

# Economic Development Strategy Overview



**Borough of Queenscliffe**  
Queenscliff & Point Lonsdale, Victoria, Australia

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The development of a successful Economic Development Strategy for the Borough of Queenscliffe begins with an acknowledgement of the Borough's unique structure, location and population.

The Borough of Queenscliffe was established in 1863. It is Australia's only Borough and the only council in Victoria whose boundary predates the restructure of local government in the mid 1990s. More than 50 per cent of the population is aged over 60, and the extent of the Borough's temporary population is clearly illustrated by the 55.9 per cent of private dwellings unoccupied during the 2016 census. Our permanent residential population of 2,853 swells to over 17,000 during the summer season when visitors flock to the Borough to enjoy the beaches, historic buildings, cafes and restaurants, and relaxed lifestyle.

A comprehensive and practical response to the question 'What does a successful Economic Development Strategy for the Borough of Queenscliffe look like?' must not only address these key features but consider how best to utilise them. With this in mind, the Economic Development Strategy has been designed around

five pillars that build on existing opportunities:

1. Increase sustainable yield from the visitor economy
2. Connect and partner with local government counterparts and large employers in the region
3. Utilise built and natural assets to deliver experiential excellence for visitors
4. Diversify the local economy into non-visitor sectors
5. Present the Borough as a premier location for retirees

The Borough of Queenscliffe holds a special place in the hearts of those who live, work and holiday here. This is reflected in Council's vision of the Borough as 'a safe haven defined by its unique heritage, rich culture and significant natural environment'.

The ultimate goal of the Economic Development Strategy is to future-proof the Borough, ensuring sustainable business, driving economic benefits for the greater community and saluting our heritage values so that our safe haven can welcome and support a thriving population for generations to come.



The Economic Development Strategy has been prepared with funding from Regional Development Victoria.

# Background



Inspired by the Borough's Latin motto "statio tutissima nautis", Council's vision for the future is:

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.

This vision has underpinned the development of the Economic Development Strategy in line with a set of guiding principles designed to ensure sustainable and positive outcomes with the potential to deliver a more diverse and vibrant local economy for the Borough of Queenscliffe.

