

Sunshine Coast Regional
Economic Development Strategy 2013-2033
Implementation Plan 2019-2023



SEPTEMBER 2019

Sunshine Coast Council would like to thank the signatories and partners of the Regional Economic Development Strategy and acknowledge the valuable contribution they have made to the implementation of the REDS and the continued growth of the Sunshine Coast economy.



ACKNOWLEDGEMENT OF COUNTRY

Sunshine Coast Council acknowledges the traditional Country of the Kabi Kabi Peoples and the Jinibara Peoples of the coastal plains and hinterlands of the Sunshine Coast and recognise that these have always been places of cultural, spiritual, social and economic significance. We wish to pay respect to their Elders – past, present and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander people continue to play within the Sunshine Coast community.



SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2013-2033 IMPLEMENTATION PLAN 2019-2023

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THE STRATEGY

FOREWORD

FROM MAYOR MARK JAMIESON

The Sunshine Coast is one of Australia's leading city regions of the 21st century, offering those already in the region and investors alike an unrivalled mix of quality investment opportunities, prime commercial and coastal locations, a dynamic and innovation ecosystem and an idyllic lifestyle and environment.



In 2013, our *Regional Economic Development Strategy (REDS) 2013-2033* was introduced, the first truly regional strategy developed and delivered via collaboration between council, business, industry leaders and the community.

According to an independent KPMG review of the REDS first five-year action plan, we are already well advanced on our collective journey to achieving the 20-year goal to grow our region's Gross Regional Product to \$33 billion, accompanied by an increase in high-value employment, exports and household income.

Our bold thinking and real action have made us one of the strongest regional economies in the country.

We currently have \$12.5 billion in public and private investment underway or in the pipeline, fuelling growth in a diverse range of high-value industries across the Coast.

The early stages of construction have been completed on our new Maroochydore city centre – the only greenfield CBD in Australia at this time – and the Sunshine Coast Airport – Australia's fastest growing airport and recognised as the best of its type in South-East Asia – is being expanded to deliver the nation's next international gateway.

Our new \$1.87 billion tertiary teaching hospital is now open, adjacent to a greenfield health and medical precinct offering the strategic opportunity to cluster advanced complementary medical activities next to two hospitals and an emerging new town centre.

Our region has become a leader in renewables with Sunshine Coast Council being the first local government in Australia to offset 100% of its electricity consumption with energy from a purpose-built solar farm.

The Sunshine Coast was again named a Smart21 community for 2019 and followed this up with Top7 recognition by the Intelligent Community Forum, identifying our region as one of the top 7 communities in the world for **economic, social**

and cultural development in the digital age. Our status on this front has truly taken on international significance with the announcement of the Sunshine Coast International Broadband Submarine Network, making the Sunshine Coast literally a gateway to the world.

Each year, 500 to 600 new businesses are opening in our region in diverse fields such as financial and insurance services, food and agribusiness and health care. This has seen Bernard Salt call the Sunshine Coast 'the entrepreneurship capital of Australia'. Plus, we are seeing further expansion such as that experienced by insurance giant Youi which recently opened its new \$73 million global headquarters in the Sippy Downs Technology Precinct. Our region has built strong investment connections and business credentials throughout the Asia Pacific with increasing domestic and global demand for its products and services.

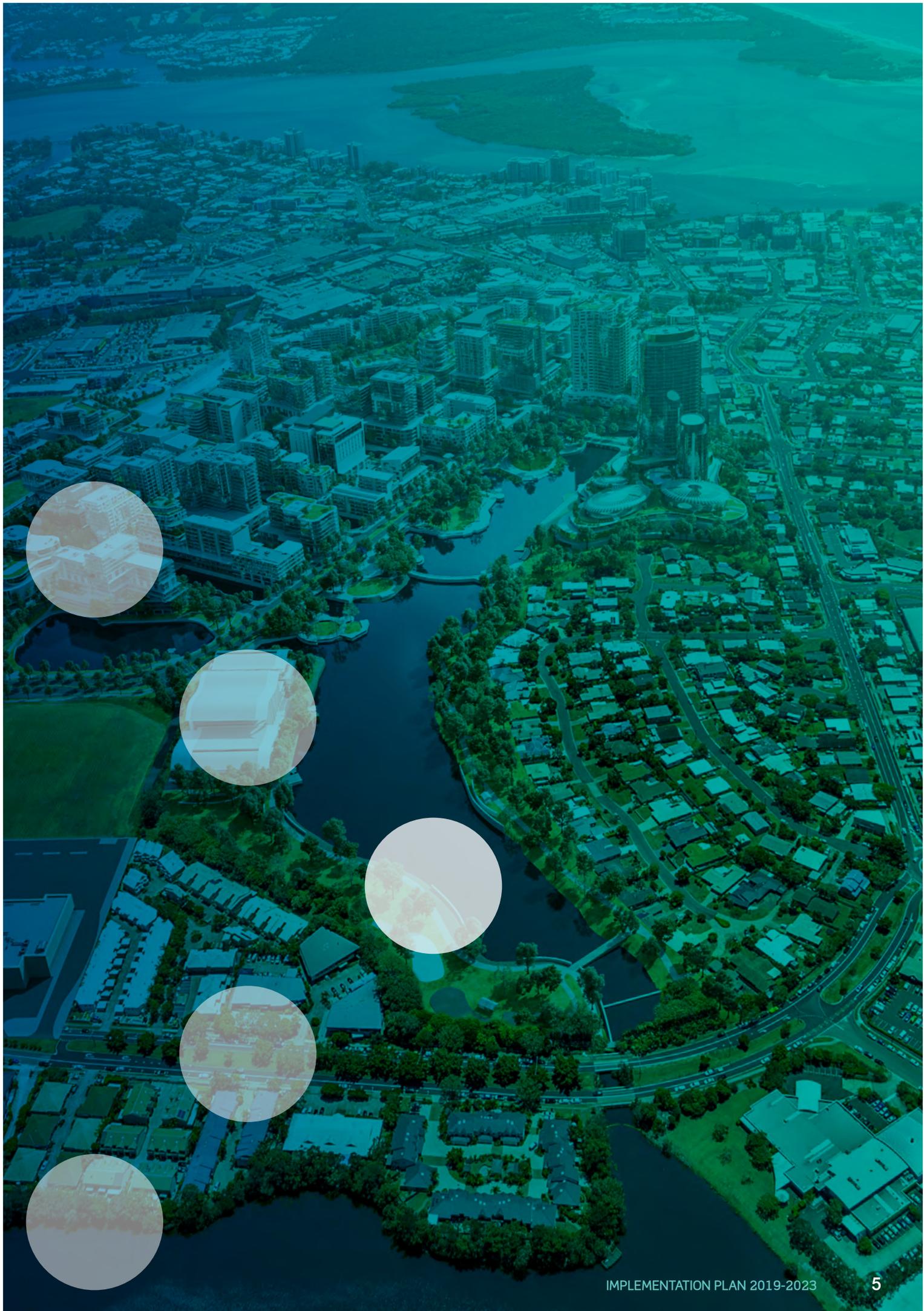
The Sunshine Coast is also well connected with road, rail, sea and air links providing a direct gateway to local, national and global markets combined with clear plans to further augment such linkages.

The combination of our region's competitive business environment, award-winning reputation for innovation, accessibility to new and existing markets, highly skilled workforce and envied lifestyle makes our Sunshine Coast a location of choice for business and investment.

Once again, we look forward to working with our stakeholders and partners to continue delivering a bold new economic vision for the Sunshine Coast.

A stylized, handwritten signature in black ink, appearing to read 'MJA', enclosed within a circular scribble.

MAYOR MARK JAMIESON
Sunshine Coast Council



EXECUTIVE SUMMARY

The Sunshine Coast is one of Australia's most desirable regions, renowned for its natural attributes, diverse, vibrant communities and economic potential. The Regional Economic Development Strategy (REDS) was developed in 2013 in part to assist the economy transition from the challenging times experienced as a result of volatile global financial conditions to a new and more diverse, adaptable, robust and vibrant economy.

The REDS presented the opportunity for, and inspired, regional leaders to look at new ideas that would deliver a stronger economy for the Sunshine Coast – and thus create a more prosperous community.

The Strategy was developed to provide a twenty-year vision and blueprint for sustainable economic growth. Its goals and aspirations encompass – and benefit – all areas of the Sunshine Coast – from the rural hinterland to its urban coastal areas and specific localities of opportunity.

The Strategy was developed by regional business, industry and local government leaders being further enhanced through valuable contributions from Sunshine Coast residents and community organisations. After five years, the Strategy implementation plan has been updated to ensure positive and constructive growth is continued over the next five-year REDS cycle.

The Strategy seeks to ensure that the region realises its full potential – with a confident future as an active participant in the global economy – this in turn will deliver lifestyle and opportunities for local residents and businesses alike. To achieve this, the region will continue to pursue five critical pathways first defined in 2013:

- 1 Leadership, Collaboration and Identity
- 2 Capital Investment
- 3 High-Value Industries
- 4 Local-to-Global Connections
- 5 Investment in Talent and Skills.

An ongoing aim of the Strategy is to strengthen, diversify and extend the existing pillars of construction, property development, retail and tourism industries – all of which will remain significant elements of the regional economy.

The region continues to seek new investment and development opportunities associated with its seven high-value industries:

- Health and Wellbeing
- Education and Research
- Tourism, Sport and Leisure
- Knowledge Industries and Professional Services
- Food and Agribusiness
- Clean Technologies
- Aviation and Aerospace.

Each of these industries have the potential to generate higher-paying, enduring employment opportunities in concert with the Sunshine Coast's region shaping projects.

The first set of region shaping projects: the development of the Sunshine Coast University Hospital and the Maroochydore City Centre; upgrade of the Bruce Highway; and expansion of the Sunshine Coast Airport and the University of the Sunshine Coast each contributed to the diversity and growth of the regional economy. With most of these projects now either delivered or in staged delivery, a new set of region shaping projects have emerged to maintain the momentum.

The updated Strategy provides a program of action over the next five-year block of implementation (2019-2023) to drive further progress towards the delivery of a continued strong, new economy for the Sunshine Coast region to 2033.

Along with the Environment and Liveability Strategy and Community Strategy, the REDS establishes a long-term strategic and integrated platform that enables the region to approach the next 15 years and beyond in a positive and confident manner. Each strategy strengthens the other to contribute to making the Sunshine Coast, *Australia's most sustainable region – healthy, smart and creative.*

PROGRESS SINCE 2013

Since the development and implementation of the REDS in 2013, the Sunshine Coast economy has already undergone a period of significant growth and diversification. The region has also experienced considerable population growth and urban development, and now proudly represents a regional economy worth more than \$18.5 billion in Gross Regional Product (GRP).

The baseline 2013 figures and aspirational targets set for 2033 were developed prior to the de-amalgamation of Noosa Shire in 2014. Despite this, Noosa Shire necessarily remains an integral part of the broader regional economy and as it is important to measure and target the region as a whole, the Noosa Shire area is retained within the regional economic measures. It is worth noting, however that implementation is conducted within the Sunshine Coast Council area and that Noosa Shire is not a signatory to the REDS.

| 2013 | 2017/18 ESTIMATE | OUTCOME 2013-2018 |
|--|--|---|
| A \$13.8 billion economy | A \$18.5 billion economy (a) | A \$4.7 billion increase in the economy |
| High-value industries provide 59,000 employment opportunities | High-value industries provide 82,633 employment opportunities (b) | High-value industries now provide 23,000 more employment opportunities |
| 13.6% of goods and services produced for export outside the region | 17.9% of goods and services produced for export outside the region (b) | Goods and services produced for export outside the region are now 4.3% higher |
| Household income levels 22.3% below the State average | Household income levels 9.33% below the State average (c) | Household income levels have moved 12.97% closer to the State average |

Notes: a) NIEIR 2018, Economy ID data. b) AEC Group estimates 2018, revised on 2016 Census data. c) Values based upon ABS 2016, forecast to 2017 - Census of Population and Housing, 2016, General Community Profile

Significant and sustained progress has been made towards the 2033 target positions for the new economy, with the most notable advances being made in high-value industry employment, regional exports and household income markers of economic success.

The State of the Regions Report 2017-18 prepared by the Australian Local Government Association ranked the Sunshine Coast 16th nationally in terms of economic performance, with key indicators swinging in a positive direction for population (+2.3% since 2015-16), reduction in overall unemployment numbers of 16.5% and recording the second highest rate of annual growth (2015-17) in Gross Regional Product (GRP) of 2.1%.

Personal and household wealth has also increased substantially, with the Sunshine Coast recording the second highest total income per capita in South-East Queensland during 2016-17, outside of Brisbane and an average annual growth (1.8%) in wealth per household from 2012-17 higher than any other area in Queensland.

Of the five region shaping projects identified in 2013, all are either well progressed or completed. Continued focus on two projects in particular remains an imperative in the refocus to 2033, namely Maroochydore City Centre, (being a twenty-year project) and Sunshine Coast Health Precinct, of which the Sunshine Coast University Hospital (SCUH) is complete, however total catalytic opportunities of the fully developed health precinct will continue to be realised over the life of this Strategy.

THE SUNSHINE COAST – A GROWTH ECONOMY



ECONOMIC GROWTH

- More than A\$2.5 billion in major infrastructure projects and over A\$10 billion in private investment already underway or in the pipeline.
- The Sunshine Coast economy (A\$18.5 billion) is one of the largest regional economies in Australia and has achieved an annual average growth rate of over four percent per year over the last 15 years, well above the national rate of economic growth. (ABS, 2017; NIEIR, 2018; AEC, 2018).
- The Sunshine Coast is in the top ten leading regions in the country for employment generation, adding more than 20,000 jobs over the last five years (Department of Jobs and Small Business, 2017).

POPULATION GROWTH AND TALENT

- The Sunshine Coast is one of the largest local government areas in Australia with a population of 311,511 and has averaged 2.5 per cent average annual growth over the last decade, making it one of the fastest growing areas in the country (ABS, 2018).
- The Sunshine Coast's population is expected to grow to more than 500,000 people by 2041, representing the fourth fastest expected growth in the State (QGSO, 2017; ABS, 2018).
- The Sunshine Coast has a large workforce catchment that includes 1.15 million workers (Department of Jobs and Small Business, 2017).
- The University of the Sunshine Coast has an enrolment of 13,500 students (USC, 2018), which is projected to grow to 20,000 by 2020, making it one of the fastest growing universities in Australia.
- There are more than 5000 apprentices and traineeships and 13,000 students on the Sunshine Coast graduate every year with vocational degrees (VOCSTATS, 2018).
- The Sunshine Coast has the third highest level of net interstate migration in the country (ABS, 2017).
- There are more than 30,000 locally registered businesses on the Sunshine Coast.

REGION SHAPING PROJECT DELIVERY

- The \$1.87 billion Sunshine Coast University Hospital – completed and opened in April 2017.
- The \$81 million expansion of the University of the Sunshine Coast (USC) was completed in 2015 and the USC continues to look to the future as its student numbers grow.
- The Maroochydore City Centre (20-year project) is well underway with several project announcements.
- An expanded Sunshine Coast Airport:
 - + Sunshine Coast Council signed a \$605 million deal to appoint Palisade Investment Partners as the airport commercial partner
 - + the new runway and associated infrastructure valued at \$303 million is on track for completion in 2020 enabling expanded utilisation and evolution of the precinct as a key aviation and aerospace hub moving forward.
- The expansion of the Bruce Highway is also underway, with \$1.6 billion committed by the Federal and State governments for improvements from Caboolture to the Sunshine Coast.

Substantial progress and success have similarly been made against the pathways-linked implementation actions 2013-2018 as reported in May 2018 in the REDS Implementation Report Card, having achieved the following completion rates (incomplete actions relate to ongoing State or Federal initiatives) as at end 2018 with actions not completed carried over.

| PATHWAY LINKED IMPLEMENTATION ACTIONS | COMPLETED |
|--|-----------|
| Leadership, Collaboration and Identity | 100% |
| Capital Investment | 80% |
| High-Value Industries | 100% |
| Local-to-Global Connections | 100% |
| Investment in Talent and Skills | 80% |



IMPLEMENTATION PRIORITY KEY

- ✓ Completed and/or ongoing
- Underway, not yet completed
- ✗ Not yet implemented

THE NEXT FIVE YEARS

2019-2023

Building on the success of Implementation Actions commenced since 2013, the following priorities are set for delivery by 2023 and have been allocated a number of actions under each priority in the Action Plan.

| REDS PATHWAYS | 2019-23 PRIORITIES |
|--|--|
| Leadership, Collaboration and Identity | <ul style="list-style-type: none"> → Strong economic leadership and collaboration between government at all levels, industry and the community → A recognised, competitive regional identity |
| Capital Investment | <ul style="list-style-type: none"> → Securing investment in the region's infrastructure and other project priorities |
| High-Value Industries | <ul style="list-style-type: none"> → Supporting high value industries to expand activities, job opportunities and connectivity to markets and supply chains → Promoting cross-sector collaboration and engagement on key initiatives and projects → Promoting entrepreneurship, innovation, research and digital connectivity |
| Local-to-Global Connections | <ul style="list-style-type: none"> → Positioning the Sunshine Coast in key national and global markets → Supporting local businesses to respond and adapt to market change and opportunity |
| Investment in Talent and Skills | <ul style="list-style-type: none"> → Developing, attracting and retaining a suitably skilled workforce → A regional education and training offering that aligns to the demands of the changing economy |

BUILDING THE NEW ECONOMY

The Sunshine Coast economy will continue to be responsive to national and global demand, with high-value employment and investment opportunities.

Our economy and direction is one that respects and nurtures the region's values and authenticity but looks beyond our current horizons by seeking to firmly entrench the region as part of the global community.

To build wealth and prosperity, the region has commenced the shift in focus required from responding primarily to its own consumption requirements towards that of providing goods and services responsive to the demands of both domestic and global economies.

This will:

- Afford greater stability to the regional economy in terms of a more diverse and adaptable industry and investment base
- Generate investor confidence that the region and its businesses are geared to respond to demand from a wider market place
- Provide more expansive employment opportunities locally and enable the region to develop, acquire and retain the talent and skills necessary to meet the workforce demands of the future.

At the core of this change will be achieving the sustainability of the region's economy, community, environment and lifestyle.

These objectives go hand-in-hand and are non-negotiable elements of the region's vision for the future.

Clear objectives and priorities are helping to move the region from a population-focused (or consumption-oriented) economy to one that is responsive to national and global demand, with enduring employment and high-value investment opportunities.

Our economy and this Strategy support:

- Strong leadership embracing collaboration, agility and a sustained commitment to succeed
- The essential infrastructure to support growth and competitiveness
- Investment in high-value industries that generate enduring employment
- A focus beyond the Sunshine Coast's boundaries to national and global markets where the region has an identifiable competitive advantage
- The talent and skills of its workforce and the contribution of community members.

BUILDING ON SOLID FOUNDATIONS

The region has achieved much in the first five-year implementation and enters the 2019-2023 period with a greater set of purpose, a new suite of opportunities, a range of infrastructure commitments and emerging investments in high-value industries.

With an enviable track record, and a well-articulated vision, major projects schedule and an open and responsive Sunshine Coast community, the region is being recognised as a place that embraces investment, where business can succeed, targets are met - and where government and industry share common achievable goals.

Industry, business and government are unanimous in their view that the region must continue to work together – to provide the leadership, direction, sustained commitment and the policy settings to deliver on the REDS. This joint collaboration remains the cornerstone of this strategy and is essential for the region to secure its future.



THE VISION FOR THE NEW ECONOMY

In 2033, we are a prosperous, high-value economy of choice for business, investment and employment - while offering a healthy environment and liveable Sunshine Coast.

The vision for the economy will be achieved:

→ **By expanding the core**

The Sunshine Coast will strengthen and extend the traditional construction, property development, retail and tourism industries by securing the region's infrastructure priorities and significantly enhancing the region's attractiveness to businesses and investors – existing as well as those new to the region.

While small business will remain at the core of the economy, the region will attract a greater number of larger national and international organisations - enhancing and diversifying career opportunities for residents no matter where they live in the region thus strengthening the fundamental foundations of the economy.

The region is recognised for its high value on entrepreneurship, talent and creativity, technology and innovation. Augmented access to high-quality education and employment opportunities is realised.

→ **By seizing new opportunities**

The Sunshine Coast will pursue opportunities to secure investment to build and evolve high-value industries – Health and Wellbeing; Education and Research; Knowledge Industries and Professional Services; Tourism, Sport and Leisure; Food and Agribusiness; Aviation and Aerospace; and Clean Technologies.

The region will take full advantage of an expanded and enhanced tertiary education sector, the opportunities provided by access to broadband and digital technologies through the international broadband submarine network, its export capabilities through its own international airport and its improved transport connections to Brisbane.

The region will embrace opportunities which increase the wealth of the region and its residents and will capitalise on both traditional and innovative investment solutions to deliver infrastructure of enduring regional significance.

→ **By changing the value proposition**

The Sunshine Coast will have an expanded perspective of its place in the world and position business, industry and its residents as part of a global community. The region will be recognised widely - not only for its natural beauty - but also as one of Australia's most successful entrepreneurial locations and its ability to continually harness innovation and technology to generate new opportunities.

Bernard Salt has called the Sunshine Coast 'the entrepreneurship capital of Australia' and our business and community together with industry and our growing regional assets will leverage this opportunity to present the best connected regional centre in Australia.

The region's success will be based on its responsiveness to national and global markets - to strengthen the traditional tourism, retail, construction and property development industries plus grow new opportunities in areas including education and medical research, niche food production, high-performance sport and clean technologies to name but a few.

Our economy will continue to move from local consumption and will generate wealth and prosperity through export, high-value industries and new investment. The region's infrastructure will support both its participation in the global economy and most importantly the needs of the local community.

GOALS FOR THE ECONOMY

| 2033 GOAL | 2019-2033 TARGET |
|---|--|
| A \$33 billion economy | \$14.5 billion |
| 20% of goods and services produced for export outside the region | 2.1% increase in exported goods |
| High-value industries provide at least 100,000 employment opportunities | 20,000 new jobs in high value industries |
| Household income levels above the State average | Reduce household income gap by 9.33% |

PATHWAYS TO THE NEW ECONOMY

FEATURES OF THE ECONOMY

The progression of the regional economy is being guided by strong, sustained regional leadership plus collaboration by business, industry and government which will champion and promote the region's competitive strengths and opportunities. Local policy levers will also encourage investment and business success.

A new economy has already emerged on the back of major infrastructure investments – the delivery of the new Sunshine Coast University Hospital (SCUH), an international airport, a new city centre in Maroochydore, upgrade of the Bruce Highway and additional higher education offerings in the region and surrounds. Additional region shaping projects that will further catalyse investment include the Sunshine Coast International Broadband Network; integrated public and freight transportation connectivity; continuation of the Maroochydore City Centre and other master-planned community developments such as Aura and Harmony; a national standard event, convention and exhibition centre and associated short-term accommodation; as well as expansion of the Sunshine Coast health precinct. These investments have and will continue to provide a significant boost to the construction, property development and retail sectors and will help to encourage new investment and enduring employment in the seven high-value industries. This

investment and industry growth will strengthen the economy across the region as a whole– from the rural hinterland to the urban coastal areas.

This Strategy and our economy must be fully engaged with national and international markets – particularly the high-growth economies across Asia-Pacific. Our strengths in such fields as world-class health and medical services, education, clean technologies and niche tourism, high performance sport and food production will enable the region to respond to the emerging and evolving needs of national and global markets.

Our growing economy will focus, strengthen and shape our future community. A nationally recognised and globally relevant education and training sector will provide education and learning opportunities responsive to the skill needs of high-value industries and to the lifelong career and development needs of our residents. New investment and infrastructure will help the region to attract, retain and grow a clever, productive and diverse population and enable the people who live here to pursue their chosen careers locally.

Another key economic strategy that is sympathetic to the REDS is the Sunshine Coast Major Events Strategy (MES) 2018-2027 which provides a 10-year framework to maximise the value of major events to the economy and region. The MES was developed by Council in close consultation with the Sunshine Coast Events Board and informed through valuable contributions from the tourism and event industry and key regional partners.

Council's vision for the MES is for the region to be recognised as the premier regional events destination in Australia – where major events deliver maximum results. Accordingly, the MES complements the REDS and its five pathways and seven high-value industries. The next five-year implementation cycle of the REDS will see greater synergies between the two strategies on deliverables aligned to the five pathways.



TRANSITIONING TOWARD THE NEW ECONOMY

In forging the path toward building a new economy that is resilient and globally competitive, the region needs to continue the evolution of its traditional characteristics:

| 2013 BASELINE ECONOMY | 2033 ECONOMIC CHARACTERISTICS |
|---|---|
| Reliant on population growth opportunities | → Built on investment and employment opportunities |
| Narrow, population-driven industry base | → Higher value, broadened industry base |
| Predominantly small business base | → Diverse mix of small-to-large businesses |
| Lifestyle business culture | → Growth-oriented, pro-business culture and location of choice |
| Local market consumption focus | → Demand-driven economy responsive to national and global markets |
| Lifestyle tourism identity | → Recognised, competitive investment location retaining existing points of difference |
| Concentration of low-value adding employment | → Increased, high-value employment options |
| Low retention and attraction rates for skilled and productive workers | → High retention and attraction rates of talent and skills |
| Low community participation in economic development activities | → A community which is engaged with, and embraces innovation and value-added economic development |

DRIVERS OF THE NEW ECONOMY

A number of clear opportunities will help achieve the transitions from where the Sunshine Coast was in 2013, what it has achieved in the first five-year implementation plan and where we want to be by 2033 (or earlier):

- Target large-scale investment in regionally significant infrastructure
- Develop new employment and supply opportunities for local business arising from major projects
- Create flow-on local demand for innovative professional services and knowledge-based solutions
- Deliver business development and investment opportunities associated with the delivery of major projects
- Respond to demand from within and outside the region for health, wellness, digital, education, training services and food product
- Foster growth in emerging business and industry sectors and respond to changing global consumption patterns
- Pursue innovative and clean technologies
- Leverage the growing list of regional assets across government, industry and the community.

VALUE OF THE PROPERTY AND DEVELOPMENT INDUSTRY

For a region such as the Sunshine Coast which is rapidly growing and expanding, the property and development industry will continue to play an integral role as major collaborator, investor and facilitator. From small residential and commercial developments to large master-planned communities, the sector is active in seeking positive outcomes through collaboration and advocacy that enhance liveability and drive further investment.

The success of the property industry and the continued development of the Sunshine Coast into a vibrant, prosperous, well connected and desirable region are intertwined. Growth through residential and commercial development is perhaps one of the most outwardly visible outcomes and indicators of success and equally acts as a catalyst for attracting further investment.

Towards 2033 and beyond, the property development industry will continue to be a major partner that contributes heavily to the region through the delivery of major city building and master-planned community developments such as Aura, Birtinya and Harmony. These along with the Maroochydore City Centre collectively form a focal point as one of five focussed region shaping priorities. The region's significant urban renewal and infill targets under the SEQ Regional Plan (SEQRP) will also see a new direction in development, one dependent upon innovation and connectivity with community expectations and desires for the future.

On purely an economic level, as a contributor, the property industry is collectively the largest employer, not only on the Sunshine Coast, but in Australia. Within the Sunshine local government area alone, the property industry accounts for more than 16.8% of all full-time jobs and pays over \$1 billion in wages annually, with the sector contributing \$2.2 billion to local economic activity.



LEADERSHIP, COLLABORATION AND IDENTITY

STRONG ECONOMIC LEADERSHIP AND COLLABORATION BY GOVERNMENT AND THE PRIVATE SECTOR

Delivering an economic transition for the Sunshine Coast requires the collective sustained commitment, leadership and collaborative efforts of regional business, industry, community organisations and all levels of government.

Regional leaders play a key role in building the perception, understanding and reputation of the region. Collaboration and partnerships between regional businesses, industry groups and government are critical in conveying a coherent and united perception of the Sunshine Coast and its competitive advantages

Examples of key outcomes achieved via the implemented actions under this pathway include: the establishment of the high-value industry Taskforces and regional Ambassadors; the \$1 million Sunshine Coast Regional Innovation Program (#SCRIPT) funding six regional programs; the enhancement of the University of the Sunshine Coast MBA offering to target local needs; the alignment of the Sunshine Coast Planning Scheme to assist in achieving desired planning outcomes in alignment with the REDS; and the region being named a Top7 community for 2019 and a Smart21 community the last four years by the Intelligent Community Forum.

Regional leaders will continue champion the direction for the New Economy and work collectively to advance and guide the vision for the future. The regional ambassadors will continue to promote and progress discussion and interest in regionally significant projects such as the identified region shaping and high-value industries within the national and international context

Regional leaders and ambassadors will forge strong and enduring relationships with the broader Sunshine Coast community, domestic and global partners as well as with government and industry. Cultivating robust and mature relationships with these parties is vital to build awareness of the region's priorities and opportunities as well as secure investment to deliver the foundations and drivers of our economy. Partnerships and synergies will be pursued between the region and all levels of government – state, federal and other local authorities.

In addition, the *TransformingSEQ: The SEQ City Deal Proposition* identifies six transformational opportunities: trade and enterprise spine, 45-minute region, innovation precincts, smart digital region, liveability fund, and a regional coordination board that will enable the Sunshine Coast to play a key role in one of Australia's fastest growing regions, home to one in seven Australians, and further enhance its leadership, collaboration and identity. The city deal provides regional leaders and industry groups the opportunity to collectively strive for a once-in-a-generation funding of infrastructure and inter-connectivity.

A RECOGNISED, COMPETITIVE REGIONAL IDENTITY

The Sunshine Coast has a widely recognised brand built on its coastal and hinterland lifestyle and pristine natural environment. Whilst retaining these points of difference is important, our growing economy requires a diverse and business-oriented identity.

A competitive, dynamic economic identity will challenge historic stereo-typing of the region as being solely a lifestyle or tourism destination. It will add to this identity and reveal exciting new investment and industry development opportunities.

Our economic identity will:

- be aligned with the vision set out in the REDS and our 2033 goals
- clearly articulate the region's competitive strengths, values and attributes
- help forge trade and investment links with domestic and global markets.

Regional leaders need to collectively drive the promotion of this identity.

A greater awareness across wider markets of the Sunshine Coast as a high value investment location will help build greater resilience and opportunities for the traditional tourism, sport and leisure, and local construction, property development and retail industries and promote industry advancement across the seven high-value industries.



The region's competitive identity will capture the liveability (work-life balance) of the region and demonstrate its accessibility to different cultures and the availability of unique experiences.

Our regional economic identity will also highlight the importance of developing robust national and global partnerships and a diversity of business and cultural outcomes.

Promoting our business credentials identity to local, domestic and global markets remains a core priority. Equally as important will be ensuring business, industry and government representatives in the region are supported to advocate, represent and promote the vision and competitive strengths of the region.

Some of the key outcomes for 2013-2018 driving the current momentum have been: the creation of the Food and Agribusiness Network (FAN) (which has grown into Australia's largest food network/cluster); the award-winning campaigns conducted by Sunshine Coast Airport and Sunshine Coast Council; the continued international recognition of the Sunshine Coast as a Smart21 and in 2019 a Top7 community by the Intelligent Community Forum.

In addition, the Sunshine Coast was recognised as the nation's leader in smart cities at the inaugural Australian Smart Cities Awards in Sydney in October 2018. Sunshine Coast Council won the coveted Leadership City category. Council also collected the Regional Leadership Award for the 15-megawatt Sunshine Coast Solar Farm – the first to be built by a local government in Australia – which offsets more than 100% of Council's total electricity consumption. Continuing to promote the region as Australia's most sustainable community – healthy, smart and creative will continue to be a priority over the next five-year cycle.

ACTIONS FOR 2019-2023

- 1 Provide tools and support to the businesses, Industry Groups and Ambassadors who have transitioned from the Industry Taskforces to act as advocates for business attraction, industry advancement and cross discipline collaboration
- 2 Define and articulate the Sunshine Coast identity and conduct national and international campaigns to promote our value proposition
- 3 Develop a Sunshine Coast champions series to promote the success and capability of the Sunshine Coast region and community across the five pathways and seven high value industries, both nationally and internationally
- 4 Promote the leadership of the region in key high-value industries such as health and sport to further enhance the regional credentials and drive future infrastructure investment into the region
- 5 Support business excellence through a highly competitive awards and recognition program and create pathways into national and international award categories for the region and industry
- 6 Support the SEQ City Deal and SEQ Council of Mayors 2032 Olympic Proposal to enhance regional identity and infrastructure.

CAPITAL INVESTMENT

SECURING INVESTMENT IN THE REGION'S INFRASTRUCTURE AND OTHER PROJECT PRIORITIES

When compared with similar (and some smaller) regions, the Sunshine Coast had, in the past, experienced a significant deficit in the key economic infrastructure required of a fast-growing area of opportunity.

This has changed in the last five years as the region has made up for lost time with the development of world-class infrastructure and services for a growing and more connected community.

Key actions completed to assist in securing investment in the region's infrastructure priorities included: the delivery of the Sunshine Coast University Hospital and medical school; commitments to the Bruce Highway upgrade; securing the commitment by Palisade Investment Partners to drive the Sunshine Coast Airport Expansion Project; and the emergence of the Maroochydore City Centre. From a private sector perspective, investments by Stockland in Aura, Birtinya and Bokarina, Lend Lease in Sunshine Plaza, Avid in Harmony and Youi in choosing to locate its \$73 million global headquarters in the Sippy Downs Technology Precinct and a range of private sector investments including global US \$3 billion food company, McCormick buying Gourmet Garden for \$150 million, Jett's \$100 million sale to Quadrant Private Equity and Shakespeare Group buying the Novotel Twin waters for \$100 million and immediately spending \$13 million on expansion have all contributed to growing business confidence and investment by others.

Securing ongoing private and public-sector investment in regional infrastructure will continue to be a key priority to achieve future prosperity as is the need continue to attract investment in high-value industries. To that end, whilst ensuring current projects are leveraged to best advantage, future identified region shaping projects, namely implementing the Sunshine Coast International Broadband Network; integrated public and freight transportation connectivity; Maroochydore city centre and master-planned community developments; event, convention and exhibition centre with associated short-term accommodation; and expansion of the Sunshine Coast health precinct form a particular focus for 2019-2023.

Future infrastructure investment priorities must be carefully identified and targeted to deliver significant economic and community benefits to the region as a whole.

MAXIMISING THE VALUE TO THE REGION OF KEY ECONOMIC INFRASTRUCTURE

Over the next decade and beyond, the identified region shaping projects will continue to transform the Sunshine Coast economy, its employment base and its investment potential. Overall, there is currently \$12.5 billion in public and private investment either underway or in the pipeline fuelling growth in a number of high-value industries across the region.

The associated investment, supply chains, enabling industries and new employment and skills demand generated from these projects will provide transformative value and opportunities for the region.

The Sunshine Coast University Hospital (SCUH) is a case in point, providing cutting-edge research facilities and professional services and an attractant for different allied professional services to cluster in the region. The procurement process conducted at the start of the last five-year plan saw 19 major contracts for the \$1.87 billion project broken down into more than 220 contracts of work enabling smaller and local Sunshine Coast businesses to participate and The Workshop initiative between Sunshine Coast Council, Exemplar Health, the Federal Government and The Hornery Institute helped find jobs for more than 800 locals including many disadvantaged and at risk and supported more than \$180 million in economic impact.

The facilities and services offered via SCUH within the Sunshine Coast Health Precinct enable the region to respond to both domestic and global demand for health and wellbeing services, particularly in the area of chronic disease prevention and research. The specialist research capabilities





of SCUH will further assist the region in establishing an international reputation and alliances, deliver careers and services not presently available which not merely follow trends but are actually ahead of the curve.

An expanded Sunshine Coast Airport, with enhanced international capability, offers a suite of opportunities for tapping directly into a global tourist market including numerous international events. It will also provide the platform for a diverse aviation and aerospace industry hub of national significance. This provides a new - and direct - international business, food export and tourism gateway within the region, facilitating connectivity with international markets, greater visitation and wider exposure to potential investors and export markets. It is quite literally an asset which opens the region to the world.

The region will also move aggressively to secure the transformative value from these projects – providing a compelling investment proposition that maximises certainty for new investors and provides the region with a competitive edge over other competitor locations and ripple effect throughout the economy.

A key enabling component in achieving this investment is the establishment of Priority Investment Areas surrounding and adjacent to relevant region shaping projects. Priority Investment Areas afford highly competitive conditions to attract early, worthwhile investment in these locational hubs– which in turn will provide a stimulus for activity in the region's traditional construction, property development and retail industries.

The investment focus associated with these projects will place an emphasis on high-value industries that provide more enduring employment opportunities and higher remuneration levels compared to that which the region has traditionally achieved.



ACTIONS FOR 2019-2023

- 1 Work with SEQ Council of Mayors to secure funding for region shaping projects as outlined in the TransformingSEQ city deal
- 2 Work with technology providers to ensure the delivery of world-class broadband infrastructure and services, to support industry advancement as connected to the international broadband submarine network
- 3 Leverage the growing reputation of the Sunshine Coast Health Precinct to support business attraction, job creation and research and development partnerships
- 4 Map supply chains for region shaping projects to explore opportunities for business expansion and attraction and the ripple effect to local industry and supply chains
- 5 Enhance the Regional Investment Prospectus, to profile investment opportunities, including region shaping projects and connect Ambassadors with its promotion in national and international markets
- 6 Identify opportunities for and seek private sector led project delivery in high quality four and five-star branded accommodation and event related infrastructure
- 7 Seek funding support from the State and Federal Government for enhanced airport border services, customs and quarantine facilities to support the export of food and agribusiness products and support international visitation.

REGION SHAPING PROJECTS

With significant progress made against some of the nominated region shaping projects over the past five years, the following listed projects are the focus of the next implementation phase:

| REGION SHAPING | REGION SHAPING PROJECTS 2019-2023 |
|--|---|
| Digital Connectivity | <ul style="list-style-type: none"> → Achieved through a Sunshine Coast International Broadband Network with backhaul to Brisbane and beyond, national connectivity and associated local infrastructure. → Succeeding in attracting the international broadband submarine cable provides strong catalytic impetus for the growth of the economy and provide outstanding opportunity for the Sunshine Coast to capitalise on its intelligent community credentials, innovation culture, generate new investment, and improve telecommunication diversity to Australia's east coast. |
| Transportation Connectivity | <ul style="list-style-type: none"> → Achieved through integrated public and freight transportation – combining the duplication of the North Coast rail line with a fast rail connection to Brisbane and intra-regional mass transit solutions. Multiple transport modes seamlessly servicing the region's multiple nodes of activity. → The Sunshine Coast Mass Transit Solution project is considered a vital region shaping initiative for the Sunshine Coast in terms of achieving employment and housing affordability outcomes in the Enterprise Corridor whilst driving urban renewal outcomes. The delivery of high frequency public transport in this transport corridor is recognised as one of 17 Priority region shaping infrastructure items for South East Queensland in the SEQ Regional Plan and the TransformingSEQ city deal.. |
| Health and Knowledge Hubs | <ul style="list-style-type: none"> → Achieved via the expansion and evolution of the Sunshine Coast Health Precinct and associated health research development. → With the completion of the region shaping project Sunshine Coast University Hospital (SCUH) in the first phase of the REDS, focus is now on capitalisation of the potential in continued development of the Sunshine Coast Health Precinct and attracting research investment and supporting activity with a health nexus and support for other knowledge hubs. |
| Event, Convention and Hotel Facilities | <ul style="list-style-type: none"> → Delivered through the development of an event, convention and exhibition centre with facilities complemented by high quality four and five-star branded short-term accommodation across the region. → Access to a world class entertainment, convention and exhibition venue will provide the Sunshine Coast community with a range of civic, community and cultural facilities, as well as importantly attracting business and industry events to showcase the region's economic credentials. Such a facility will also be a necessary catalyst for the provision of much needed high quality four and five-star short term accommodation and associated higher-value career opportunities. |
| Smart Connected Centres | <ul style="list-style-type: none"> → Achieved via the realisation of master-planned community outcomes across Aura, Bokarina, Harmony, Maroochydore City Centre as well as staged smart technology implementation across the region's existing centres hierarchy. → Whilst the development of the Maroochydore City Centre is a clear focus, the growth, investment and development of centres within the regions' master-planned communities is essential to drive greater opportunity and prosperity. |

HIGH-VALUE INDUSTRIES

CHARACTERISTICS OF HIGH-VALUE INDUSTRIES

- An established or existing capability in the region which provides a competitive foundation for significant investment growth.
- Recognised high-level industry capabilities or specialist offerings in the marketplace.
- Strong potential for growth emanating from region shaping projects.
- Capacity to generate flow-on economic opportunities, e.g. in the supply chain, for broader business, industry and community benefit on the Sunshine Coast.
- Capacity to generate high-value employment - characterised as durable in fluctuating economic conditions and generally offering higher income levels.
- Capacity to respond in a sustained manner to market demand from outside the region and leverage new trade and investment opportunities.

ADVANCING HIGH-VALUE INDUSTRIES

Delivering the region's region shaping projects provides the opportunity to expand the industry base. Developing and advancing high-value industries is an equally critical complementary building block for our 2033 goals.

High-value industries have the potential to generate a range of enduring career opportunities and higher-paying jobs for the local community. Many are also regarded as 'clever' innovation-oriented industries which attract a workforce with high levels of knowledge and skills and generate unique intellectual property with significant commercial value.

Many of these industries also produce the goods and services that are predicted to be in high demand from a range of significant international markets.

The high-value industries that the region is pursuing were identified in 2013 and continue to present the greatest potential for success to leverage off major capital investments that, in many cases, can develop from an existing capability in the region.

The seven high-value industries are:

- **Agribusiness** – focusing on niche food and beverage product and value-added primary production – which has a strong foundation in the region and is a key part of the economic future of the hinterland communities. This sector will expand in response to burgeoning domestic and global demand for clean, green and safe food supply.
- **Aviation and aerospace** – for which the region is already gaining a reputation and stemming from growth predicted on the back of the expansion of the Sunshine Coast Airport and the continued evolution of Caloundra Aerodrome. Growth opportunities are forecast predominantly in the areas of passenger services, helicopter engineering, advanced pilot training, maintenance repair and overhaul and knowledge-based aviation technology. Emergent opportunities in elements of the drone, space and defence sub-sectors will also become more apparent over time.
- **Clean technologies** – our region is sustainable with 40% of our dwellings having solar power (compared to a 21% average across Australia) and Council's commitment through its own solar farm to offset 100% of its electricity needs. This industry will expand in response to forecast local, national and global demand for technologies and solutions that avoid, reduce or remediate environmental impacts as well as enabling economic benefits.
- **Education and research** – will expand on the back of significant existing infrastructure investments and demand for quality teaching services and research expertise – it is predicted to become the region's second largest employer by 2033 with a significant domestic and international client catchment.
- **Health and wellbeing** – comprising health, medical and specialist wellness services supported by clinicians, researchers and ancillary businesses – is predicted to double its share of the employment market by 2033 and continue to be the region's largest employer. The diversity and quantum of activity will be notable across the region's healthcare network and in key knowledge hubs, with the Sunshine Coast Health Precinct at its apex.
- **Knowledge industries and professional services** – comprising a diverse range of creative, knowledge, digital, technology and professional services – are critical enablers of the other high-value industries and will grow in response to demand generated by the region shaping projects and from international markets especially the Sunshine Coast International Broadband Network.

- **Tourism, sport and leisure** – will remain a significant feature of the regional economy and authentic characteristic of the region – underpinned by a strong regional reputation for staging both international and home-grown events and supported by significant investment in key regional infrastructure. The opportunity to attract additional national sports teams and elite training for national and international teams will be continued.

Key outcomes achieved within the high-value industries (HVIs) priorities included: the initial recruitment and appointment of Industry Taskforce members plus the establishment and implementation of related Industry and Investment Plans which have guided actions over the past five years and provide the foundation and direction for the next five years. High-value industries are now estimated to employ in excess of 80,000 people which is an increase of more than 21,000 since the baseline estimates were assessed in 2013. Specifically, within the Tourism, Sport and Leisure high-value industry, the attraction of the region's first national elite sports team, the Sunshine Coast Lightning and their back-to-back championships together with the success of the Australian Cycling Academy (ACA), the region's first international sports team and the attraction of 500 athletes and officials from nine countries choosing to train and base themselves on the Sunshine Coast prior to the 2018 Commonwealth Games have delivered a range of community and economic outcomes and enhanced the USC elite athlete program.

PROVIDING A REGULATORY ENVIRONMENT THAT ENCOURAGES INVESTMENT AND GROWTH

Our 2033 goals – based on attracting, retaining and expanding investment in high-value industries – and making the Sunshine Coast a region of choice will only be achieved through the creation of a competitive investment-friendly business environment.

By offering an investment location that understands commercial realities, the region can respond quickly to worthwhile proposals while not being overburdened with unnecessary regulatory hurdles, thus securing a competitive edge over other locations in attracting high-value industries and the jobs they support and create.

A key initiative achieved during the 2013-2018 implementation phase has been the recognition and establishment of the Sunshine Coast Enterprise Corridor stretching along the coastal strip from Sunshine Coast Airport to Caloundra South.

The corridor represents the key regional location for commercial and residential growth over the next 20 years and is home to many of the region's 30,000+ registered businesses. It will continue to provide the location for many of the high-value industries to establish, expand and mature complementing the quite different and unique offerings of inland hinterland areas.

Within the Enterprise Corridor, the regulatory settings in appropriately designated areas (including in the Priority Investment Areas associated with the region shaping projects) will be based significantly on core economic considerations.



Flexibility but retaining certainty will be the underlying principles that will guide the regulatory settings in appropriately designated areas in the Enterprise Corridor. Market conditions will be a driver of the nature and scale of development in these areas.

Development assessment levels and other regulatory levers will continue to stimulate investor interest and confidence and unnecessary layers of prescription (such as excessive design elements and unviable site requirements) will be addressed in local regulatory instruments relating to these areas in the Enterprise Corridor.

Similar principles will apply to those major activity centres and nodes of economic activity that are located outside the Enterprise Corridor.

Enhancing the connectivity between urban centres in the Enterprise Corridor combined with a significant urban renewal agenda associated with game changing transport infrastructure will also be essential to support future investment and planning prospects. Thorough planning for future transport needs within the Enterprise Corridor – and across the region more broadly – will be a key priority for all levels of government in concert with the private sector.

Investment in certain high-value industries – such as agribusiness and niche tourism and leisure experiences – will necessarily occur outside the Enterprise Corridor in hinterland areas well matched to such business needs. Local regulatory settings will reflect the needs and characteristics of these industries to facilitate new investment to enable the region to, for example, position itself as a global supplier of niche food and beverage products and rural and eco-tourism experiences.



ACTIONS FOR 2019-2023

- 1 Establish and facilitate open forum sessions with representation from key industries and other tiers of government to discuss, promote and acknowledge economic development issues and improvements across the region
- 2 Support industry groups across the seven high-value industries as they deliver programs and services linked to the region's five priority pathways and 2033 goals
- 3 Articulate and promote the productivity benefits to the region and its place across the state and nationally, linked to the region shaping projects
- 4 Establish a process of collaboration and sharing of workforce planning issues across the high-value industries ensuring the region is well placed to grow and respond to market changes
- 5 Investigate ways to facilitate and encourage the growth and expansion of high-value industry activities, including the identification of specific land uses, precincts and activity areas that support these activities or the attraction of high-yield visitors
- 6 Leverage the region shaping projects and regionally significant projects to support supply-chain development and ripple effect benefits across the high-value industries
- 7 Deliver high-quality active transport connections to activity centres, educational institutions and public transport hubs
- 8 Ensure each high-value industry has associated high-value infrastructure and region shaping connectivity to realise its potential.
- 9 Investigate the economic benefits and marketing opportunities arising from a potential UNESCO biosphere designation for the Sunshine Coast, with a view to encouraging investment and expansion in the seven high value industries, with a specific focus on agribusiness, tourism and clean tech industries.
- 10 Ensure local regulatory fees and charges relating to development of high-value industries remain at the forefront of contestability with those of other regions in Queensland and the east coast of Australia.
- 11 Ensure the regulatory settings outside the Enterprise Corridor do not inhibit or constrain investment in high value industries with a focus on agribusiness, tourism and leisure experiences.

INNOVATION, ENTREPRENEURSHIP AND DIGITAL TECHNOLOGIES

Promoting innovation, research and digital participation

According to the Australian Government's *Australia 2030: Prosperity through Innovation report*, Australia is in a \$1.6 trillion global innovation race, where the prize at stake is a bigger share of global wealth, better jobs, and the best access to the products of innovation, such as new health treatments.

Innovation is critical to growing world-class businesses. The Department of Industry, Innovation and Science, in its Australian Innovation System Report (2016) highlights the significant benefits of innovation in Australia for business – including increased productivity, profitability, investment and job creation. The report identifies that the strongest performance results are achieved by businesses that innovate repeatedly. They outperform other businesses in terms of sales, value added, employment and profit growth. Innovative businesses contribute to over 60 per cent of sales and employment, and they are 40 per cent more likely to increase income and profitability.

Compared with non-innovative businesses, innovative businesses have reported:

- 3 times more jobs/positions
- 1.4 times more income from sales of goods and services
- 1.4 times higher profitability
- 2 times higher productivity
- 4 times higher range of goods and services offered.

Research also indicates that highly digitally-engaged small businesses are:

- 2 times more likely to be growing revenue
- likely to earn 2 times more revenue per employee than those with low engagement
- 4 times more likely to be hiring than those with low digital engagement.

The region has made significant strides in developing an entrepreneurial reputation and culture. Bernard Salt recently called the Sunshine Coast 'Australia's entrepreneurship capital'. Through the Sunshine Coast Regional Innovation Program (SCRIPT), a \$1 million funding program from Advance Queensland and 23 regional partners including Sunshine Coast Council, Regional Development Australia – Sunshine Coast and Noosa Council and the Innovation Centre Sunshine Coast, the region is already fostering more innovative businesses, product development and employment growth. Similarly, the deployment of new and



enabling technologies, including the international broadband submarine network infrastructure, will support innovation and transformation across high-value industries and companies.

Business and industry will be actively encouraged to continue to embrace new technologies, in order to expand their markets and compete nationally and globally. The capacity building of business, including existing and new businesses across the region, is a critical part of this process.

Providing opportunities for our young entrepreneurs is also important and the region has seen the development of a range of programs, initiatives and mentoring of our young talent to help them create the jobs and companies of the future. The region already boasts a range of co-working spaces, incubators, accelerators and startup events and mentors to facilitate this part of our growing economy.

World-class research also holds the key to addressing challenges such as increasing industry innovation and productivity improvement. Productive research partnerships between the higher education sector and industry can provide the confidence, evidence and foundations to innovate and turn research into commercial products and services.

In the *Transforming SEQ: The City Deal Proposition*, the SEQ Council of Mayors states that a Smart Digital Region is one that connects and empowers its residents and businesses and embraces “smart” solutions on a regional scale to accelerate productivity and improve the quality of life. It will unlock existing data assets in combination with real-time information to solve problems in a productive, cost-effective, creative and environmentally sensitive way to improve the region’s prosperity.

For governments, this includes investing in smart solutions that will create efficiencies, improve services and infrastructure delivery, and seamlessly and quickly connect businesses and residents with their needs. For business, this includes opportunities to grow in a vibrant regional economy. As citizens, it includes using information and technology to improve our lives.

The Sunshine Coast is well placed in this space as it secured four national Smart City Awards at the inaugural Australian Smart Cities Awards in Sydney in October 2018, a fifth Smart21 and first Top7 Intelligent Community by the global Intelligent Community Forum and its community were award winners at state and national GovHack Awards.

The SEQ City Deal will enable the Sunshine Coast to participate in a whole of region and whole of state solution around research and development, innovation and technology drivers.

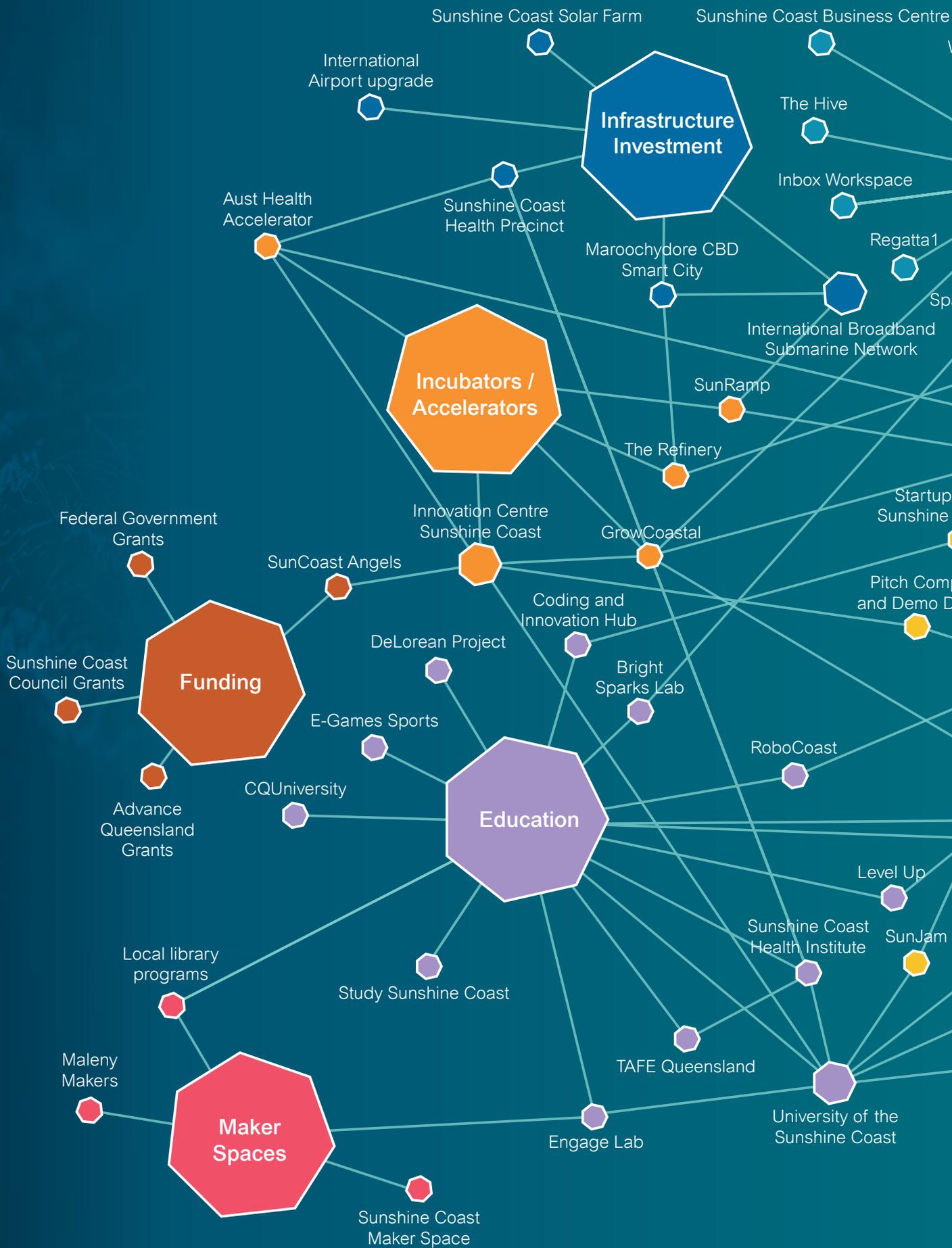


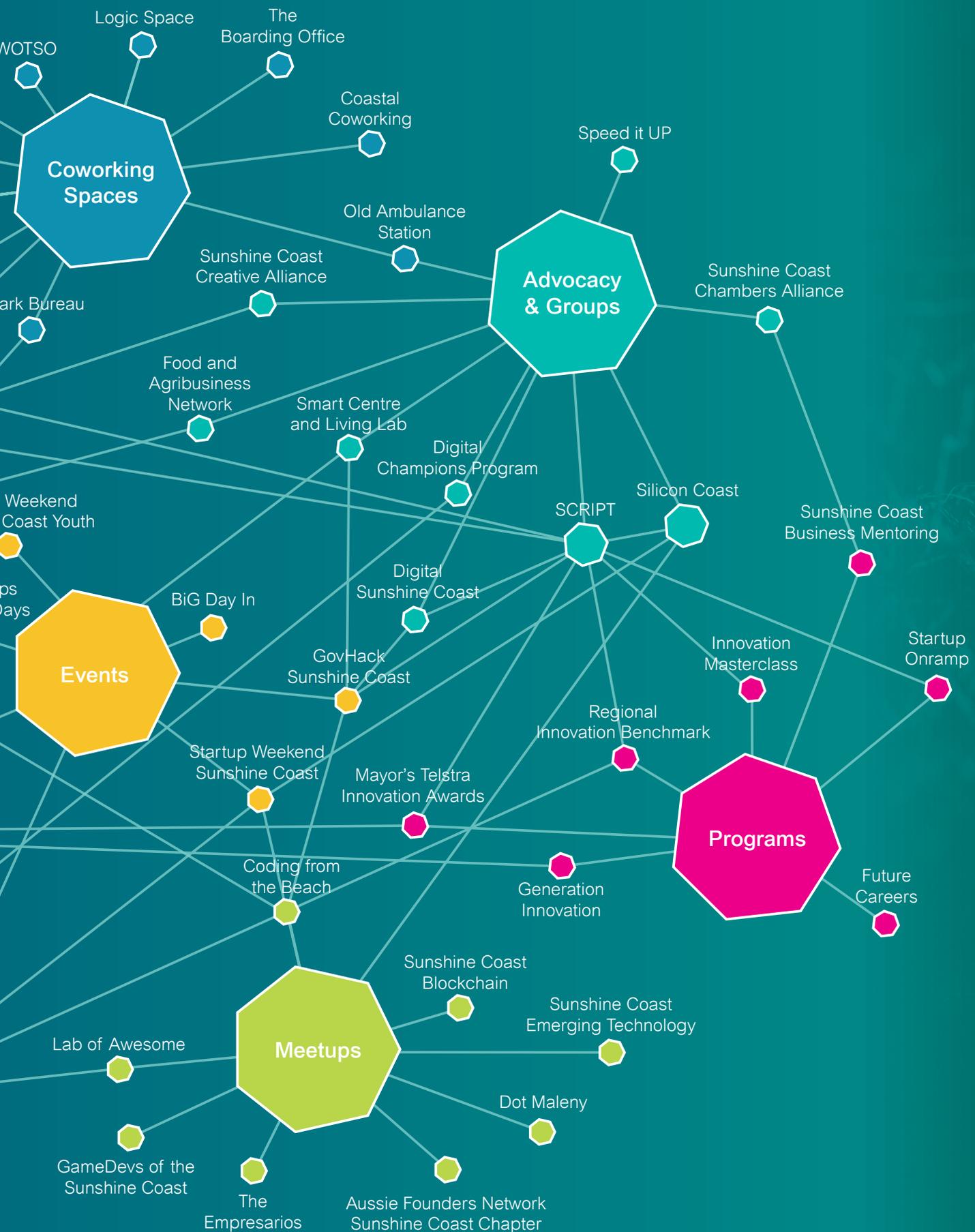
ACTIONS FOR 2019-2023

- 1 Continue to support and enhance SCRIPT as a key regional platform to support innovation and entrepreneurship
- 2 Support the foundational elements of innovation and entrepreneurship through program support and delivery specifically targeted at young people (up to 21 years of age)
- 3 Position the Sunshine Coast as an innovation, entrepreneurship and digital leader through the international submarine network and associated infrastructure. Enhance and connect to 5G capability to future-proof the region
- 4 Lead the SEQ City Deal action which aims to establish a digital trade hub by leveraging the international broadband submarine network
- 5 Develop a regional test and innovation showcase to support local business connect to government contracts (government as a customer not a grant for new businesses)
- 6 Attract and support accelerators and programs that foster innovation and entrepreneurship in high value industries and/or are connected to region shaping projects
- 7 Ensure the soft (funding) and hard (space) infrastructure is tailored to fully support local market conditions and local entrepreneurs.



Diagram 1: Sunshine Coast Innovation and Entrepreneurship Ecosystem





LOCAL-TO-GLOBAL CONNECTIONS

POSITIONING THE SUNSHINE COAST IN KEY NATIONAL AND GLOBAL MARKETS AS A COMPETITIVE SOURCE OF HIGH-DEMAND GOODS AND SERVICES

To achieve a quantum shift in investment, employment, infrastructure provision and community prosperity, the region must continue to focus to respond to external demand – to introduce new wealth and new careers.

Increasing the region's connectivity to national and global markets will not only strengthen its business base but will also develop a wider brand recognition of all that the Sunshine Coast has to offer.

Key outcomes in positioning the Sunshine coast as a key national and international market for goods and services achieved since 2013 include: delivering trade missions to Hong Kong, New Zealand and China; as well as Investment Missions to Asia and Europe; building relationships with Australian Trade and Investment groups and Ambassadors, including an annual briefing to the Queensland Government internationally based Commissioners; and the region is now held up by the Australian Trade and Investment Commission (Austrade) and Trade and Investment Queensland (TIQ) as an exemplar region in the state for the promotion of trade and investment.

Growing the region's domestic markets and international export and investment base requires a focussed approach with all levels of government to ensure productive relationships and connections are maintained. These relationships require considerable time and effort to establish, grow and sustain.

Sunshine Coast Council's sister city agreements offer the region and industry, additional opportunities in targeted cities where the region already enjoys a growing profile and cultural and economic linkages. Moving forward, identifying cities with similar values and regional assets will enable the region to enhance its local to global connections.

Markets that offer the best prospects for success will be pursued. Brisbane and the southern capitals are logical domestic markets for the Sunshine Coast. On a global stage, the high-growth Asian markets (such as key Chinese cities, Hong Kong, Kuala Lumpur, Seoul, Singapore and Tokyo) offer potential opportunities for valuable and recurring trade and export in areas of established capability for the region such as tourism, food exports, and education and research services amongst others and the States of Colorado and California in the United States of America offer opportunities connected to the international submarine cable, education, innovation and investment.

DEVELOPING EXPORT-READY BUSINESSES AND MARKET-RESPONSIVE INDUSTRIES

Targeted actions to expand the Sunshine Coast's domestic markets and international export and investment base will help strengthen the region's business foundations, resilience and local employment opportunities.

The Sunshine Coast already has particular industry strengths – such as in education and tourism and an emerging capability in niche food products – that are in line with key focus areas identified by federal and state governments for export development.

Key outcomes achieved in the development of export-ready and market responsive local businesses since 2013 include: the establishment of the Sunshine Coast Export Network which has more than 500 contributors; the region participated in two international trade events and one national event with an international focus; delivery to more than 90 business people an Export and Global Capability Program; as well as Export Development workshops to hundreds of businesses over the past five years with a satisfaction rating of the programs in excess of 90%.

The Sunshine Coast is well placed to continue to capitalise on its regional strengths and trade and investment opportunities. Direct action to generate an appropriate mix of export-ready businesses and market-responsive industries will continue to better enable regional businesses to respond successfully to domestic and global demand.

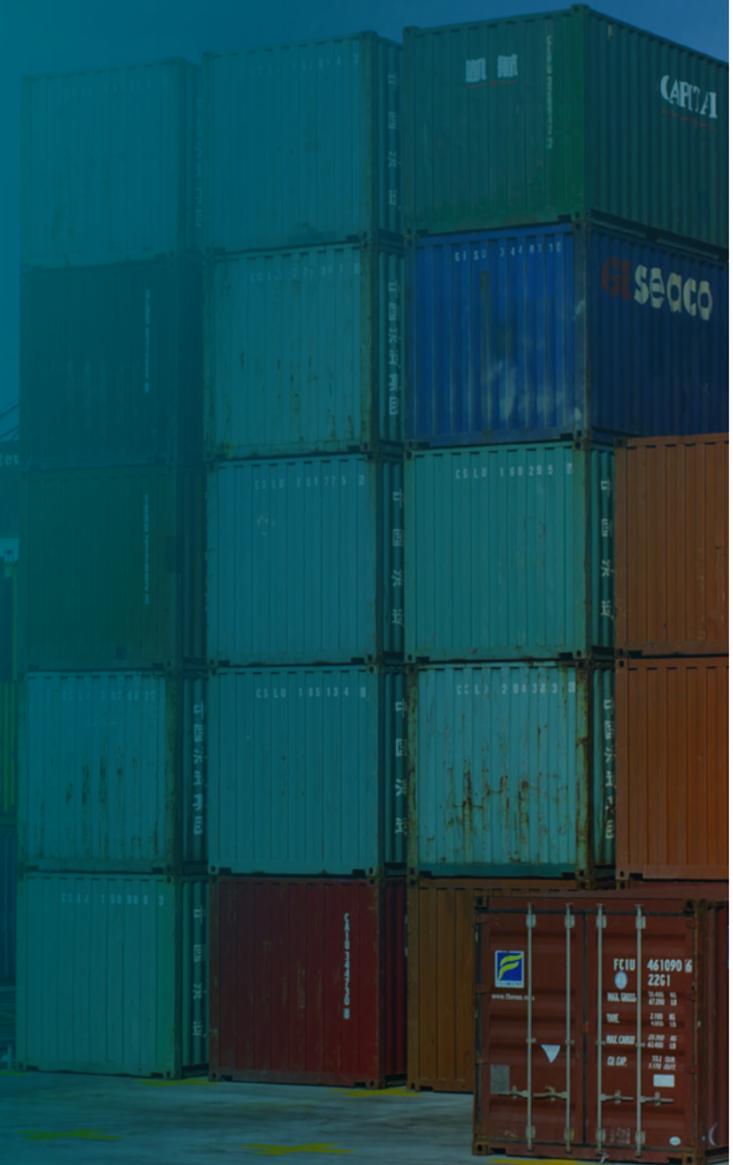
A Sunshine Coast International Business Development Program has been developed and is being actively implemented to enable the region to build its competitive strengths in a global market place. This program primarily focuses on expanding the breadth of Sunshine Coast businesses that have the potential to access trade and export opportunities.

Engaging with wider markets has the potential to strengthen business resilience, generate wealth and lead to new employment opportunities for the local community.



ACTIONS FOR 2019-2023

- 1 Support the ongoing expansion of the export network, including identifying opportunities to continue to leverage existing collaboration and respond to market opportunities
- 2 Develop and implement a comprehensive bi-annual Regional Export Program
- 3 Deliver program of outbound trade and investment missions, supported by local industry, to key trade and investment markets
- 4 Conduct a review of the sister city agreements to maximise cultural, community and economic outcomes and establish clear criteria for future program enhancement and delivery
- 5 Work with tourism and food and agribusiness industry to ensure the Sunshine Coast Airport expansion project and opportunity has the required infrastructure and is leveraged to achieve trade and investment outcomes
- 6 Continue to foster high level relationships with Austrade and TIQ to promote the region's region shaping projects and export products and services to achieve trade and investment outcomes.



INVESTMENT IN TALENT AND SKILLS

ATTRACTING AND RETAINING SKILLED WORKERS TO SUPPORT THE GROWTH OF HIGH-VALUE INDUSTRIES

Structurally the Sunshine Coast economy is expected to change significantly in the next two decades - with the top growth industries firmly established including healthcare and social assistance; education and training; and professional services.

Demand will be strong for professionals, community and personal service workers and managers over the coming 20 years. Registered nurses along with all healthcare workers will increase their share of employment as well as primary and secondary school teachers. Retail sales and management positions are expected to remain highly common occupations in the region, but their share of total employment will decline as other core sectors of the service economy grow and diversify.

Examples of key initiatives since 2013 have included: the development of the CoderDojo initiative which delivers training in coding skills through TAFE Queensland and the Future Careers program; JobShow and other skills development programs to help connect our young talent with jobs and training and development opportunities across the region; as well as the Study Sunshine Coast program which has promoted education and training offerings to both local and international students; work also continues on liaising with State, Federal agencies and industry to monitor workforce gaps and labour skills shortages. The region will focus on delivering and attracting a regional workforce with the skills and expertise to sustain the demands of our 2033 goals.

The region will nurture entrepreneurial talent through the Innovation Centre Sunshine Coast and other incubators, accelerators, skills development and mentoring programs which respond to the existing and emergent opportunities delivered by high-value industries and region shaping projects. The experience and expertise of the older resident population and existing professionals will also be utilised in these programs as important community contributions to the economy.

Government, industry and business will work collaboratively on innovative measures to retain skills and talent within the region by:

- Ensuring community awareness of local opportunities
- Maximising local participation in education, training and industry skills programs targeted at supporting and leveraging the demands of region shaping projects and high-value industries.

A REGIONAL EDUCATION AND TRAINING SYSTEM GEARED TO THE DEMANDS OF OUR GROWING ECONOMY

Improving education and training options through industry-specific courses and programs – as well as promoting career pathways and links between formal education, skills development and work – are foundational ingredients for driving and sustaining economic growth.

The region's education and training sector is currently equipped with the facilities and capabilities to provide a range of regional training and career planning activities to boost the foundations of the Sunshine Coast's labour force and economy.

Work has occurred since 2013 to recalibrate aspects of the education and training sector's offerings to ensure these are clearly targeted at addressing critical gaps in the region's workforce profile. This will also assist in developing viable options for the resident population and meaningful career pathways within the region.

Key outcomes since 2013 include the establishment of Study Sunshine Coast as the region's key student attraction and retention program and its ongoing implementation of a program aimed at increasing both the number of international students, as well as the retention of local students into future pathways. This is further augmented by the Future Careers Program that ensures students continue to be informed of and motivated to pursue key options and prospects. All regional education and training sector participants – including tertiary, vocational education and training and schools – play an important collective part in providing the skilled and qualified workforce to meet the needs of region shaping projects and high-value industries as well as traditional elements of the economy.

The education and training sector will also play a key role in promoting regional leadership and the skilling of the future workforce.

To support future growth, the region will focus on developing its education and training reputation beyond the region and strengthening cooperative relationships with all levels of government to support the leveraging of current and planned Commonwealth and State investment.



ACTIONS FOR 2019-2023

- 1 Work with State and Federal Government agencies and local industry to monitor skills and labour shortages, and ensure workforce skill gaps and early solutions are identified, for high-value industries and connected to region shaping projects within the region and SEQ
- 2 Work with industry representatives and key growth sectors to identify the skilled work requirements to grow and expand the industry's market footprint
- 3 Investigate partnership opportunities between the public and private sector to design and implement targeted workforce attraction and retention strategies
- 4 Develop local business support programs that support small and medium sized enterprises to grow (capacity build) and connect (opportunities)
- 5 Leverage opportunities in key markets to increase the intake of international students in tertiary, technical and secondary schools
- 6 Leverage the sport, talent and skills pathways on the Sunshine Coast to enable national and international connectivity.

TRACKING OUR PROGRESS

ASPIRATIONAL GOALS

The Strategy presents aspirational goals for a new economy in 2033, namely:

- A \$33 billion economy (based on gross regional product)
- High-value industries contribute at least 100,000 employment opportunities
- 20% of goods and services produced for export outside the region
- Household income levels above the State average.

Strong progress towards each of these goals has been made since 2013. Moving forward to 2033, measures will continue to be tracked against these aspirational goals using credible and independent agencies, including the Australian Bureau of Statistics and Census data. Once achieved, these goals will be redefined and reset to maintain momentum combined with a process of continuous improvement for associated actions and initiatives.

These goals present a strong indication of the value that will be added to the economy as a result of actions outlined in the REDS (2013-2033) and the actions as presented in the Five-Year Implementation Plan 2019-2023. All of these actions aim to strengthen regional economic resilience and drive investment in industries and projects that are responsive to demand from national and global markets, in doing so assisting in achieving our new economy goals.

Each of the five pathways will have an associated implementation plan with corresponding measures to track progress and outcomes.

The Economic Development Branch of Sunshine Coast Council will work with Regional Development Australia – Sunshine Coast to produce a short regional outcomes summary each year of the key highlights against the REDS. Where possible and publicly available data exists, annual performance data for the region will be shared such as:

- Unemployment rate, labour force, employed persons (SALM: <https://docs.jobs.gov.au/documents/lga-data-tables-small-area-labour-markets-september-quarter-2018>)
- Building approvals (ABS: <http://www.abs.gov.au/ausstats/abs@.nsf/mf/8731.0>)
- Median house and unit prices (REIQ: <https://www.reiq.com/REIQ/Research/Analysis/QMM.aspx>)
- Tourism visitation stats (TRA: <https://www.tra.gov.au/TRA-Online/tra-online>)
- Welfare stats (Australia Government. <https://data.gov.au/dataset/ds-dga-cff2ae8a-55e4-47db-a66d-e177fe0ac6a0/details>)

A full REDS report card will only be produced every five years linked to available Census data.

FIVE-YEAR IMPLEMENTATION PLAN 2019-2023

DELIVERING THE PLAN

Sunshine Coast Council necessarily retains a strong role in action and implementation of the plan, supporting and in turn being supported by the other identified key regional partners encompassing both the private and public sectors. Accountability for the management and delivery of individual actions in the plan ultimately resides with the organisation that (in each case) is assigned lead responsibility in the implementation table below. Partners for each action are expected to provide input, specialist advice and information, contacts and linkages to enable the delivery of the specific action – and to proactively advocate to other parties (where necessary and required) to progress delivery over the life of the project.

Implementation of the revised Action Plan is effective through to 30 June 2023. Each of the five pathways will have a more detailed action plan.

DEFINITIONS

- High-Value Industries (HVIs) comprise:
 - + Health and Wellbeing
 - + Education and Research
 - + Tourism, Sport and Leisure
 - + Knowledge Industries and Professional Services
 - + Food and Agribusiness
 - + Aviation and Aerospace
 - + Clean Technologies.
- Region shaping projects comprise:
 - + Digital connectivity
 - + Transportation connectivity
 - + Health and knowledge hubs
 - + Event, convention and hotel facilities
 - + Smart connected centres.

ACRONYMS AND ABBREVIATIONS

| | |
|---------------------|--|
| Qld Gov | Queensland Government |
| PCASC | Property Council of Australia - Queensland Division Sunshine Coast Committee |
| ICSC | Innovation Centre Sunshine Coast |
| Fed Gov | Federal Government |
| SCC | Sunshine Coast Council |
| Industry Groups | Combined name for all Chambers and Industry Associations |
| FAN | Food and Agribusiness Network |
| UDIA Sunshine Coast | Urban Development Institute of Australia Sunshine Coast |
| SCBC | Sunshine Coast Business Council |
| Ambassadors | Local industry formally assigned a role to promote the region and REDS |
| USC | University of the Sunshine Coast |
| SSC | Study Sunshine Coast |
| RDASC | Regional Development Australia Sunshine Coast |
| SCCA | