcomes as a basis we can see that the Borough is well placed to take advantage of the opportunities that exist heading into the future.

Priority	2025 aspiration	What might this mean for the Borough’s economy?
1. More private sector investment	Significant private sector investment in visitor attractions and accommodation.	Investment facilitated to deliver better visitor experiences at identified priority visitor attractions. E.g. Fort Queenscliff.
2. Build on the potential of Borough	The Borough has a more diverse product offering and is attracting more visitors who are staying longer.	Increased visitation and expenditure within the Borough.

Priority	2025 aspiration	What might this mean for the Borough's economy?
3. Improved branding and marketing	The Borough has a clear and consistent strategy that influences people's choice to travel here. There is understanding and ownership from industry and by the Council about how this strategy is used and communicated to target markets.	<ul style="list-style-type: none"> Marketing activity targets all major visitor segments (leisure, visiting friends and relatives, business, education) and furthers the objectives of this Strategy. Consistent application of branding across all relevant events.
4. Maximise the benefits of events	The Borough has a program of events that covers sporting, business, artistic and cultural activities throughout the year, and the community is maximising the flow on benefits from these events.	<ul style="list-style-type: none"> More diverse and balanced program of events in the region. Increased overnight stays and regional dispersal associated with locally supported events. <p>See section 5.2.4</p>
5. Improved experiences for visitors from Asia	The Borough is attracting a growing number of visitors from high growth markets including China, India, and Indonesia, and other Asian countries, and our products and experiences meet the needs and expectations of these markets.	<ul style="list-style-type: none"> More Asian visitors coming to Borough who are staying longer. Experience of visitors from Asia to Borough will improve.
6. Better tourism infrastructure	Significant improvements in tourism infrastructure at key attractions is delivering a better visitor experience.	<ul style="list-style-type: none"> Leverage Government spend on Avalon and in rail Visitors staying longer and spending more.
7. Improved access into and around Borough	Visitors from key international markets have convenient air access to Melbourne with more direct international flights, and have a range of options to safely and easily access the Borough.	<ul style="list-style-type: none"> More direct international flights to Melbourne. Improved access to key visitor attractions.
8. A skilled and capable sector	There are better training opportunities and career pathways for workers, and businesses have the skills and capabilities they need to succeed in a more globally competitive environment.	<ul style="list-style-type: none"> Attract skilled business operators to the Borough and encourage training and development for the key diversification opportunities
9. More effective coordination	The Borough has an integrated approach to policy, marketing and investment with a shared understanding across industry and the Council about the priorities to grow the visitor economy.	<ul style="list-style-type: none"> Regular and transparent reporting to industry and stakeholders about progress in delivering this Strategy. Increased participation by industry in the development of the visitor economy.

In 'Victoria's 2020 Tourism Strategy' published in July 2013, the State Government and Tourism Victoria noted that the trend of looking for an experience that was unique and different is the primary driver for visitation. Particular experiences such as Spa and Wellbeing, Food and Wine, and Nature Based were the top three categories, with Victoria selecting Daylesford, Yarra Valley, and Great Ocean Road, to represent each respectively as an allocated theme and base narrative.

For the Borough, this means that the application of a 'Nature Based' visitation strength that is acknowledged state-wide can be leveraged as a strength to unify the visitor experience as opposed to competing with Daylesford or the Yarra Valley in the same market area or unintentionally clashing with the offering of close neighbours.

5 Strategy

This chapter details the five pillars of the economic development strategy.

In accordance with Guiding Principle 1 (see Section 1.2), the strategy needs to be equally owned, driven and monitored by business, community and Council, not the latter alone.

To this end, the strategy is best considered as five interlinked pillars supported with the view to capturing the opportunities and managing the challenges and limitations identified. The five pillars are supported by three key enablers, noting no one pillar or enabler is more important than any other.



Each pillar constitutes a series of initiatives that will help the Borough to develop a more vibrant, sustainable and/or year-round local economy, some of which have already been included in the Borough of Queenscliffe 2017-2021 Council Plan.

Many of these actions impact more than one pillar, but are described only once under the most relevant and impactful pillar for simplicity. Similarly, the responsibility for these Strategies does not and cannot solely rest with Council. All stakeholders (particularly business, including individual businesses and both formal and informal business groups) have a role, and in some cases a lead role.

5.1 Pillar 1: Increase sustainable yield in the visitor economy

Why this is important

Underpinning the attractions and visitation of the Borough is the natural amenity. Whilst there are many opportunities as described in this document, to ensure the natural amenity is preserved and any opportunity is sustainable, requires a focus on a higher yield rather than simply more volume.

Further, the local infrastructure of Point Lonsdale cannot handle significantly more visitors in peak periods – particularly during the summer holiday period - without negatively impacting on the community, the visitor experience and the area’s natural amenity.

However, this peak period only represents a short period of the year - indicating that there is significant upside in attracting more visitors during non-peak season – and Queenscliff itself is not yet at capacity in peak periods even.

Meanwhile, there are opportunities to capture more yield from every visitor that passes through the Borough, particularly those that are not staying or only passing through for the use of the ferry. Currently the limited available data and anecdotal evidence shows clearly that too many visitors pass through rather than pause, experience and spend.

Whilst quality data is not available on the ‘visiting friends and relatives’ sub sector, anecdotal evidence is that there is also significant scope to increase yield within the 3225 area from this group of visitors.

Therefore, the first pillar of the strategy involves increasing the sustainable yield on existing amenity and assets, through increasing the opportunities of overall visitor experiences expenditure. Experiences contribute to increased spend, increasing the length of stay and money spent locally, and by increasing off-peak visitation.

In increasing yield sustainably, it is important to understand the role of new investment as well. Targeted, new private investment is key to optimal use of the natural amenity and existing infrastructure which will increase yield.

The benefit

Importantly, increasing sustainable yield in the visitor economy will have positive impacts on local business and the economy as a whole, creating more certainty surrounding cash flow and future profitability, providing a better experience for visiting friends and relatives, and improving the business offering and employment potential for locals. During consultations there were no evidence-based arguments provided against this approach.

Strategies

- a. **Activate and Masterplan the Queenscliff Foreshore** – This involves reclaiming the foreshore in Queenscliff and positioning it as a family-friendly beachside to near and far visitors. Accessible immediately from the ferry by foot and with ample parking, but overgrown in some areas, activation is the first step before master planning and can be done in collaboration between Council and Parks Victoria. Council controlled foreshore should be the first place activated as council is the controlling body and could undertake this straight away, using local businesses. As soon as practical, the whole foreshore should be opened up and made fully accessible.

This activation should then be followed by master planning to provide scope for other appropriate opportunities for the private sector, which could include sea baths and or other experiential enabling infrastructure. This would help to promote a health/wellness environment, drive the ‘Boomer’ opportunity (see below) and be consistent with any narrative (see below) and local values. It would also enhance the experience of the ‘viewscape’, currently a focus of investment.

Lead	Level of Importance	Anticipated timeframe
Council	High	1 – 5 years

b. **Develop an all-encompassing visitor narrative** – According to feedback received during consultations, there is no single, all-encompassing narrative for the Borough. Deloitte understands that Council has proactively engaged Tourism Greater Geelong and the Bellarine (TGGB) to undertake work with specialist consultants funded by TGGB, to develop the underpinning narrative for the visitor economy. Done properly, this narrative will:

- Ensure a congruence between the marketing of the visitor economy and the vision for the broader community without reducing this to a slogan;
- Harness the business community, including prospective future businesses, and enable individual businesses to invest with more confidence;
- Must reinforce how unique we are compared to other parts of Victoria and Australia;
- Link the compatible but disjointed opportunities based on the key attractions, the natural amenity, the history and the arts and culture elements of the Borough; and;
- Apply the lessons from previous attempts to brand. Specifically, this includes the risks in poor engagement, under-resourcing and changing directions. The narrative can then be communicated not just locally, but regionally and internationally to target where the growth in visitors will come from.

Lead	Level of Importance	Anticipated timeframe
Council	High	1-5 years

c. **Capture more business from ferry visitations** to and through Queenscliff. This requires collaboration (see next pillar), as well as a coherent narrative and strategic marketing with the ferry to enable planned trips, providing the experiences and access to the foreshore (see above). Information sharing at point of booking, as well as during the ferry experience, as well as the provision of offers to ferry travellers should be developed by business for business and to mutual advantage. Done properly, this strategy will capture spend from those visitors embarking and disembarking from the ferry, as well as provide further marketing from social media.

Lead	Level of Importance	Anticipated timeframe
Council	Medium	2-5 years

d. **Increase spend from visitors to holiday parks** - The Big4 Beacon Resort is one of the Borough’s most successful businesses through long term investment in marketing itself and the range of experiences it partners with. Council should seek to learn the lessons and seek to apply these across the range of parks it operates as well as facilitating this approach with other accommodation in 3225 (and Marcus Hill) including better collective marketing. Family-friendly and festival experiences are relatively ‘low-hanging fruit’ to increase yield, but information on experiences and opportunities needs to be made available from point of enquiry, as well as booking.

Lead	Level of Importance	Anticipated timeframe
Business	Medium	2-5 years

e. **Increase the mid-week offering from businesses** – Although mid-week visitation is low, businesses could play an important role in offering a more enhanced mid-week offering to visitors and local residents. To be successful, such an initiative would require minimal co-ordination among local businesses and some effective enablement. With increased government presence in Geelong, opportunities for conferences and meetings are significantly increased. With the growth in population on the Bellarine, there is increasing opportunity for mid-week spend from neighbouring residents in 3226 and 3221, providing an incentive to head east not west to spend.

