

INVESTMENT ATTRACTION FRAMEWORK

Presented by: **Economy & Prosperity**

Adoption Date: 27 January 2021 - Resolution No. 7073

ISAAC
REGION 
HELPING TO ENERGISE THE WORLD

OVERVIEW/BACKGROUND

The purpose of the Investment Attraction Framework (the Framework) is to provide a framework for attracting investment within the Isaac region. It is intended this will promote jobs growth and sustainable economic development through support and encouragement of private investment. As outlined above; the role of Council in Economic Development is to advocate, facilitate, regulate, plan, provide and collaborate.

The suite of Investment Attraction documents provide a strategic platform to guide investment attraction activities from a whole-of-region perspective. Businesses and investors will be informed and encouraged to invest in the Isaac region; with incentives of a dedicated first point of contact within Council to provide facilitative services and work with project proponents to access project suitability, facilitate access to the relevant areas of Council, calculate the economic benefits and look to support from project inception to completion.

Further services provided will include trade and investment delegations or arranging meetings with relevant stakeholders. Customised site selection assistance will also be available (should land/appropriate site be available), as well as data provision and facilitation to development application assistance.

SCOPE

The Framework and accompanying documents apply to informing potential investors and management of enquiries received by Isaac Regional Council relating to investment within the region.

Whilst the associated marketing documents do inform and support public and private investment attraction through;

- Council's advocacy programs
- Council's grant funding submissions/programs

The targeted marketing and management of investment attraction through those programs is not within the Framework scope.

THE ROLE OF LOCAL GOVERNMENT ECONOMIC DEVELOPMENT



THE ROLE OF LOCAL GOVERNMENT ECONOMIC DEVELOPMENT

Advocate

- Council is a community leader who can successfully engage with the community, other local, state and federal leaders to develop commitment, energy and attitude towards economic development. Actions undertaken by council should be based on and informed by the community's desired outcomes.
- Lobbying for specific action, resources or change at a higher level can provide new opportunities for local communities to utilise their resources and capability.

Facilitate

- Depending on circumstances and resources, council may pursue a range of individual or joint venture commercial activities such as land development that may serve as a catalyst to further economic development.
- Incentives (e.g. rates, holidays, relocation expenses and use of council facilities) are a positive motivational force on behaviour and provide greater encouragement for business and consumers to act in a particular way, or locate in a local area.
- Information flow between business and consumers is vital in generating demand for locally produced products and services.
- Council can use its resources for local promotional activities such as the production of an investment prospectus for specific sectors or opportunities, developing tourism attractions and producing business directories. Customer service is a critical part of council's promotional activities.

Regulate

- Local laws provide council with a mechanism to regulate certain activities in the community, and influence economic activity.

Plan

- The linking of economic development outcomes through the Community Plan, Corporate Plan and Operational Plan with their strategic and resourced operational and project activities will ensure continued actioning of economic development initiatives.
- Requirements of the planning scheme and the current land zoning influence the availability of land for development opportunities and the ease of industry and business development. The planning scheme can have both a positive and negative influence.

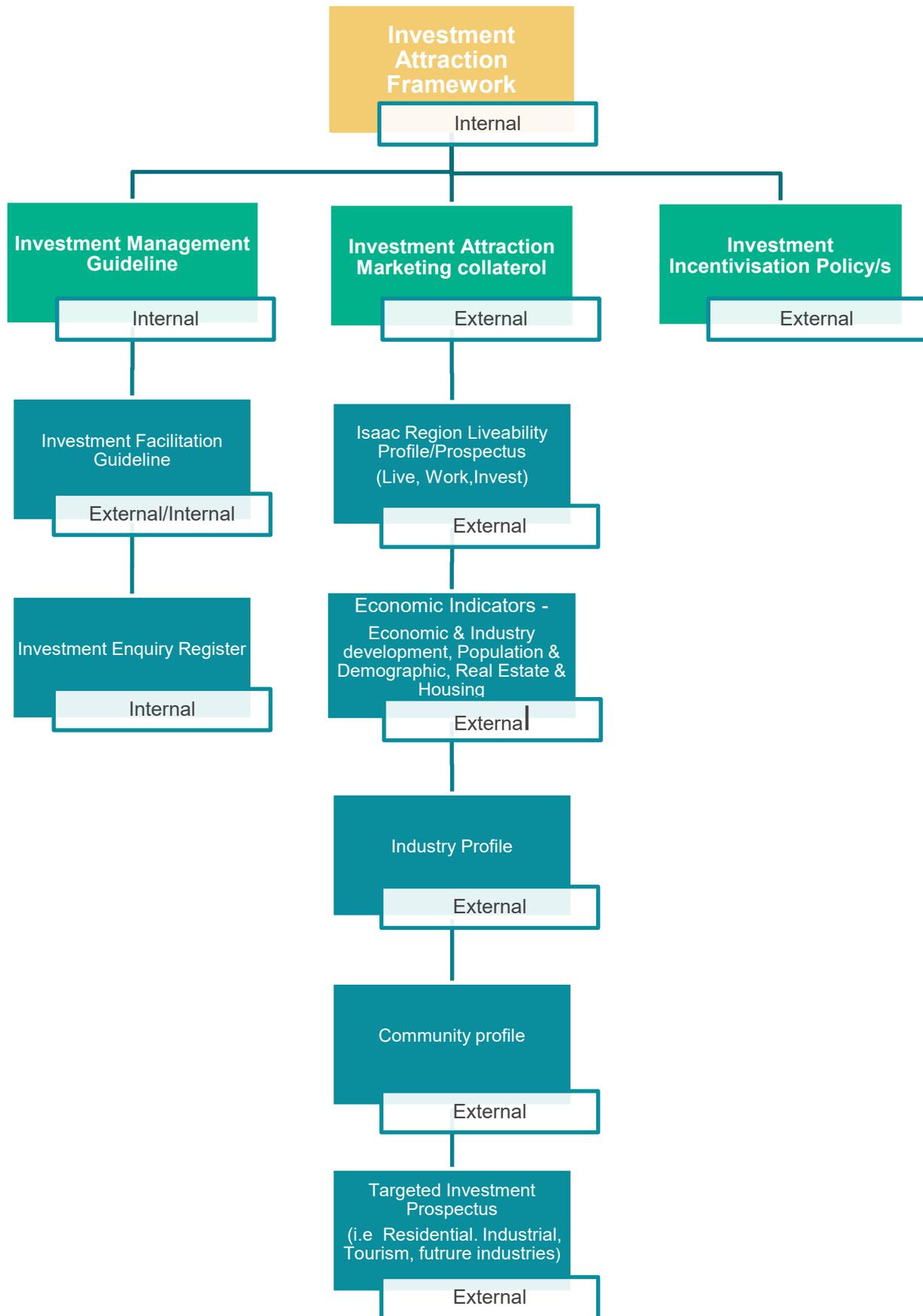
Provide services

- Service provision and access is one of the major functions of local government. A reliable supply of traditional and newly required services can support development opportunities.

Collaborate

- Public-private partnerships are an extremely effective means of delivering mutually beneficial initiatives that require the different capabilities of private and government sectors.

STRATEGIC FRAMEWORK



OUR STRATEGIC DIRECTION/KEY DELIVERABLES

INVESTMENT MANAGEMENT GUIDELINE (INTERNAL)

PURPOSE

The Investment Management Guideline is an internal document aimed to outline how investment enquiries are dealt with once Council receives the enquiry. Historically, an investor could speak with a different person each time, deal with multiple teams individually and have no clear outline as to timeframes or what 'goes on behind the scenes'. This has led to frustrations, misunderstandings of processes and a perceived lack of accountability within Council.

ACCOUNTABILITY

This document will outline a clear process from beginning to end (or continuous) for Council staff. There will be a 'step by step' listing that will also be included within the Investment Facilitation Guideline; however, this will include further detail regarding internal aspects.

INVESTMENT FACILITATION GUIDELINE (EXTERNAL)

PURPOSE

The Investment Facilitation Guideline is the external version of the Investment Management Policy. The intent of this document is to give potential investors an overview of what processes will take place within Council whilst their enquiry is being dealt with. This is typically a case by case basis, however it will give indication as to what teams they may have to talk to and why.

ACCOUNTABILITY

The key accountability here lies with the Economy & Prosperity Team (E&P) as the 'facilitation' leads. Once the enquiry is received; E&P will essentially do the 'running around' within Council to ensure the customer service value is upheld. All relevant teams will still be made accountable for their respective part, however, E&P will be the main point of contact for the potential investors and will be given the accountability to follow up with timeframes and progress internally. The intent is to provide surety to the potential investors.

INVESTMENT INCENTIVISATION POLICY/S (EXTERNAL)

PURPOSE

Investment Incentives Policy/s would be drafted and made active should Council deem it appropriate, these would be relevant to identified advocacy positions within Council. Incentivised Policies would be at the discretion of the Council, as to if and when they may be adopted.

ACCOUNTABILITY

The accountability will lie with the Policy custodian, should the Investment Incentives Policy proceed or be in place.

INVESTMENT ATTRACTION MARKETING (INTERNAL/EXTERNAL)

PURPOSE

The Investment Attraction Marketing & Communication material identified in this Framework informs a standard base range of documents to inform and promote investment within the region. The list of marketing material may be adapted to further promote investment attraction in individual industries/policy/advocation positions deemed by appropriate by Council

ACCOUNTABILITY

The accountability will lie with the Economy & Prosperity team as content creators of the marketing documents. There will be engagement and collaboration with the Brand, Media and Communications team. Other stakeholders and subject matter experts will be engaged when and where deemed appropriate.

THE FOLLOWING SUITE OF MARKETING MATERIAL ARE TO SUPPORT THE INVESTMENT ATTRACTION MARKETING AND ENGAGEMENT

ISAAC REGION LIVEABILITY PROFILE (LIVE, WORK, INVEST)

PURPOSE

The Isaac region Liveability Profile/Prospectus will be created to showcase the Isaac Region and all it has to offer. It will provide an overview of what the region has to offer in relation Live, work & invest. With particular regard to its economic strength, industry diversification, population, workforce, education, businesses, property & lifestyle.

ISAAC REGION ECONOMIC INDICATORS REPORTS

PURPOSE

The Economic Indicators reports demonstrate a current 'snapshot' of what the state of the region is within the three reports, being Industry & Development, Population & Demographics and Real Estate & Housing. These reports give real-time information on all things Isaac and demonstrate any trends or up-and-coming issues that we may need to be aware of.

ISAAC REGION INDUSTRY PROFILE

PURPOSE

The Industry Profile will be created to showcase and detail the Isaac Region's Industry & Economic strengths, it will highlight the diversification of industry in the region and be an important tool to support private investment attraction, advocacy for public investment & trade & investment promotion. It will provide an overview of the regions Industries, economic output and opportunities.

ISAAC REGION COMMUNITY PROFILE

PURPOSE

The Community Profile will be created to showcase the Isaac Region's liveability, lifestyle and all it has to offer. It will provide an overview of what the region has to offer in relation to community & social services and give insight into what each of our localities looks like in terms of lifestyle, community health & wellbeing services, community & sporting organisations, education and training, culture, events and more.

TARGETED INVESTMENT PROSPECTUS

PURPOSE

Targeted Investment prospectus will be developed individually to support Councils advocacy, investment opportunities and regional economic & social requirements, they may relate to a singular investment/development opportunity or be a broad industry-based prospectus. Potential prospectuses would be related to the likes of Industrial development, Residential development, Commercial development, Future and Trending industry development, Tourism development and Community & Social services development.

STAKEHOLDER ROLES AND RESPONSIBILITIES

INTERNAL

POSITION	ROLE/RESPONBILITY	LEVEL OF RESPONSIBILITY
Mayor and Elected Officials	ADVOCATE & INFORMED STAKEHOLDER	HIGH
Executive leadership Team	RESPONSIBLE MANAGEMENT & INFORMED STAKEHOLDER	HIGH
Economy & Prosperity	FRAMEWORK CUSTODIAN & REPORTING DEPARTMENT	HIGH
Investment Facilitation Officer (IFO)	INVESTMENT ENQUIRY MANAGER	HIGH
Liveability & Sustainability	SUBJECT MATTER PROVISION & DEVELOPMENT ASSESSMENT PROCESSING	HIGH
Engineering & Infrastructure	SUBJECT MATTER PROVISION	MEDIUM
Community Education & Compliance	SUBJECT MATTER PROVISION & LICENCING & BUILDING APPROVAL PROCESSING	MEDIUM
Manager Brand, Media & Communications	MARKETING AND COMMUNICATION SUPPORT	MEDIUM
Senior Advisor	INFORMED STAKEHOLDER	HIGH

EXTERNAL

ORGANISATION	ROLE/RESPONBILITY	LEVEL OF RESPONSIBILITY
Trade & Investment Queensland (TIQ)	ADVOCATE & INFORMED STAKEHOLDER	MEDIUM
Greater Whitsunday Alliance (GW3)	ADVOCATE & INFORMED STAKEHOLDER	MEDIUM
Qld Govt. State Development (DSDILG&P)	ADVOCATE, INFORMED STAKEHOLDER, SUBJECT MATTER & DEVELOPMENT ASSESSMENT PROCESSING	MEDIUM
Regional Development Australia (RDAMIW)	ADVOCATE & INFORMED STAKEHOLDER	MEDIUM
Industry Network Groups	ADVOCATE & INFORMED STAKEHOLDER	MEDIUM

INTERNAL DOCUMENT: ISAAC REGION INVESTMENT FACILITATION GUIDELINE (THE GUIDELINE)

The Isaac region is a powerhouse region that feeds, powers and builds communities, Councils vision statement is “helping to energise the world”. Council is committed to living our values which includes professionalism, continuous improvement, excellence, procedural consistency and customer focus.

The following guideline is an internal document intended to outline the process for investment facilitation within Isaac Regional Council. The purpose of the guideline is to provide Isaac Regional Council staff with a standard process that can be followed each time an ‘investment type’ enquiry is received. This not only provides certainty and accountability within Council; but defines a standard level of service to potential investors.

This document is intended to be read internally in conjunction with the Isaac Region Investment Facilitation Guideline (External document) and to recognise the supplementary documents.

FRAMEWORK AND SUPPLEMENTARY DOCUMENTS

The Isaac Region Investment Attraction Framework (The Framework) is the core document that outlines all relevant documentation associated with and relevant to investment attraction and facilitation within the Isaac Region. In addition to the documents outlined within The Framework; the following documentation (but not limited to) may be used concurrently with The Guideline should the responsible team deem appropriate;

- Investment enquiry questionnaire
- Initial investment enquiry reporting template
- Investment enquiry register

TRIGGERS

Examples of triggers that require delegation to the Director/CEO may include (but are not limited to)

Enquiries that are of a nature to provide services in a field or industry that has been identified as required for the regions improved social and economic benefit through Council’s; Advocacy programs, Land Development Advisory Committee workings and Councils Social infrastructure planning i.e;

- Residential development enquiries of more than one dwelling
- Childcare development
- Mining Proponent development
- Major industrial development
- Future and trending industry developments (i.e. waste to energy etc)
- Digital infrastructure developments

A trigger workflow document will be developed to include relevant triggers that will instigate an informing briefing note to the relevant internal area.

INVESTMENT FACILITATION PROCESS