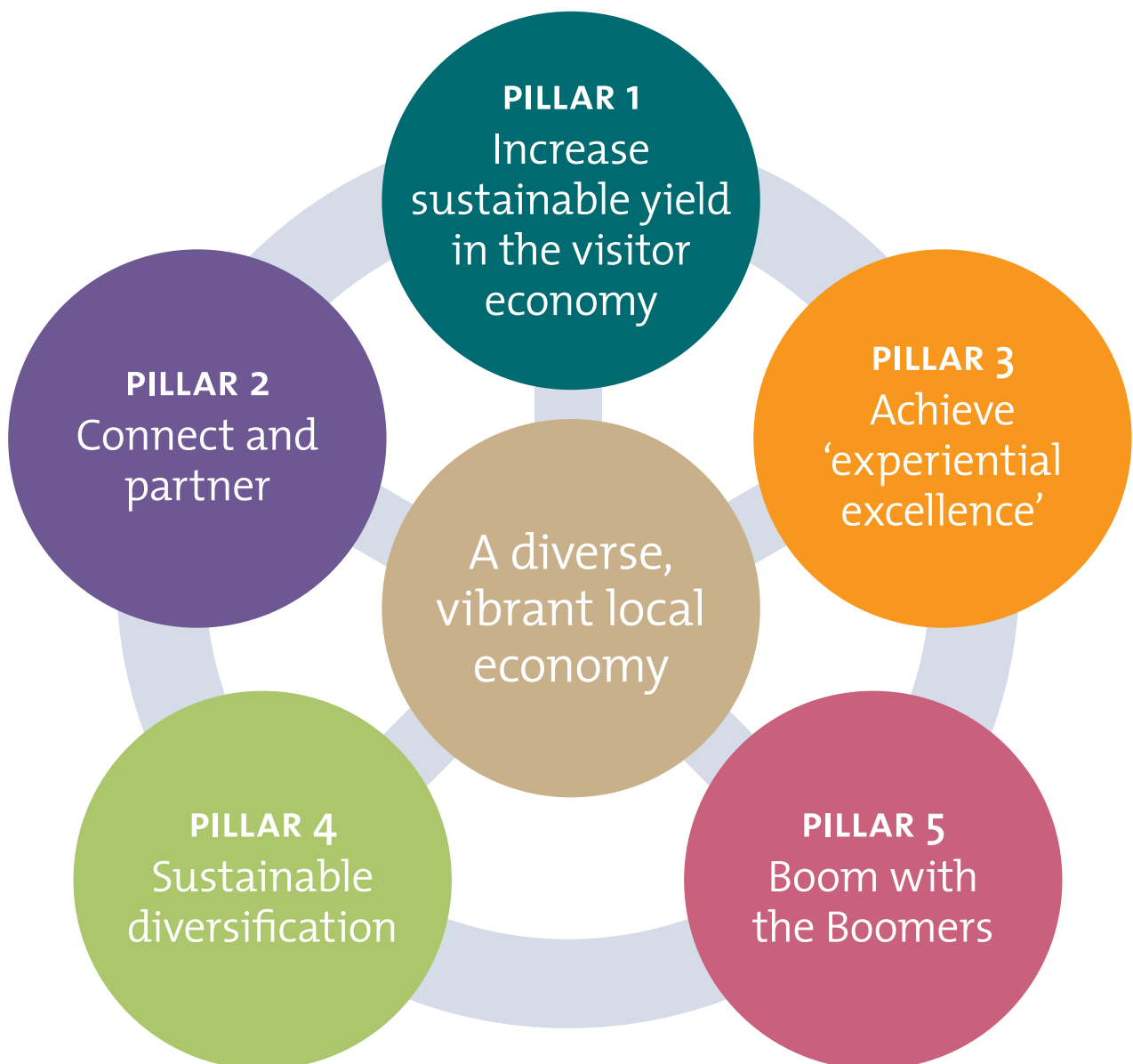
Guiding principles for a successful Economic Development Strategy.

## The Strategy

1. Needs to be **equally owned**, driven and monitored by business, community and Council.
2. Needs to **maintain the character of place** by acknowledging the Borough of Queenscliffe's heritage and natural amenity
3. Must focus on using and **leveraging** what the Borough already has
4. Must encourage **thriving and sustainable businesses** that in turn encourage further investment.
5. Enacts **well-considered initiatives** based on the benefits they will provide to the broader community
6. Must maintain a **long-term approach**
7. Must optimise a **connected approach** that leverages existing Borough of Queenscliffe council plans and strategies along with those of our neighbouring regions.

# Economic Development Strategy Framework

Along with the guiding principles the strategy takes into consideration the current dynamics in national, state, and regional sectors including population, visitation, demographics, employment, and business development. The Economic Development Strategy is best considered as five interlinked pillars with each pillar consisting of a series of strategies that will help the Borough to develop a more vibrant sustainable year-round local economy.



# Immediate Priorities

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

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

Strategy	<p>Allow visitors to experience the viewscape and the history</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> <li>• Implement Destination Queenscliff including contemporary wayfinding signage and smart device storytelling to achieve experiential excellence</li> <li>• Undertake paths and trails strategy for the Borough</li> </ul>
Strategy	<p>Optimise the opportunities from the Bellarine Railway</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> <li>• 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</li> </ul>
Strategy	<p>Integrated arts and culture experiences (festivals, galleries)</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> <li>• Identify gaps in the existing calendar of events to plan and encourage creation of new events</li> </ul>
Strategy	<p>Provide enabling support for new events to grow</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> <li>• Continue to provide sponsorship to assist arts and cultural events to take root and grow</li> <li>• Actively support Queenscliff Music Festival to progressively increase their role in providing governance and administration to events</li> </ul>
Strategy	<p>CBD Precinct</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> <li>• Review Hesse Street Revitalisation Plan and produce a Streetscape Plan that identifies opportunities to further enhance the amenity of the Queenscliff main street</li> </ul>
<b>Pillar</b>	<b>Sustainable diversification</b>
Strategy	<p>Position for the knowledge economy of the future</p> <p>Immediate priorities:</p> <ul style="list-style-type: none"> <li>• Advocate for high speed IT</li> </ul>