Lead	Level of Importance	Anticipated timeframe
Business	Medium	1-5 years

5.2 Pillar 2: Connect and partner

Why this is important

As the smallest LGA in Victoria, and at the tip of the Bellarine Peninsula, the Borough abuts both the City of Greater Geelong and the Mornington Peninsula. Both the City of Greater Geelong and the Mornington Shire invest significantly in providing community events and attracting visitors which are not yet effectively leveraged by the businesses, events, and festivals of 3225. Two of the Borough's key visitor attractions are also connecting infrastructure, being the ferry and the Bellarine Railway. In this regard, the Borough cannot see itself as an island, rather as an important linking partner for all aspects of the economy, including the visitor economy.

Within the Borough, the notion of connect and partner needs to be applied by business for business. In consultation, a number of cases of partnering between galleries, between experiences and between accommodation providers were identified and in each case they produced positive outcomes for both parties.

Although connecting and partnering is challenging for smaller businesses, the reality of a globalised economy, and the Borough's proximity to major retail centres in Ocean Grove, means the local collaborations are needed to compete over time.

Connect and partner opportunities also exist with businesses in neighbouring postcodes, and by using both the railway and the ferry as connectors. The sports clubs similarly have opportunities to link and share with similar sports clubs on the Bellarine.

Benefit

Partnering with and leveraging off neighbouring economies will not only create opportunities to enhance the Borough's visitor offering, but will also diversify and move towards a more sustainable year-round economy. These will benefit the local residents through greater employment opportunities and improved services during non-peak periods.

Strategies

- a. **Packaging experiences** – Visitor packages within the Queenscliff/Point Lonsdale area to highlight the 'best of the Borough' for visitors seeking experiences, other than wineries and beaches, which underpin the Bellarine offering. This should involve packages, including relaxation and sporting experiences, matched with suitable accommodation, culinary and transport options.

Lead	Level of Importance	Anticipated timeframe
Business	Medium	1-5 years

- b. **Plan, coordinate and collaborate to link with the Mornington and Bellarine Peninsulas** – Done properly, this strategy will build a larger presence for the businesses, events and festivals of the Borough in the existing offerings of the Bellarine and Mornington Peninsulas. This should include opportunities with linking and extending festivals, a shared calendar of key events.

Lead	Level of Importance	Anticipated timeframe
Council	Medium	1-5 years

- c. **Capturing a greater share of Victoria’s lucrative international visitor market.** Across Victoria, there are a number of regions that have successfully marketed themselves to boost the number of international visitors that spend in the Borough. Done properly, this strategy will help increase the yield per visitor to the Borough of Queenscliffe. This requires a compelling narrative that is backed up by real experiences, as well as a shared approach to cross-selling of experiences.

Lead	Level of Importance	Anticipated timeframe
Business	Medium	2-5 years

- d. **Encourage local collaborations to support ‘buy local’.** Council has adopted a buy local procurement policy recently, which should be extended to the business and sporting community by the business community. Whilst the local population should also be engaged in this, it is hard to garner individual enthusiasm and commitment to such policies if business is not already actively undertaking this, so the individual local approach should be stage 2 of any such initiative.

Lead	Level of Importance	Anticipated timeframe
Council	Medium	2-5 years

- e. **Facilitate opportunities for government or private partnerships on Crown land.** By opening the potential for collaboration and financing in rejuvenating and maximising the potential of the Borough’s foreshore asset, not only would the community benefit year round, but the council is able to maintain decision making control on the future and preservation of the land.

Lead	Level of Importance	Anticipated timeframe
Council	Low	4-5years

- f. **Collaborate with Deakin University** – As one of the Geelong and Bellarine region’s largest employers, Deakin University has openly expressed its interest in contributing to the economic development and prosperity of the region. As a result of the Strategy, Deakin University submitted to the Council a list of possible areas for collaboration in which it holds a broad space of knowledge:
- a. Information technology, data analytics, Internet of Things, sensor networks, artificial intelligence.
 - b. Marine science, environmental science, aquaculture and the blue economy.
 - c. Energy management, renewable energy, integration of energy options, microgrids.
 - d. Urban planning, design, social sciences, population studies.
 - e. Health and community health outcomes.
 - f. Tourism and modern approaches to tourism management, including virtual and augmented reality.
 - g. Arts, culture and humanities.

See also below 5.4e Collaborate with Deakin University

Lead	Level of Importance	Anticipated timeframe
Council	High	1-5 years

5.3 Pillar 3: Achieve ‘experiential excellence’

Why this is important

Like all industries, the demand in the visitor economy is changing. Visitors to regional Victoria are increasingly looking for authentic cultural, historical, natural and culinary

experiences. Sporting activities and special interests such as birding are presently the most 'experiential' activities. The Borough has a valuable set of existing events, assets (built and natural) and infrastructure that forms the foundation of the type of experiences that domestic and international visitors are increasingly demanding.

Benefit

Boosting its experiential offering would increase non-peak visitation, promoting more sustainable businesses, longer business hours, and further investment. When businesses enhance their mid-week and off-peak offerings, local residents also benefit.

Strategies

- a. **Determine the future of Fort Queenscliff (unlock the Fort)** – Fort Queenscliff is a unique historical asset with important heritage value. It is also one of the Borough's most valuable, and largely underutilised, assets. It is imperative for local Council to develop a strong, evidence-based business case on how it can best be utilised to enhance the local economy. The opportunity is a broad one, noting well considered investment not only brings jobs but makes council's work to bring prospective new investors in simpler. This process has commenced with the master planning in 2014 and progressed in 2017, with Deloitte appointed to prepare the Business case for public and private sector investment.

This is an opportunity to provide a unique set of experiences in an iconic facility that enhances the economy and generates the optimal multiplier effect across visitations and local employment activities.

The time frame for this is 2 to 3 years at the soonest, so the broader economic development strategy cannot wait for this opportunity, but rather progress in a way that enables it, and then leverages it.

Lead	Level of Importance	Anticipated timeframe
Council	High	1-2 years

- b. **'The Bay and the Beach' as an experience** - Queenscliff and Point Lonsdale share unique coastal environments. All the components of Destination Queenscliff, including the development of Eco-cabins, are initiatives aimed at creating an experience out of these environments. The activation of Point Lonsdale foreshore is an example of how improving local amenity in coastal areas can boost local business and community amenity. See also **5.1a - Activation of the Queenscliff foreshore** as described above.

Lead	Level of Importance	Anticipated timeframe
Council	High	1-5 years

- c. **Allow visitors to experience the viewscape and the history** – building on Destination Queenscliff; create the experiential pathway across the Borough from the Ferry, between the Lighthouses and linking to Swan Bay and the Bellarine Rail Trail. This includes investing in technology to enhance and guide as well as facilitating businesses that seek to provide such experiences. Done properly, this strategy will provide a modern way to experience and enhance the significant history of the Borough. Currently, the level and detail of the heritage records held in the Borough is difficult to match by any locality. However, if organised and digitised correctly will enable better access and experience of this significant historical asset.

Lead	Level of Importance	Anticipated timeframe
Council	High	1-5years

- d. **Optimise the opportunities from the Bellarine Railway** – develop a more 'complete' experience and appropriate infrastructure and marketing at both ends, with use of sidings in-between. There are important lessons to be learned from the growing

popularity of Puffing Billy (see Appendix A.2). This must be undertaken as a collaboration between the City of Greater Geelong, The Bellarine Railway, the Blues Train and others, noting the significant reliance on volunteers, and respecting the investments made to date by all. Linking Thomas the Tank engine weekends with other activities will further enhance the experience and yield from those attending.

Lead	Level of Importance	Anticipated timeframe
Council	Medium	1-5years

- e. **Integrated arts and culture experiences (festivals, galleries)** – Enable a more proactive and integrated arts and culture strategy as key to the Borough’s visitor economy offering, targeting more appropriate businesses and linking to region. Done properly, Council will enable this strategy to be enacted by business and community groups with experience and successful track records, to deliver an integrated annual and bi-annual calendar of festivals, events and activities, harmonised with neighbouring LGAs. The Peninsula Film Festival collaboration is but one example of what is possible.

Lead	Level of Importance	Anticipated timeframe
Council	High	1-5 years

- f. **Provide enabling support for fledgling events and experiences to grow** – Leverage the skills and capacity within selected proven community organisations to establish the coordinated support for marketing, logistics and administration for some fledgling events and festivals to grow collaboratively.

Lead	Level of Importance	Anticipated timeframe
Council	High	1-5 years

- g. **CBD Precinct** – As the direct route through Queenscliff from the ferry, Hesse St and its surrounds represents a key business district and shopping hub for the Borough. Presently, rejuvenation and activation of this asset is required to meet the standards of residents and visitors. Once activated, Hesse St will become a leading example of the narrative and culture of the Borough.

Similar to Sorrento or Phillip Island, the central shopping and dining strips contribute to the experience of visitors and in turn impact the length of their stay and spend. Activation items include planting trees, pedestrian crossings, traffic control, and safety measures.

Lead	Level of Importance	Anticipated timeframe
Council	High	1-5 years

5.4 Pillar 4: Sustainable diversification

Why this is important

Currently, many local businesses are highly reliant on the visitor economy, and therefore face significant seasonal variation in profitability. Diversifying the local economy and attracting businesses that operate year-round would create a multiplier-effect that would impact positively on the business community in the Borough, as well as increase services for residents. Diversification actions need to be congruent with actions for the visitor economy and sustainable in terms of impact on the natural amenity and financially.

Benefits

Similar to initiatives that ‘smooth’ the seasonal nature of the visitor economy, diversification into non-visitor economic sectors will help improve the year-round sustainability of local businesses.

This, in turn, could encourage local businesses to invest in their business and provide a higher level of service for locals, including better access, cheaper goods and services, and increased product range. Employment opportunities could also boost the occupation rate of local dwellings, making the Borough a more vibrant year-round location, and with local employment, the multiplier effect on the local economy can come into play.

Strategies

- a. **Position for the knowledge economy of the future.** Develop the digital collateral and target opportunities that position the Borough as both the place for telecommuting and small-scale trials of emerging technology. Driverless cars, new energy such as battery powered public facilities and village scale “internet of things” are just three areas where the Borough may offer ideal contained trial sites.

Lead	Level of Importance	Anticipated timeframe
Council	Medium	1-5 years

- b. **Attract appropriate investment through zoning of Council land:** Presently there is limited access to appropriately-zoned land that is suitable for attracting new business, particularly in diversified areas. This is limiting opportunities for investment in the Borough outside of cottage retail or hospitality industries. Re-zoning targeted parcels of vacant Council land, for example the Murray Road intersection (if required), and/or seeking expressions of interest on vacant land could lead to new investment opportunities. This land is currently zoned for residential use – re-zoning parts of it for ‘mixed use’, would provide for a range of residential, commercial, industrial and other uses. Done properly, this strategy would:

- Complement the mixed-use function of the locality;
- Provide for housing at higher densities; and
- Encourage development that responds to the existing or preferred neighbourhood character of the area.

Lead	Level of Importance	Anticipated timeframe
Council	Medium	1-5years

- c. **Explore opportunities to add-value to the local agribusiness industries** – While there are few commercial agribusiness operations in the Borough, the Borough’s neighbouring council areas contain boutique wineries, olive groves, hydroponic vegetables, fishing, aquaculture and other agricultural enterprises. The challenge is to understand the specific opportunities to encourage businesses that add scale or value to these industries, such as value adding to produce, gourmet local food retailing/distribution, or service offerings to local businesses such as wine bottling. Key to this is understanding the true nature of competition.

Lead	Level of Importance	Anticipated timeframe
Council	Medium	2-5 years

- d. **Consider compatible uses for Fort Queenscliff consistent with the multiplier effect** – see above and note the earlier comments on not further fracturing the retail environment.

Lead	Level of Importance	Anticipated timeframe
Council	High	2-5 years

- e. **Collaborate with Deakin University**– With Deakin University confirming an agreement for the use of the State Government facility formally hosting MAFRI, there is a new diversification opportunity. Council should engage Deakin to explore the strategic opportunities that could be developed and progressed with the Borough community and business, as well as facilitating the connection of the right people at Deakin with local business directly.

Deakin have proposed a number of collaboration opportunities in the marine and science space:

- Deakin University is currently discussing partnership opportunities with the Marine and Freshwater Discovery Centre (MDC) to enrich the experience for visitors to the Centre. Deakin University has suggested the Borough to join and collaborate with MDC.
- Community engagement and outreach in the broad field of marine science, and possibly with special focus on Port Phillip Bay. This would be separate to the Discovery Centre that is currently focused at sub-teenage children.
- Undertaking research in marine science that is focused on local community issues/problems with the marine estate.

Lead	Level of Importance	Anticipated timeframe
Council	High	1-5 years

- f. See also 5.5 **Boom with the Boomers** below.

5.5 Pillar 5: Boom with the Boomers

Why this is important

The Borough, and indeed the broader 3225 area, encompasses an older (and ageing) community and increasing the 'Baby Boomer' generation (born between 1946 and 1964) is the largest component of the community. Even with the increased resident population in 3225 through The Point, this will likely continue to be the case. Specific efforts should be taken to grow the economic impact of the proven appeal the Borough has to Boomers. As a population sector, those who are transitioning to less than full time work, or staging their transition from work life completely (both residents and visitors alike) should be a real focus for the local community, businesses and council in the area.

This requires profiling services, addressing gaps and then businesses tailoring their offerings and service delivery to meet the needs of this demographic group. Many Boomers are "lifelong learners", who would be open to the enhanced experiences and offerings developed in the course of this strategy, and as the population increases, it provides increasing scale and yield.

In recent years, the Bellarine Peninsula has attracted significant investment in its aged care services – signalling a clear opportunity for the Borough to capitalise and become a premier location for people to relocate after retirement.

Benefit

Enhancing the offering to Baby Boomers would stimulate investment, and create employment opportunities, in sectors targeting this demographic (from leisure through to aged care), as well as related health services.

Furthermore, attracting more Boomers would boost the visitor economy by stimulating the 'visiting friends and family' market. By becoming a more desirable place for Boomers to live, it could also increase occupancy rates in the area, which during off-peak periods are below 50%, which would help to create a more sustainable permanent customer-base for local businesses.

Strategies

- a. **Engage the 'Boomers' in business and opportunity.** With 5 very active Probus groups, there is ample scope to develop, pilot and trial new ideas, experiences and services. Done properly, this strategy will increase spend and investment within the Borough of Queenscliffe for both business and the community, as well as enhancing community engagement

Lead	Level of Importance	Anticipated timeframe
Business	Medium	2-5 years

- b. **Embrace community age demographic** and actively encourage more demographic-appropriate business from a variety of sectors. This should include Council enabling 'pop-up' opportunities as well as seeking out businesses for which the Borough is a logical expansion, and helping to enable them.

Lead	Level of Importance	Anticipated timeframe
Business	Low	3-5 years

- c. **Develop new and unique lifestyle offerings for the ageing community** that would make 3225 a 'place of choice' for people to retire. This goes beyond the retirement accommodation offering – and could take the form of increased options for 'lifelong learning', further promotion of volunteering opportunities and local community groups.

Lead	Level of Importance	Anticipated timeframe
Business	Low	3-5 years

- d. **Bolster the existing offerings for the ageing community** that utilise existing and planned infrastructure including sports facilities (walkways, tennis, bowls and croquet). Done properly, this strategy will enhance and allow residents to experience in its entirety.

Lead	Level of Importance	Anticipated timeframe
Council	Low	3-5 years

- e. **Attract investment in aged care facilities and/or independent living units:** This would require the Council to determine what, if any, obstacles exist for development of vacant Council land and seeking expressions of interest from potential investors. Done properly, this strategy would ultimately improve the aged-care offering of the Borough.

Specific areas for the Council and investors to consider include:

- The zoning of the Murray Road – Fellows Road intersection
- Seeking expressions of interest in the aged care facility sector that complement the existing aged care offerings in neighbouring localities.
- Consider the aged care community when contemplating new business offerings e.g. new festivals

Lead	Level of Importance	Anticipated timeframe
Council	Low	3-5 years

- f. **Link to Festivals** and ensure all festivals provide tailored Boomer and 'lifelong learners' elements.

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Lead	Level of Importance	Anticipated timeframe
Council	Medium	2-5years

g. See also 5.2 as Mornington Peninsula Shire is already targeting life-long learners.

6 Immediate Priorities

The projects and activities that will be implemented in the short term are included in the Borough of Queenscliffe 2017/18 Implementation Plan or are regarded as priorities by the Regional Tourism Authority, Tourism Greater Geelong and the Bellarine and are as follows:

Pillar	Increase sustainable yield in the visitor economy
Strategy	<p>Activate and master plan the Queenscliff foreshore</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> • Undertake beach cleaning on Queenscliff Front Beach • Produce a Foreshore Plan to enhance the use and amenity of the foreshore
Strategy	<p>Develop an all encompassing visitor narrative</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> • Negotiate narrative production with Tourism Greater Geelong and the Bellarine
Strategy	<p>Increase the mid-week offering from businesses</p> <ul style="list-style-type: none"> • Conduct business survey every 6 months then every year
Pillar	Connect and partner
Strategy	<p>Packaging experiences</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> • Work with TGGB, The Rip Chamber and local businesses to promote the benefits of packaging experiences • Facilitate collaborative planning between BoQ and Mornington Peninsula Shire as well as TGGB and Mornington Peninsula regional tourism authority
Strategy	<p>Collaborate with Deakin University</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> • Establish working relationship with Deakin University to share respective priorities and plans
Pillar	Achieve 'experiential excellence'
Strategy	<p>Determine the future of Fort Queenscliff (unlock the Fort)</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> • Development of a Fort Queenscliff Business case
Strategy	<p>Collaborate with Deakin University</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> • Establish working relationship with Deakin University to share respective priorities and plans

Strategy	<p>The 'Bay and the Beach' as an experience</p> <p>Immediate priorities</p> <ul style="list-style-type: none"> • Undertake beach cleaning on Queenscliff front beach • Produce a foreshore plan to enhance use and amenity of foreshore
Strategy	<p>Allow visitors to experience the viewscape and the history</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> • Implement Destination Queenscliff including contemporary wayfinding signage and smart device storytelling to achieve experiential excellence • Undertake paths and trails strategy for the Borough
Strategy	<p>Optimise the opportunities from the Bellarine Railway</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> • Facilitate discussions with Bellarine Railway, Tourism Greater Geelong and the Bellarine, City of Greater Geelong, State Government, and other key partners to attract funding for a Master Plan and an Economic Impact Statement
Strategy	<p>Integrated arts and culture experiences (festivals, galleries)</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> • Identify gaps in the existing calendar of events to plan and encourage creation of new events
Strategy	<p>Provide enabling support for new events to grow</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> • Continue to provide sponsorship to assist arts and cultural events to take root and grow • Actively support Queenscliff Music Festival to progressively increase their role in providing governance and administration to events
Strategy	<p>CBD Precinct</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> • Review Hesse Street Revitalisation Plan and produce a Streetscape Plan that identifies opportunities to further enhance the amenity of the Queenscliff main street
Pillar	Sustainable diversification
Strategy	<p>Position for the knowledge economy of the future</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> • Advocate for high speed IT

7 Success looks like...

This chapter sets out a simple statement of what successful implementation of this economic strategy might look like. Below is a snapshot of what the Borough of Queenscliff could look like “on the ground” once the strategy has been implemented and how that aligns with the trends explored in Chapter 4 ‘2025 – A different world’.

 <p>A must visit destination for international visitors who spend in the Borough ...increased marketing drives international demand, with overnight and day experiences based on the coherent narrative...</p>	Emergence of Asia
 <p>Fort Queenscliff is ‘unlocked’ and maximised ...a classic Australian bucket-list site that attracts visitors both near and far...</p>	
 <p>Integrated Arts and Culture calendar of various connected experiences ...an iconic destination known worldwide for its festivals, art exhibitions and local cultural experiences...</p>	Evolving Visitor Economy
 <p>Known as a health and wellness destination ...sea baths and boutique wellness retreats...</p>	
 <p>Packaged experiences available ...show off the ‘Best of the Borough’...</p>	
 <p>Increased capture and yield from ferry visitation ...Queenscliff is a destination for ferry passengers, not just a port for departure...</p>	
 <p>Telecommuting will be increasingly enabled and common ...enjoy co-working hubs and working from home...</p>	Digital age
 <p>Greater levels of human capital ...innovators that will drive the future economy will see 3225 as a good choice to work from...</p>	Knowledge economy
 <p>Investment enabled on vacant council land ...diversified development that responds to the preferred neighbourhood character of the area and provides innovative services to the Boomers...</p>	Booming with the boomers
 <p>The Borough is the ‘place of choice’ for people to retire ...increased options for ‘lifelong learning’...</p>	

8 Enabling the Strategy

This chapter **will detail the three** key enabling elements, being

1. Roles and contribution of the Council - identifying and outlining specific actions for the Council enabling leadership, role clarity and focussed resourcing. It will also address optimal future roles for the Council to ensure delivery of the strategy.
2. Consistent and transparent application of the strategy, which includes the communication, consultation on specific elements and appropriate reporting is essential for the success to be achieved. The actions that enable how the strategy should be monitored by the Council, business, community and specific roles within this including TEDAC.
3. Increasing collection, analysis and application of data - detailing how and what data sets the Council and others should collect, including business surveys, visitor data, festival attendance sampling and population. This is explained in more detail in Appendix C (in the context of business surveying), which summarises the findings of Deloitte's digital survey engagement and suggests ways in which the Council could continue to progress this engagement in future.

8.1 Future Role and contribution of Council

In the 2016 Local Government Community Satisfaction Survey, The Borough scored 63% community satisfaction, compared to the state-wide average of 59%, and the small rural shires group average of 57%. Therefore, the challenge is to identify the Council's role with the economic realities of a small LGA and maintaining the high levels of community satisfaction, and measured by participation in various planning processes.

Whilst there is a cross over between roles, there are four distinct roles the Council currently plays in the Borough economy. This presents real challenges including resourcing, focus and perception management, as well as competition for the Council resources and focus.

These are:



The Council needs to consider how it can focus and balance its efforts across these four roles to make the optimum contribution. This may require the Council to have different approaches to some roles.

This section sets out the opportunities for Council to reconsider how it enacts the strategy in the light of balancing these four roles.

7.1.1 Regulator

Role of Regulator: the Council is responsible for exercising statutory and regulatory authority in the Borough in accordance with the Local Government Act and other delegations. To achieve this it must ensure:

- Acting in accordance with the relevant acts, laws and delegations both common to all Victorian LGAs and special to the Borough;
- Transparency of information, decision-making, reporting and communication in doing so, and appropriate to the various relevant acts, laws and delegations; and
- Appropriate procedures of education, consultation and participation in decision-making by the community including business and non-resident rate payers.

The Council, as a statutory authority acts as a regulator within the economy by statutory planning as well as regulating the activities permitted on public land, animal management, and the use of infrastructure. The council also regulates in the form of a landlord or Committee of Management for the Federal and State government.

Actions for the Council to consider

1. Continue to utilise its statutory powers to consistently and openly regulate within the context of the Act, noting the need to balance a flourishing economy with maintaining the area's amenity in a manner consistent with its valuable heritage
2. In the regulation and supervision of preservation of community assets and amenity, see to enact and communicate minimal, simple and clear regulation with "implementation of the economic development strategy" being an equal consideration wherever possible
3. Educate, plan and monitor the application processes for new business to maintain consistency and the essential branding ONCE a narrative has been established.

7.1.2 Participant

The Council is currently a significant active participant in the Borough's economy. It is a large employer, it has significant local spend and it manages four caravan parks. It is also a land lord, setting rents as well as contracting services. In a small economy, the Council is a comparatively large participant, which has benefits but also challenges.

For existing areas of participation, such as Caravan Park Operator, where there is considerable investment needed and significant complexity involved in optimising the RoI from these assets in a globalised visitor economy, the Council may be better suited to enact its other roles. This would include enabler (contract design, management), facilitator (educating and assisting private sector entry) and utilising its powers as a regulator to provide as simple a framework as possible for investment.

In doing so, the Council would still be act in the long terms interests of the community and ensure its vision for Borough remains consistent.

Actions for the Council to consider

4. In order to dedicate its focus to the roles of Regulator, Facilitator, and Enabler, it is recommended that the Council actively consider its direct participation in the economy, and where private sector may be better positioned to do so.
5. Council to undertake a preliminary business case on the legal and financial implications of enabling specialist management of the caravan park asset over a long term (greater than 20 year) period;
6. Council look to increase local contracting in order to reduce its direct role and further enable business and further it 'buy local' agenda.

7.1.3 Facilitator

Role of Facilitator: the ability to dissolve traditional boundaries and allow individuals, community and the private sector to interact in a way that enables economic development.

The Council makes connections and provides processes to assist the community and business to flourish. The facilitator role varies from running consultative processes to providing business forums and connecting businesses to other agencies. There is significant cross over between the regulator role and the facilitator role i.e. a well conducted planning process combines both elements.

Actions for the Council to consider

7. Host forums to connect like and diverse businesses
8. Orchestrate interaction between natural resources and business to maximise visitor and resident experience
9. Build ongoing connection between the community, business and the Council (on behalf of State and Federal Governments) to encourage development proponents
10. Systematise and enact the facilitation support business to target opportunities for 'pop-up' businesses and for proponents to engage with the business community and Council.

7.1.4 Enabler

Role of Enabler: the creation of an environment in which society's innovators can thrive. The most successful governments build platforms, hold private and public partners accountable for targeted outcomes, open up services to choice and manage crowdsourced campaigns and competitions. This will reshape council roles from providers of services to an entity that predominantly facilitates services. This will emphasize the core services and drive it towards achieving greater optimisation for the community.

As an enabler, the Council provides the foundation for further economic activity. This includes everything from waste remove to foot paths, to managing volunteers for the Tourism Information Centre. Many of the enabler tasks currently are not necessarily viewed as such.

A potential area for the Council to expand its role as an enabler would be through the collection, analysis and reporting of data, particularly data relating to local business and visitor trends. This could involve the Council playing a direct role in collecting data, or aggregating data that is collected by others (such as businesses that collect customer postcode data). Appendix G outlines some data that the Council should consider collating, the collection source, and the value the data could provide.

Actions for the Council to consider

11. Collecting data on local businesses to allow for informed decision-making;
12. Publish blueprint for potential investment from this strategy and conduct targeted information sessions for proponents and prospective proponents;
13. Activate available land to attract suitable investment that would enhance the area;
14. Collect, analyse and report on data in a way in which is valuable for businesses, proponents and residents.

8.2 Future focus of resources

This strategy describes the four roles that the Council currently plays in the Borough's economy. Every year the Council reviews its responsibilities and determines it's priorities that are then captured in the annual Implementation Plan and Budget. This annual planning cycle and community engagement process will allow Council to decide how to allocate resources across these four roles on an ongoing and updating basis to ensure continuing progress and success.

8.3 Consistent and transparent application of the strategy

Consistent and transparent application of the strategy, which includes the communication, consultation on specific elements and appropriate reporting, is essential for the success to be achieved, noting this will take 5 years.

The Council should enable digital monitoring of progress after the first six months, followed by every twelve, by all registered businesses as a way of both monitoring and reporting, but also building engagement with businesses.

Community monitoring could be enacted by including relevant questions in the annual community satisfaction survey of the community, as well as by seeking feedback in the consultation processes which will be inherent in any significant elements of the strategy being enacted (see Implementation Plan).

TEDAC as the key, economic development advisory committee of the Council shall provide formal advice to the Council on the progress of the Strategy and recommendations on priorities for the future. This will be one important reference point to assist the Council in reviewing the progress of the Strategy and shaping its Implementation Plan and Budget. TEDAC meetings, discussions, and provision of advice and recommendations will be timed to inform the Council's annual budget cycle.

8.4 Increasing collection, analysis and application of data.

Use of relevant data and understanding the essential role of Council in articulating what data sets Council and others should collect, is key to quality implementation and evolution of the strategy. The total opportunity includes business surveys, visitor data, festival attendance sampling and population. This is explained in more detail in Appendix C (in the context of business surveying), which summarises the findings of Deloitte's digital survey engagement and suggests ways in which Council could continue to progress this engagement in future.

Similarly, Appendix G details the data that Deloitte thinks would be valued and able to be collected to inform implementation choices and progress monitoring.

In the end, like any other strategy in a complex environment there is little chance of success without consistent application, well informed progress reporting and gradual evolution of the strategy over time to enable success in the 5 year timeframe.

Acknowledgement

This Strategy has been prepared with funding from Regional Development Victoria.

Appendix A - Case Studies

A number of case studies were undertaken to demonstrate the similarities in either region or activities to the Borough. By better understanding similar case studies we can apply that knowledge and experience to help the Borough proposer and grow. The successes and failures of these case studies were applied to the Borough when developing the Economic Development Strategy.

A.1 Daylesford

Reviewing Daylesford's economy and visitor offering, the value in uniting to one narrative, in this case 'Health and Wellness', is evident. By offering consistent visitor experiences in the form of day spas, hot springs, organic produce markets and gourmet cafes, art galleries and cultural festivals the reputation of the town and the experience available to visitors is clearly defined.

Additionally, it is the capitalisation on the natural assets such as forests and waterfalls that support Daylesford's offering to enhance its image seamlessly. With a council structured to support 'asset renewal & capital works' the utilisation of council funds to enable the addition of walkways, tracks, and connecting paths provide not only a better visitor experience as a whole, but also are valuable to year round residents.

It is notable that despite Daylesford's strong history and reputation, the population of year-round residents has declined over the years, as a potential result of bushfires and floods in recent years as well as a loss in the prominence of its reputation.

A.2 Puffing Billy

An historic attraction that has been operating in its current form since 1962, the demand and visitation has continued to increase with concerns now arising from an over demand and a waiting list for tickets year round.

The main cause of this demand is the dedicated international advertising and marketing. Overseas trips, international social media pages in languages other than English, and a strong online presence and ease captures the dramatic increase in international visitation particularly those that research, plan, and book their travel online before arrival to Australia.

With the geographical boundaries falling away in an age of technology and social media, the importance of an online existence and focussed marketing is prevalent in this case. Techniques that can be used when looking to expand the attraction of the Borough across the year and utilise the natural amenities and historic infrastructure to a point where they may be appreciated and increase yield as opposed to number of visitors.

A.3 Werribee

As a large, historic space, the diverse family friendly offering of Werribee Park is heightened by the seamlessness of the visit potential e.g. Shuttle connecting attractions, packaging attractions and direct transport from the site to a central Melbourne city location.

Additionally, in order to maximise year round visitation, Werribee Park is host to numerous large and popular events and festivals that utilise its pre-existing assets whilst also utilising seasonal demand in the best possible capacity.

The interaction with the local council is noteworthy here as the Council interacts as a regulator, facilitator, and enable, but is not in direct control or directly responsible for the events or activities

of the park. Alternatively, Parks Victoria in conjunction with the private operators of the various park assets/attractions, the volunteers, and community groups work together to orchestrate the visitor experience.

A.4 Nantucket

As a community that relies on government funding, considerable council involvement and its image as a maritime seaside town, it is notable the decline in visitor growth since 2008. Rate payer levy funded commissions such as the historic district commission and the conservation commission maintain the seaside resources attributable to the town that make it popular during the summer season.

However, the town remains seasonal, with many storefront closures during winter months this feature indicates a less ideal economy than the vibrant flourishing economy envisioned for the Borough.

Additionally, while the population of Nantucket has continued to be relatively young with 67% under the age of 45, attributable to its island nature curbing the interest of retirees, the population has declined by 21% since 2001. From this, we can observe the potential pattern and avoidable future for the Borough by recognising the importance of diversification and complimentary infrastructure beyond just preservation to promote not only visitor experience but also in increasing year-round population.

A.5 Waiheke Island

In a case similar to that of Daylesford and Werribee, Waiheke Island has utilised its existing natural resources and infrastructure to develop a narrative and complementary visitor experiences in marketing itself as a destination for not only visitors but residents as well, growing its resident and tourist population over the years.

Alternative, however, to our Economic Development Strategy, Waiheke Island has increased its activities over the Summer period to attract more visitors to fund the very quiet winter months where businesses must spread funds earned over Summer across the remainder of the year.

To conquer this, the Council under which Waiheke Island falls, is Auckland City Council, has devised a plan to spread the events and activities Waiheke Island is known for across the year to create a diverse image away from a purely summer destination.

It is relevant to note that has a sector of one of the largest and wealthiest councils in New Zealand, the opportunities for funding and support are greater, a benefit that the Borough does not currently have whilst it remains a small economy. Additionally, resident populations, whilst growing, have faced tumultuous growth over the years due to very high rates and rental prices, calculated on the value of land as opposed to the commercial return.

A.6 Comparison

The below table highlights the attributes of each case study compared to the Borough of Queenscliffe:

	The Borough	Daylesford, Shire of Hepburn	Puffing Billy	Werribee Park	Nantucket	Waiheke, Island
Geographic Size	<ul style="list-style-type: none"> 36 km 	<ul style="list-style-type: none"> 17.6 km 	<ul style="list-style-type: none"> 25.1 km 	<ul style="list-style-type: none"> 23.8 km Park Size 1.64km 	<ul style="list-style-type: none"> 272.6 km 	<ul style="list-style-type: none"> 92km
Distance from Melbourne CBD	<ul style="list-style-type: none"> 106 km 	<ul style="list-style-type: none"> 115 km 	<ul style="list-style-type: none"> 40 km 	<ul style="list-style-type: none"> 15 km 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> 35min ferry from Auckland
Visits (per year)	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> 417,155 	<ul style="list-style-type: none"> 500,000 	<ul style="list-style-type: none"> 60,000⁸ 	<ul style="list-style-type: none"> 30,000
Historical Landmark	<ul style="list-style-type: none"> The Fort Heritage Listed Buildings 	<ul style="list-style-type: none"> Natural Hot Springs Heritage Listed Buildings 	<ul style="list-style-type: none"> Historic Scenic Railway 	<ul style="list-style-type: none"> Historic Mansion and Gardens 	<ul style="list-style-type: none"> Historical Landmark Architecture 	<ul style="list-style-type: none"> Waiheke Historical Village
Visitor Growth	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Increase in Visitation by 70% in the last 10 years⁹ 	<ul style="list-style-type: none"> Increasing by 10% over the past 10 years 	<ul style="list-style-type: none"> 14% decline since 2008 	<ul style="list-style-type: none">
Seasonality	<ul style="list-style-type: none"> Peak season during Summer (33% of visitors) Quiet season during winter (19% of visitors) 	<ul style="list-style-type: none"> Peak season during Autumn (28% of visitors) Quiet season during Winter (21% of visitors)¹⁰ 	<ul style="list-style-type: none"> Operating 7 trains per day, 7 days a week except Christmas Day Peak season during Summer (29% of visitors) Quiet season during winter (19% of visitors)¹¹ 	<ul style="list-style-type: none"> Peak period in Spring and Summer School Holidays 	<ul style="list-style-type: none"> Most venues and restaurants close during the winter season 	<ul style="list-style-type: none"> 20% of visitors to Waiheke visit for an event held. Businesses spread summer income across the very quiet winter
Average Length of Stay	<ul style="list-style-type: none"> Day trip 	<ul style="list-style-type: none"> 2.3 nights¹² 	<ul style="list-style-type: none"> Day Trip 	<ul style="list-style-type: none"> 80% of visitors are day tripper Error! bookmark not defined. 	<ul style="list-style-type: none"> Week 	<ul style="list-style-type: none"> Weekend Trip 40% of visitors stay with Family/Friends

⁸ Nantucket Annual Report, (2016), Available at: <http://www.nantucket-ma.gov/413/Annual-Town-Reports>

⁹ Emerald Tourist Railway Board, (2016), Available at: <http://puffingbilly.com.au/en/about-puffing-billy/etrb/>

¹⁰ Daylesford and Macedon Ranges Market Profile - December 2014, (2014), Available at: <http://www.tourism.vic.gov.au/research/domestic-and-regional-research/regional-visitation.html>

¹¹ Yarra Valley and Dandenong Ranges Market Profile – December 2014, (2014), Available at: <http://www.tourism.vic.gov.au/research/domestic-and-regional-research/regional-visitation.html>

¹² Daylesford and Macedon Ranges Tourism, (2016), Available at: <http://dmrtourism.com.au/wp-content/uploads/2017/01/Daylesford-Macedon-Ranges-Snapshot-Report-YE-Jun-16.pdf>

Economic Development Strategy

	The Borough	Daylesford, Shire of Hepburn	Puffing Billy	Werribee Park	Nantucket	Waiheke, Island
Average Spend	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> \$73 per night per person¹⁰ 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Domestic \$80.00 International \$70.00¹³ 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 62% of visitors spend less than \$200 NZD per visit.
Funding	<ul style="list-style-type: none"> Grants of \$2,119,000 combined from local and state governments 	<ul style="list-style-type: none"> Operating Grants of \$3,782,136 (45% Commonwealth Funded, 55% State Funded) Capital Grants of \$6,023,187 (55% Commonwealth Fund, 45% State Funded) *Includes Flood recovery grants¹⁴ 	<ul style="list-style-type: none"> No State Government Funding Funding Received from Port Phillip and Westernport CMA for \$225,000 Corporate Volunteers (e.g. Toshiba) provide certain equipment Sponsorship from Streets Ice-Cream and Schweppes 	<ul style="list-style-type: none"> Supported by Parks Victoria 	<ul style="list-style-type: none"> Grants from Local, State, and Federal Governments (approx. \$3million from State Government) Current Long-Term Governmental Funds debt at \$29 million Funding of managing and holding open space resources for the enjoyment of the public by a 2% transfer fee levy on real property transfers in the county Community Preservation Committee – Funded by a surcharge of 3% of the community’s local property tax – Using 35.6% of funds raised for Historic Preservation and 24% for Open Space development and recreation 	<ul style="list-style-type: none"> Supported by the Auckland City Council Known for high rates for residential properties.
Marketing	<ul style="list-style-type: none"> Visiting journalists and blog writers featuring the Borough in their online articles 	<ul style="list-style-type: none"> \$79,568 spent in tourism board membership for FY 16¹⁴ 	<ul style="list-style-type: none"> Entered the Major Tourist Attraction category for 2015 Victorian Tourism Awards (Won Bronze award) 	<ul style="list-style-type: none"> Word of Mouth Promotional guides Maps and brochures in visitation centres around Victoria 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Voted on of the world’s Top 20 islands in 2016 Included in Lonely Planet’s top 10 travel

¹³ Wyndham City Council, (2016), Available at: <https://www.wyndham.vic.gov.au/venues/werribee-park-mansion>

¹⁴ Hepburn Shire Annual Report, (2016), Available at: <https://www.hepburn.vic.gov.au/annual-report/>

	The Borough	Daylesford, Shire of Hepburn	Puffing Billy	Werribee Park	Nantucket	Waiheke, Island
	<ul style="list-style-type: none"> Featured on programs such as Postcards and Melbourne Weekender 		<ul style="list-style-type: none"> Targeting International Markets has resulted in substantial growth and overseas patronage Holding exhibits in shopping districts and at the Royal Melbourne Show Representatives attending Tourism Australia Events Representatives participating in overseas missions to Taiwan The Puffing Billy Railway Facebook Page has a reach of 1.6 million people A WeChat account (Chinese social media site) 	<ul style="list-style-type: none"> Advertisements placed in metropolitan and regional newspapers 51,000 Facebook Fans 10,500 Twitter followers¹⁵ 		<ul style="list-style-type: none"> regions in 2015 Visitation attributed to diversity in open spaces, sandy beaches, and vineyards. 32% of visitors visit a vineyard.
Key Events	<ul style="list-style-type: none"> Blues Train Queenscliff Hot Rod Show Maritime Weekend Bellarine Rail Trail Fun Run Queenscliff Music Festival Rip View Swim Classic Day out with Thomas (the Tank Engine) 	<ul style="list-style-type: none"> Weekly weekend markets Silver Streak Champagne Train Open Gardens Sculpture and Art Exhibitions Chill Out – Regional Festival Swiss Italian Festival¹⁶ 	<ul style="list-style-type: none"> Special Event Trains Footplate Experience Train Day Out With Thomas 	<ul style="list-style-type: none"> Weddings Corporate Events Children’s Week Picnic Werribee Mansion Run Carols By Candlelight One Electric Day Festival Annual Easter Egg Hunt Yoga Trail Rose Festival 	<ul style="list-style-type: none"> Council Funded Beach Activities during Summer e.g. (Beach soccer, Guided Meditation, Tie-dye Classes) Friday Night Beach Flicks The Summer Breeze Concert Series Independence Day Fireworks 	<ul style="list-style-type: none"> International Jazz Festival Walking Festival Christmas Festival Wharf 2 Wharf Run Shakespeare Festival Onetangi Beach Races Winter Arts Festival The Wine & Food Festival

¹⁵ Wyndham City Council Annual Report, (2016) Available at: <https://www.wyndham.vic.gov.au/about-council/your-council/plans-policies-strategies/annual-report-2015-2016>

¹⁶ Visit Daylesford, (2017), Available at: <http://visitdaylesford.com.au/festivals-events>

	The Borough	Daylesford, Shire of Hepburn	Puffing Billy	Werribee Park	Nantucket	Waiheke, Island
Key Attractions	<ul style="list-style-type: none"> Contemporary Art Galleries Food and Wine Maritime Museum Lighthouse Bayside Beach The Bellarine Railway Fort Queenscliff Queenscliff Harbour observation tower Local parks 	<ul style="list-style-type: none"> Contemporary Art Galleries Food and Wine Forests and Waterfalls Natural Hot Springs Daylesford Mineral Springs Renowned spa and wellness centre for Victoria 	<ul style="list-style-type: none"> Daily Train Rides Murder Mystery Experiences Jazz Train Rides Evening Dinner Trains 	<ul style="list-style-type: none"> Hotel and Spa Orchard Rose Garden Education Visits/Tours for school levels prep to year 10 Guests for the hotel receive access to the mansion and gardens as well as wine tasting at a local boutique winery¹⁷ Evening Plays¹⁸ 	<ul style="list-style-type: none"> Contemporary and Classical Art Galleries Aquarium Maritime Museums Lighthouse Architecture 	<ul style="list-style-type: none"> Known for being the 'Island of Wine' Fully linked cycling tracks along the coast of the island Horse riding Fishing Charters Sailing Kayaking Windsurfing Zipline Musical Museum Helicopter Tours Known for corporate functions Art Galleries Sculpture on the Gulf A majority of visitors ran out of time to see all the attractions they wanted to
Transport	<ul style="list-style-type: none"> Car Bus from Geelong Bellarine Railway Searoad Ferry 	<ul style="list-style-type: none"> Car V/Line Train to Woodend Bus from Woodend 	<ul style="list-style-type: none"> Accessible by Car Accessible by train from Melbourne CBD 	<ul style="list-style-type: none"> A shuttle departing Melbourne CBD and connecting between nearby attractions. Departing Melbourne at 9:30am and arriving back to Melbourne at 4pm¹⁹ 	<ul style="list-style-type: none"> Boat Ferry Plane 	<ul style="list-style-type: none"> 35 minute ferry from Auckland
Council Involvement	<ul style="list-style-type: none"> Projects and Contracts Foreshore and Caravan Park Operator Tourism and Community 	<ul style="list-style-type: none"> Major Projects Parks and Open Spaces Asset Renewal & Capital Works Assets, Buildings & 	<ul style="list-style-type: none"> Local council offers support in beautifying and maintaining the 'Green Corridor.' 	<ul style="list-style-type: none"> Planning and Building Assets and Roads Council and Community Relations People and Capability Economy, Innovation, 	<ul style="list-style-type: none"> Historic District Commission Public Works and Parks Finance Natural Resources 	<ul style="list-style-type: none"> Included as a part of Auckland City Council but has its own representative board (Waiheke Local Board) Currently working

¹⁷ Lancemore Group, (2017), Available at: <https://www.lancemore.com.au/mansion-hotel-and-spa>

¹⁸ Visit Victoria, (2016), Available at: <http://www.visitvictoria.com/regions/Melbourne/Things-to-do/History-and-heritage/Werribee-Park-and-Mansion.aspx>

¹⁹ Werribee Park Shuttle, (2017), Available at: <http://www.werribeeparkshuttle.com.au/home>

Economic Development Strategy

	The Borough	Daylesford, Shire of Hepburn	Puffing Billy	Werribee Park	Nantucket	Waiheke, Island
	<ul style="list-style-type: none"> Development Finance Environmental Health Sustainability 	<ul style="list-style-type: none"> Fleet Economic Development and Tourism Recreation Culture & Arts¹⁴ 		<ul style="list-style-type: none"> Liveability City Life Directorate City Transformation Directorate 	<ul style="list-style-type: none"> Harbor Advisory Board Conservation Commission Public Safety 	<ul style="list-style-type: none"> towards a 'sustainable and prosperous local economy' by supporting festivals, business support, local procurement, tourism, tourism impact, and investment in programmes that promote Waihekes natural environment. Approx 1,000 residents commute by ferry to Auckland for work
Local Population	<ul style="list-style-type: none"> 3,000 year-round residents 17,120 during busy season Growth of 1% since 2001 	<ul style="list-style-type: none"> 3,264 year round residents Population decline of 3.89% since 2001²⁰ 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> 40,938 year-round residents 	<ul style="list-style-type: none"> 7,446 year round residents 50,000 during busy season Decline of 21% since 2000 (Population of 9,520) 	<ul style="list-style-type: none"> 27% over 60
Demographic	<ul style="list-style-type: none"> 43.1% over 60 	<ul style="list-style-type: none"> Median Age of 45¹⁴ 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Growth of Werribee's population 152% since 2001 	<ul style="list-style-type: none"> 33% over 45 	

²⁰ City Population, (2017), Available at: <https://www.citypopulation.de/php/australia-victoria.php?cityid=215025>

Appendix B – Narrative, not Brand

In the past, a number of different projects and campaigns have been run for the Borough of Queenscliff in an attempt to activate the 'brand' of the Borough. This economic development strategy purposefully focusses on the narrative of the Borough, not the brand. Drawing on the lessons from previous attempts to brand, this strategy aims to develop an all-encompassing visitor narrative. Specifically, this includes avoiding risks of poor engagement, under-resourcing and changing directions. The narrative can then be communicated not just locally, but regionally and internationally to target where the growth in visitors will come from.

Past branding campaigns include:



Shop Local (2016) - shops were encouraged to display the logo in their front windows and were also provided some Christmas gift cards which could be used for complimentary gift wrapping.



Classic Queenscliff (2008) - a project to create a new "Brand" for the Borough of Queenscliff. 'Classic' branding was chosen as it felt like it capitalised on the uniqueness of the Borough's core heritage values.

TV Commercial – Visit Queenscliff and Point Lonsdale (2015) - marketing opportunity from the region's tourism association, Tourism Greater Geelong and The Bellarine (TGGB) to promote Queenscliff and Point Lonsdale via a targeted television advertising campaign.



#visitQueenscliff #visitPointLonsdale

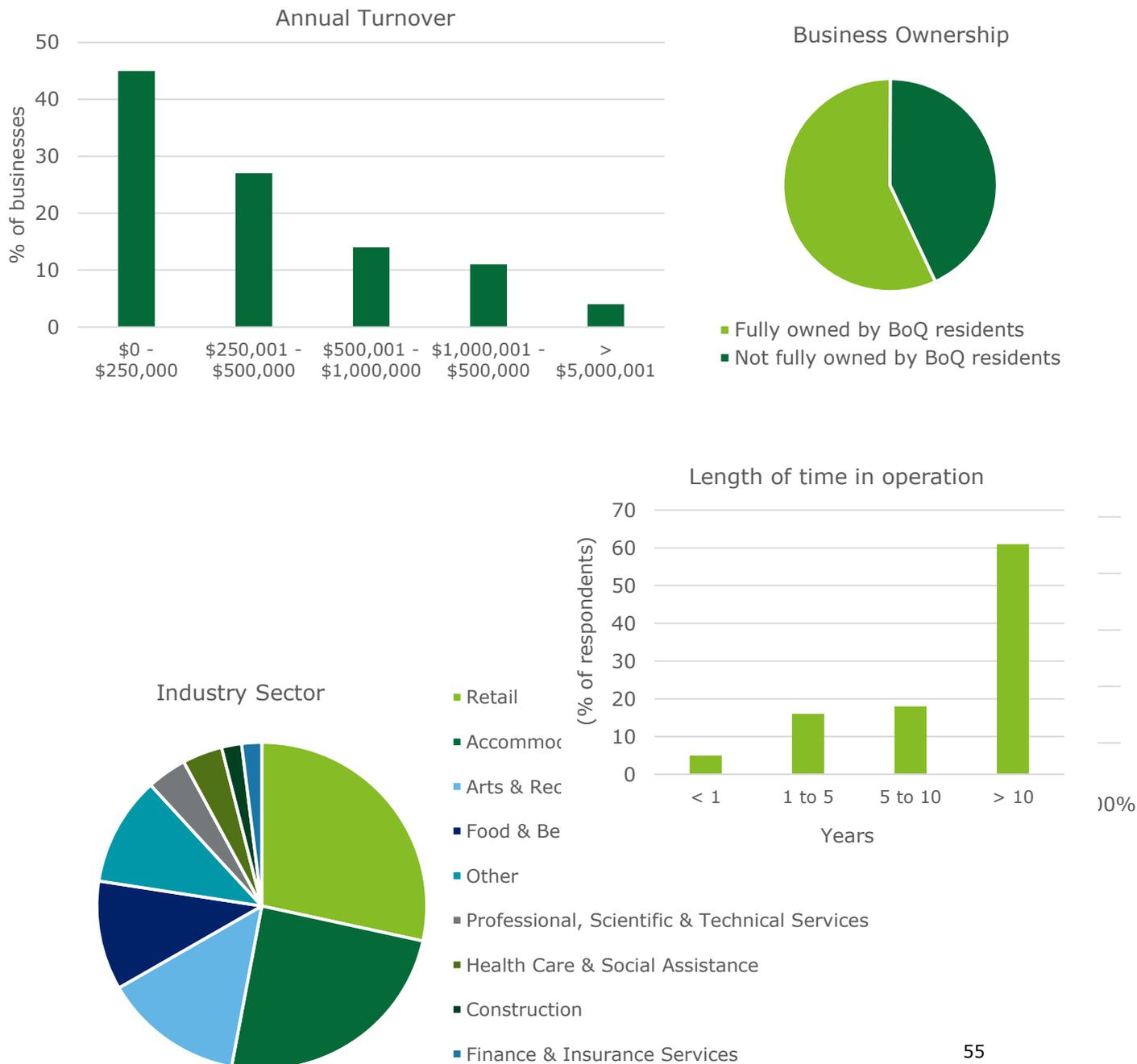
Appendix C - Digital Engagement

During the investigation process, Deloitte sought stakeholder input through the use of two surveys, one directed to seek feedback from business owners in the area (The Business Survey), the other for feedback on the discussion paper delivered to the wider community (The Discussion Paper Survey).

C.1 Survey 1

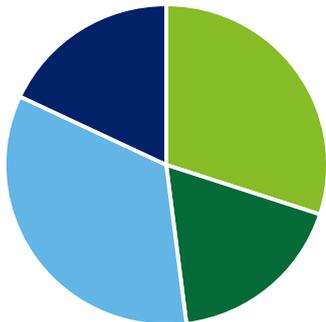
The business survey received responses from 56 business owners in the community, with the results of the survey demonstrating the variety of survey responders whilst also indicating some strong similarities between businesses as the statistics often had a dominant response. E.g. most businesses had been in operation for greater than 10 years.

The results of the business survey are show in the tables and graphs below:



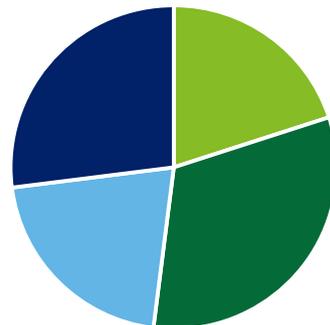
Business confidence

How likely are you to make a new investment into your business in the next 12 months?



- Unlikely
- Somewhat Likely
- Possible
- Planned

How confident are you that your business will remain profitable in the future?



- Not at all confident
- Somewhat confident
- Fairly confident
- Very confident

Triggers to enhance further investment

Less Interference from Local Authorities

Collaboration Between Business towards One Narrative

Communication and Understanding Between Businesses and the Community

Promotion of Current Infrastructure to Improve Visitor Experience

Support from the Council for businesses

Increased Turnover, Foot Traffic, and Advertising

What competitive disadvantages do the Borough of Queenscliffe businesses have?

Expensive Rates

Seasonality

What competitive advantages does the Borough of Queenscliffe business have?

Unique Offering

Location

Brings Customers Into Town

Works Well with Other Businesses

Value for Money and Rapport

Offers a Historic Experience

What are the barriers to future investment

The Council's vision and focus

The Council-set rates

Low Income, High Expenses

Seasonal Visitation

Decline in Number of Visitors

Local Demographic and Residency

Uncertainty Surrounding the Borough of Queenscliffe's Future

C.2 Digital Engagement 2 – Discussion Paper Feedback

After releasing the discussion paper for to the Borough of Queenscliffe community, an online survey was made available for the submission of any and all welcomed feedback. This survey received twenty-eight individual results. The results of the survey are summarised below, overseen by the five prevalent survey themes.

Questions

Q1. What does success look like for a more diverse and vibrant local Borough economy?

Q2. Developing public areas that leverage and showcase the Borough’s natural amenity are key to growing the visitor economy

Q3. What should the Borough of Queenscliffe be doing to improve it’s natural public amenity?

Q4. What value is there in encouraging local businesses and residents to ‘buy local’?

Q5. What do you see as the main barrier to ‘buying local’?

Q6. What brand and identity are we (Queenscliffe and Point Lonsdale) presenting to the world when promoting its attraction to potential visitors?

Q7. What is the benefit of a consistent brand?

Q8. How could the brand be strengthened, and by who?

Q9. What do we need to do to tap into the opportunities in agribusiness and marine sectors? Can these opportunities be leveraged to also enhance the visitor economy and other sectors?

Q10. Like any level of Government, the levers that Council can control are limited. The role of council should be to facilitate and minimise the barriers to private investment. Council should be an enabler in the economy, rather than a participant. With this in mind, please consider the following:

- a.** How can Council BEST enable private sector investment?
- b.** What is the role that the Council can, and should, play in economic development?

Q11. What are the key opportunities in the next 5 years for a flourishing economy?

Q12. As a community, how will we know our economy is flourishing in 5 years?

Themes	Community Feedback
Seasonality	We need a less 'seasonally – dependent' economy
	More yield per visitors as opposed to increasing number of visitors
Visitor Economy	Year-round tourism by capitalising on a diverse brand
	Need a seamlessness of quality throughout the Borough
	An identifiable consistent brand is necessary
	More new, exciting, and diverse businesses will benefit visitors and the community
Council	The Council should not undertake any activity which competes directly with existing businesses
	The Council should support and maintain the community in areas such as crown land and recreational infrastructure
Relationships	A cultural change is required in order to work together to achieve the desired outcome
	Communication between all stakeholders of the Borough to work together
	The Council-business relationship needs to improve to entice the right investment
	Collaboration between businesses for a stronger market offering
Existing Assets and Amenities	We must build on the areas existing strengths
	We need to build on natural amenities
	Natural assets are community assets
	Enhancing existing public areas to maintain the ambience
	There must be a stable year round adaptive reuse of Fort Queenscliff

Appendix D - Agribusiness Initiatives

Geelong Economic Futures 2017

In a 2017 report on the potential future for the Geelong region, Agribusiness was identified as the industry within which the most prosperous economic growth could arise, where agribusiness includes:

- Chemical Suppliers
- Machinery Companies
- Primary production such as forestry and fisheries
- Manufacturing such as abattoirs, milk factories, wineries, and sawmills
- Wholesaling
- Grain storage
- Exports
- Transport

The selection of agribusiness for the region was determined by drawing on the Geelong regions top 3 strengths:

1. Soil composition and it's growing potential
2. Efficient transport logistics
3. Trained workforce

The strategy used these strengths, the notion of Australia as 'Asia's food bowl' and its and local international relationships to identify the top 5 emerging opportunities in Agribusiness.

Top 5 Emerging Opportunities in Agribusiness	
1	Irrigated agriculture using secure recycled water supplies
2	Australian animal health laboratory
3	Avalon: Victoria's future inland freight precinct
4	Industrial-scale advanced carbon fibre manufacturing in Geelong
5	Commercialised international education in farming and agribusiness

The top 5 emerging opportunities are selected with the foundation of enticing both government and private sector investment and further facilitate growth.

Agribusiness is attributed to the visitor experiences such as rural landscapes, wineries, harvest trails, farmer's markets, and gourmet food production that is known for attracting domestic and international visitors to the Geelong region and fuelling the visitor economy.

Appendix E - Current Council Initiatives

Purpose: This is the working capture of projects and plans for the further economic development of the Borough of Queenscliffe.

NB: (Expected Completion)

	Underway	Funded	Planning Underway
Long Term Visitor Economy	Destination Queenscliff (<i>Late 2019</i>) Unlocking the Fort (<i>No date yet</i>)		Point Lonsdale Lighthouse Reserve (<i>No date yet</i>) Queenscliff Cultural Hub (<i>No date</i>)
Long Term Non-Visitor Economy		Recreation Reserve Rebuild – Ports Precinct (<i>Mid 2018</i>)	
Short Term the Borough of Queenscliffe Funded	Historic Railway Upgrade (<i>Completed</i>) Springs Car Park Upgrade (<i>Completed</i>) Footpath Upgrade Queenscliff Ferry to Harbour (<i>Completed</i>) Bellarine Rail Trail Upgrade (<i>Completed</i>) Point Lonsdale Foreshore Upgrade (<i>Completed</i>) Construction of Two New Boardwalks Connecting Front Beach to Town (<i>Completed</i>)		
Short Term Private Investment	The Grand Hotels Upgrade (<i>No date yet</i>)		

Appendix F – Visitor Strategies

For the purpose of this Strategy, we drew upon pre-existing published visitor strategies in order to ensure the continuation of national and state wide visitor economy plans and initiatives and utilise the future plans underway.

Visitor Strategies

Victorian Visitor Economy Strategy, 2016
State Government of Victoria

Victoria's 2020 Tourism Strategy, 2013
State Government of Victoria and Tourism Victoria

Tourism Forecasts, 2016
Tourism Research Australia

State of the Industry, 2017
Tourism Research Australia

Victoria's Regional Statement, 2015
State Government of Victoria

Appendix G – Data Collection and Prosperity Indicators

Proposed future data collection for BOQ

Ongoing engagement of the business community, in a similar manner to that undertaken for the development of this Economic Development Strategy, could provide information that informs:

- Business confidence and trends
- Barriers to further investment
- The impact that the implementation Economic Development Strategy has on these and other indicators over time

As well as following this similar approach to track progress against the current baseline, Council could also use the survey questionnaire to target other specific areas and fill knowledge gaps, such as:

- Understanding new ways in which council could enable the local economy
- Observed trends in tourism and visitor activity
- Observed impact of specific projects or events on affected businesses (e.g. what impact does the Queenscliff Music Festival have on your business?)

The table below outlines some suggested data that the Council and other organisations could collect in order to better inform its decision making.

Data	Collection Source	Value
Ongoing annual business engagement (continuing on from EDS survey 1)	<ul style="list-style-type: none"> • Council to collect data from local businesses on the same 11 questions annually 	<ul style="list-style-type: none"> • Observe confidence and trends over time • Understand barriers to future investments
Visitor origin postcode or country	<ul style="list-style-type: none"> • Accommodation providers • Operators of visitors experiences 	<ul style="list-style-type: none"> • Map over time the visitor profile • Target marketing • Investment attraction
Impact of specific events (e.g. festivals) or investments (e.g. Destination Queenscliff project), after they have occurred	Targeted questionnaires sent to local affected: <ul style="list-style-type: none"> • businesses • residents 	<ul style="list-style-type: none"> • Understand which investments and initiatives have the greatest economic and community impact • Informs future decision making and business case development

Deloitte BTLC Prosperity Indicators – from state-wide and national publically available data sources

Since data collection can be a costly and/or time-consuming exercise, it is also important to consider what information is already collected by Government agencies at the State and National level. The list of 49 indicators that are used as inputs to the socio-economic prosperity framework from Deloitte’s fifth ‘Building the Lucky Country’ (in Chapter 2.4) provides a solid starting point as to what information is available. These indicators are listed below.

Economic Development Strategy

Other publically available sources of information include the Regional Australia Institute [In]sight interactive data map²¹, and the Torrens University Social Health Atlas of Australia²².

Theme	Indicator	Description	Data Source	Year	Weighting
Human Resources	Working Age Pop	Population aged 15–64 as a % of total population	ABS Census	2011	1/7
	Education Index	Weighted average of education level across the population (1= 'did not go to school, 11= 'postgraduate degree level')	ABS Census	2011	1/7
	Tertiary and VET	Those with tertiary or VET qualification as a % of working age population	ABS Census	2011	1/7
	Participation rate	Population working or seeking work as a proportion of working-age population	ABS Census	2011	1/7
	Living in Work Region	Those living in the same region in which they work as a proportion of the working population of the SA2	ABS Census	2011	1/7
	Ratio of Living to Working in Region	Ratio of those living in SA2 with those working in SA2	ABS Census	2011	1/7
	English Very Well/Well	% of non-native speakers with a proficiency in spoken English.	ABS Census	2011	1/7
Natural Resources	Mining Employment	Mining employment/working population	ABS Census	2011	1/5
	Agriculture Employment	Agriculture employment/working population	ABS Census	2011	1/5
	Forestry Employment	Forestry employment/working population	ABS Census	2011	1/5
	Fishing Employment	Fisheries employment/working population	ABS Census	2011	1/5
	Evapotranspiration	Evapotranspiration/ area	BOM	1961–90	1/5
Physical Capital	Mobile Availability Rating	Mobile quality rating in area.	MyBroadband	2015	1/6
	Road Infrastructure	GIS calculation of average distance for residents and businesses to nearest major road	RAI (Geoscience Australia)	2003	1/6
	Distance to Railway	Average distance from SA1 to nearest rail station	RAI (Geoscience Australia)	2003	1/6
	Distance to Airport	GIS calculation of average distance for residents and businesses to nearest commercial airport	RAI	1985–2011	1/6
	Distance to Port	GIS calculation of average distance for residents and businesses to nearest port	RAI (Ports Australia)	2012	1/6
	NBN Coverage	Broadband quality in area – from 5=A (best) to 1=E (worst)	MyBroadband	2015	1/6
Social Capital	Volunteers	% of people living in area who are volunteers	ABS Census	2011	1/4
	Receive Support	Persons aged 18 and over who are able to get support in times of crisis from people outside the household (%)	Social Health Atlas	2014	1/12 ²¹
	Give Support	Persons aged 18 and over who gave support to other relatives living outside the household (%)	Social Health Atlas	2014	1/12
	Feels safe walking home in dark	Persons aged 18 and over who feel very safe/safe walking alone in local area after dark (Likert scale)	Social Health Atlas	2014	1/12
	Acceptance of other cultures	Persons aged 18 and over who disagree/strongly disagree with acceptance of other cultures (Likert scale)	Social Health Atlas	2014	1/4
	Inequality measure	Inequality calculated using total household income (weekly equivalised)	ABS Census	2011	1/4
	Innovation and Entrepreneurship	Business Owners	Proportion of business owners	ABS Census	2011
R&D Managers		Number of R&D managers/working population	ABS Census	2011	1/3
Own Business Income		% of income by own business	ABS Census	2011	1/3
Leadership and Contribution	Voter turnout	Voter turnout at federal level (%)	AEC	2013	1/3
	Informal voting	Informal voting at federal level (%)	AEC	2013	1/3
	Managers and Professionals	Managers and professionals/working population	ABS Census	2011	1/3
Health and Safety	Health Risk	Estimated % of people with at least one of four of the following health risk factors – smoking, harmful use of alcohol, physical inactivity, obesity – persons aged 18 years and over	Social Health Atlas	2007–08	1/3
	Avoidable Mortality	Avoidable mortality (index)	Social Health Atlas	2009–12	1/3
	Crime Rate	Offences as % of population	Various	2013-14	1/3

²¹ <http://www.regionalaustralia.org.au/home/tools-and-products/insight/>

²² <http://phidu.torrens.edu.au/>

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Theme	Indicator	Description	Data Source	Year	Weighting
Material Standards	Household income	Average household income	ABS Census	2011	1/4
	Unemployment	Population actively seeking work/labour force	ABS Census	2011	1/4
	Mortgage stress	Households in the bottom 40% of income distribution, spending more than 30% of income on mortgage repayments as a proportion of mortgaged private dwellings	Social Health Atlas	2011	1/4
	Rent stress	Households in the bottom 40% of the income distribution, spending more than 30% of their income on rent as a proportion of rented private dwellings	Social Health Atlas	2011	1/4
Natural Amenity	Proximity to nature	GIS calculation. Average distance for a region's residents to the nearest nature reserve or national park	RAI (Geoscience Australia)	2004	1/4
	Conservation size	% of area that is protected	National Regional Profile	2015	1/4
	Proximity to coast	GIS calculation. Distance from midpoint of each LGA to nearest coastline	RAI	2013	1/4
	Night trips – Outdoor	Number of domestic night trips by calendar year, for outdoor purposes (000s)	Tourism Research Australia	2014	<i>The sum of nights trips and day trips was weighted 1/4</i>
	Day trips – Outdoor	Number of domestic day trips by calendar year, for outdoor purposes (000s)	Tourism Research Australia	2014	
Local Amenities	Access to stores	No. of workers in retail, accommodation & food services/area	ABS Census	2011	1/3
	Activity centres	Number of workers in arts, recreation, sports, heritage, creative and performing arts/area	ABS Census	2011	1/3
	Access to finance	Number of workers in financial services (e.g. banking, building society operations and credit union operations)/area	ABS Census	2011	1/3

Appendix H - Consultations

Deloitte met and consulted with the following groups and individuals during the consultation phase of the Economic Development Strategy:

Groups

1. Borough Of Queenscliffe - Tourism and Economic Development Advisory Committee (TEDAC)
2. Rip Chamber of Commerce
3. Point Lonsdale Civic Association
4. Queenscliff Community Association

Individuals

Name	Role/Organisation
1. Sean Blackwood	Queenscliff Harbour
2. Lorraine Golightly	Big 4 Beacon Resort
3. Lenny Jenner	CEO Borough of Queenscliffe
4. Hugo T Armstrong	Bay City Events
5. Colleen Kenwood	Seaview Gallery
6. Matt Davis	Lighthouse Arts
7. David Beaumont	Salt Gallery
8. Cr Ross Ebbels	Borough of Queenscliffe, TEDAC
9. Cr Tony Francis	Borough of Queenscliffe, TEDAC
10. Cr Boyce Pizzey	Borough of Queenscliffe
11. John Barrett	Queenscliffe Maritime Museum
12. Roger Grant	Tourism Greater Geelong and the Bellarine
13. Brett Ince	Tourism Greater Geelong and the Bellarine
14. Katalin Blond	Hotel Q
15. Matt McDonald	Searoad Ferry
16. Rod Wyath	Bowling Club
17. Rick Rogerson	Pasquini's Cafe
18. Stephen Ryan	Regional Development Victoria
19. Kerri Erler	Regional Development Victoria
20. David Price	Bellarine Railway
21. Mark Gingell	Gordon TAFE
22. Geoff Mutton	QMF
23. Peter Callaghan	QMF

24. Cameron Waring

Point Lonsdale Newsagency

Regular consultations, forums, and meetings were held during the writing process with TEDAC, The Borough of Queenscliffe, and the CEO, these meetings were held on the below dates:

TEDAC	The Borough of Queenscliffe	Lenny Jenner, CEO
Thursday, 18 May 2017	Thursday, 18 May 2017	Wednesday, 10 May 2017
Wednesday, 19 July 2017	Thursday, 15 June 2017	Tuesday, 20 June 2017
	Thursday, 3 August 2017	Monday, 24 July 2017
		Tuesday, 1 August 2017
		Wednesday, 9 August 2017