# Pillar 1: Increase Sustainable Yield in the Visitor Economy

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

## Why this is important

The Economic Development Strategy focuses on extracting a higher yield from visitors rather than simply increasing the volume of visitors. Opportunities for visitor experiences, especially during off-peak times, contribute to increase spend and length of stay and more money spent locally.

## The benefit

Increasing sustainable yield in the visitor economy will have positive impacts on local business and the economy as a whole, creating greater certainty surrounding cash flow and future profitability, providing a better experience for visiting friends and relatives, and improving business offerings and employment potential for locals.

### Strategy: Activate and masterplan the Queenscliff foreshore

Reclaim the foreshore in Queenscliff and position it as a family-friendly beachside for visitors from near and far.

Lead: Council

Level of Importance: High

Anticipated timeframe: 1 to 5 years

### Strategy: Develop an all-encompassing visitor narrative

Reinforce how unique the Borough is compared to other parts of Victoria.

Lead: Council

Level of Importance: High

Anticipated timeframe: 1 to 5 years

### Strategy: Capture more business from ferry visitations

Employ the compelling Queenscliff narrative above and effective marketing to capture the visitor at the time of booking for an improved visitor experience.

Lead: Council

Level of Importance: Medium

Anticipated timeframe: 2 to 5 years

### Strategy: Increase spend from visitors to holiday parks

Create visitor awareness of experiences and packages. Promote collective marketing to Council tourist parks and other accommodation operators. Encourage businesses to offer more enhanced experiences and packages.

Lead: Business

Level of Importance: Medium

Anticipated timeframe: 2 to 5 years

### Strategy: Increase the mid-week offering from businesses

Businesses could play an important role in offering a more enhanced mid-week offering to visitors and local residents.

Lead: Business

Level of Importance: Medium

Anticipated timeframe: 1 to 5 years

# Pillar 2: Connect and Partner

## Why this is important

The Borough of Queenscliffe is an important linking partner between the City of Greater Geelong and the Mornington Peninsula. Leveraging off significant events and businesses in neighbouring local government areas presents greater collaboration opportunities for the local economy.

## The benefit

Partnering with and leveraging off neighbouring economies will not only boost the Borough's visitor offering, but will also increase diversity and support the transition towards a more sustainable year-round economy. These results will offer increased employment opportunities and improved services to local residents during non-peak periods.

### Strategy: Packaging experiences

Create 'best of the Borough' packages, including relaxation, sports, accommodation and dining, for visitors seeking experiences.

Lead: Business

Level of Importance: Medium

Anticipated timeframe: 1 to 5 years

### Strategy: Plan, coordinate and collaborate to link with the Mornington and Bellarine Peninsulas

Build a larger presence for Borough businesses, events and festivals in the Mornington and Bellarine Peninsulas, linking and extending festivals and creating a shared calendar of events.

Lead: Council

Level of Importance: Medium

Anticipated timeframe: 1 to 5 years

### Strategy: Capturing a greater share of Victoria's lucrative international visitor market

Develop a compelling narrative backed up by experiences as well as a shared approach to cross-selling of experiences.

Lead: Business

Level of Importance: Medium

Anticipated timeframe: 2 to 5 years

### Strategy: Encourage local collaborations to support 'buy local'

Extend Council local procurement policy to the business and sporting communities.

Lead: Council

Level of Importance: Medium

Anticipated timeframe: 2 to 5 years

### Strategy: Facilitate opportunities for government or private partnerships on Crown land

Open the potential for collaboration and financing in rejuvenating and maximising the potential of the Borough's foreshore.

Lead: Council

Level of Importance: Low

Anticipated timeframe: 4 to 5 years

### Strategy: 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.

Lead: Council

Level of Importance: High

Anticipated timeframe: 1 to 5 years



# Pillar 3: Achieve ‘Experiential Excellence’

## Why this is important

Visitors to regional Victoria are increasingly looking for authentic cultural, historical, natural and culinary experiences. 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.

## The benefit

Boosting the Borough’s experiential offering would increase non-peak visitation, promoting more sustainable businesses, longer business hours and further investment.

### Strategy: 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 Council to develop a strong, evidence-based business case on how Fort Queenscliff can be best utilised to enhance the local economy.

Lead: Council

Level of Importance: High

Anticipated timeframe: 1 to 2 years

### Strategy: ‘The Bay and the Beach’ as an experience

Queenscliff and Point Lonsdale share unique coastal environments. All the components of Destination Queenscliff are aimed at creating an experience from these environments.

Lead: Council

Level of Importance: Medium

Anticipated timeframe: 1 to 5 years

### Strategy: Allow visitors to experience the viewscape and the history

Building on Destination Queenscliff, create an experiential pathway across the Borough from the Ferry, between the Lighthouses, and link to Swan Bay and the Bellarine Rail Trail.

Lead: Council

Level of Importance: High

Anticipated timeframe: 1 to 5 years

### Strategy: 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.

Lead: Council

Level of Importance: Medium

Anticipated timeframe: 1 to 5 years

### Strategy: 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 the region.

Lead: Council

Level of Importance: High

Anticipated timeframe: 1 to 5 years

# Pillar 3: Achieve ‘Experiential Excellence’

(continued)

## Strategy: Provide enabling support for fledgling events and experiences to grow

Leverage the skills and capacity within selected proven community organisations to establish coordinated support for marketing, logistics and administration for chosen fledgling events and festivals to grow collaboratively.

Lead: Council

Level of Importance: High

Anticipated timeframe: 1 to 5 years

## Strategy: CBD Precinct

Rejuvenation and activation of this asset is required to meet the standards of residents and visitors. Once activated, Hesse Street will become a leading example of the narrative and culture of the Borough.

Lead: Council

Level of Importance: High

Anticipated timeframe: 1 to 5 years



# Pillar 4: Sustainable Diversification

## Why this is important

With many local businesses highly reliant on the visitor economy, 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.

## The benefit

Diversification into non-visitor economic sectors will help improve the year-round sustainability of local businesses. This includes better access to services, cheaper goods and increased employment opportunities.

### Strategy: Position for the knowledge economy of the future

Develop digital collateral and target opportunities that position the Borough as a location ideally suited to both telecommuting and small-scale trials of emerging technology.

Lead: Council

Level of Importance: Medium

Anticipated timeframe: 1 to 5 years

### Strategy: Attract appropriate investment through zoning of Council land

Re-zone targeted parcels of vacant Council land; for example, the Murray Road intersection (if required), and/or seek expressions of interest on vacant land with a view to creating new investment opportunities.

Lead: Council

Level of Importance: Medium

Anticipated timeframe: 1 to 5 years

### Strategy: Explore opportunities to add value to local agribusiness industries

Understand specific opportunities to encourage businesses that add scale or value to agribusiness industries; for example, value-adding to produce or gourmet local food retailing/distribution, or provision of service offerings to local businesses, such as wine bottling.

Lead: Council

Level of Importance: Medium

Anticipated timeframe: 2 to 5 years

### Strategy: Consider compatible uses for Fort Queenscliff consistent with the multiplier effect

Provide a unique set of experiences, in an iconic facility that enhance the economy and generate the optimal multiplier effect across visitations and local employment activities.

Lead: Council

Level of Importance: High

Anticipated timeframe: 2 to 5 years

### Strategy: 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.

Lead: Council

Level of Importance: High

Anticipated timeframe: 1 to 5 years

# Pillar 5: Boom with the Boomers

## Why this is important

The Borough and the broader 3225 area encompass an older (and ageing) community that represents the largest component of the overall community profile. There are clear opportunities for the Borough to capitalise on significant investment in aged care services in the region in recent years, and become

a premier choice for relocation after retirement.

## The benefit

Enhancing the offering to Baby Boomers would not only stimulate investment and create employment opportunities in health-related services, but also boost the economy through the 'visiting friends and family' market on a year-round basis.

### Strategy: Engage the Boomers in business and opportunity

A number of very active Probus groups provide ample scope to develop, pilot and trial new ideas, experiences and services.

Lead: Business

Level of Importance: Medium

Anticipated timeframe: 2 to 5 years

### Strategy: Embrace community age demographic

Actively encourage more demographic-appropriate business from a variety of sectors.

Lead: Business

Level of Importance: Low

Anticipated timeframe: 3 to 5 years

### Strategy: Develop new and unique lifestyle offerings for the ageing community

Position 3225 as a 'location of choice' for retirement. 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: Business

Level of Importance: Low

Anticipated timeframe: 3 to 5 years

### Strategy: Bolster existing offerings for the ageing community

Utilise and enhance existing and planned infrastructure including sports facilities (walkways, tennis, bowls and croquet) to allow residents to fully experience all of these offerings.

Lead: Council

Level of Importance: Low

Anticipated timeframe: 3 to 5 years

### Strategy: Attract investment in aged care facilities and/or independent living units

This would require Council to determine what, if any, obstacles exist for development of vacant Council land and seek expressions of interest from potential investors.

Lead: Council

Level of Importance: Low

Anticipated timeframe: 3 to 5 years

### Strategy: Link to Festivals

Ensure all festivals provide tailored Boomer and 'lifelong learners' elements.

Lead: Council

Level of Importance: Medium

Anticipated timeframe: 2 to 5 years

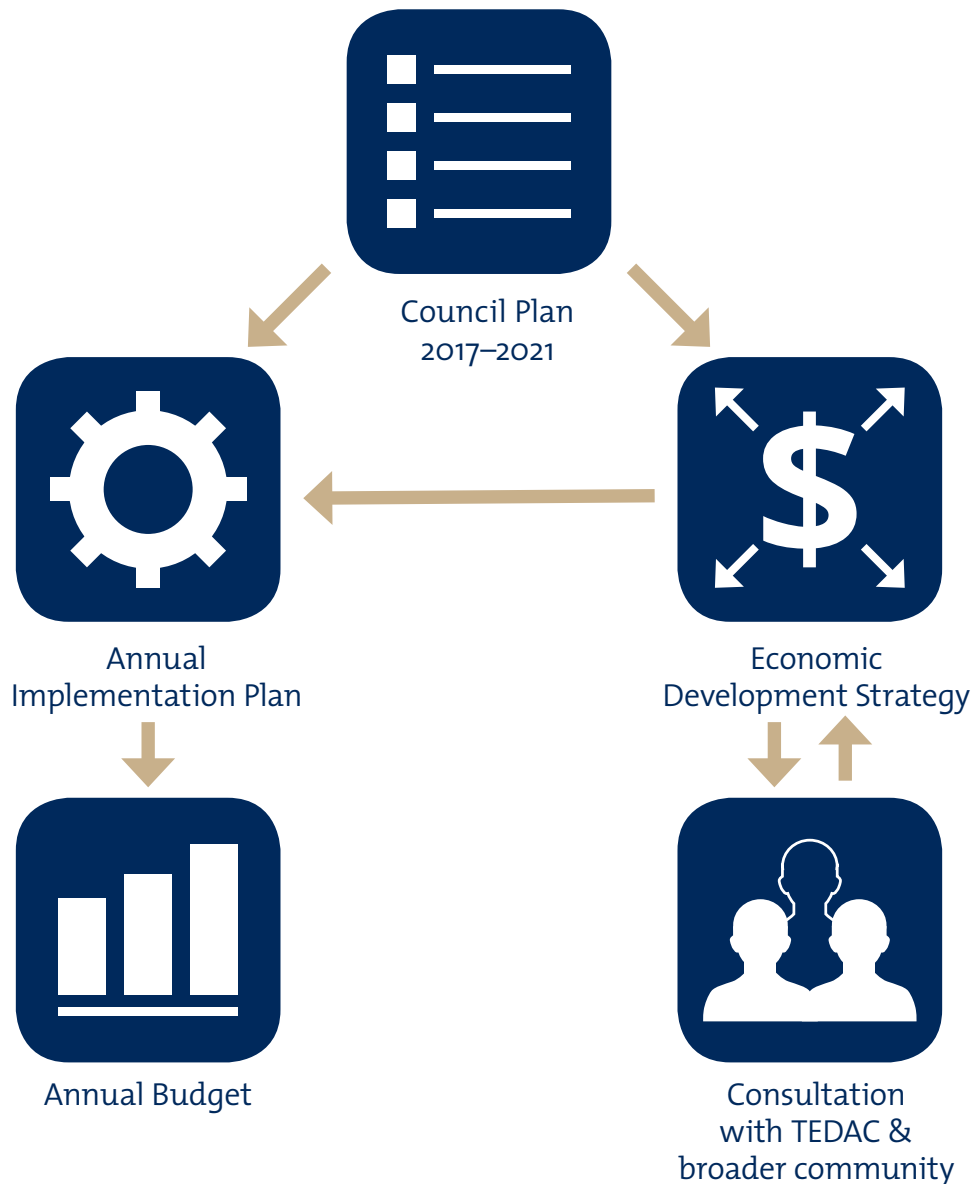
# Planning for the Future

Council's consideration of the strategies beyond 2017/18 will form part of the community consultation and Council deliberations relating to the Council annual Implementation Plan and Budget.

This annual planning and community engagement process will allow Council to decide how to allocate resources across the Strategy, its Implementation Plan, Budget and Strategic Resource Plan on an ongoing basis to ensure

continuing progress and success.

In addition, Council's Tourism and Economic Development Advisory Committee (TEDAC) shall provide formal advice to Council on the progress of the Strategy and recommendations on future priorities. These recommendations and advice will provide important reference points to assist Council in reviewing the progress of the Strategy and shaping Council's annual Implementation Plan and Budget.



# What Does Success Look Like?

## EMERGENCE OF ASIA

### **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

### **Fort Queenscliff is 'unlocked' and maximised**

a classic Australian bucket list site that attracts visitors both near and far

## EVOLVING VISITOR ECONOMY

### **Integrated Arts and Culture calendar of various connected experiences**

an iconic destination known worldwide for its festivals, art exhibitions and local cultural experiences

### **Known as a health and wellness destination**

sea baths and boutique wellness retreats

### **Packaged experiences available**

show off the 'Best of the Borough'

### **Increased capture and yield from ferry visitation**

Queenscliff is a destination for ferry passengers, not just a port for departure

## DIGITAL AGE

### **Telecommunicating will be increasingly enabled and common**

enjoy co-working hubs and working from home

## KNOWLEDGE ECONOMY

### **Greater levels of human capital**

innovators that will drive the future economy will see 3225 as a good choice to work from

## BOOMING WITH THE BOOMERS

### **Investment enabled on vacant council land**

diversified development that responds to the preferred neighbourhood character of the area and provides services to the Boomers

### **The Borough is the 'place of choice' for people to retire**

increased options for 'lifelong learning'

## More Information



[www.queenscliffe.vic.gov.au](http://www.queenscliffe.vic.gov.au)



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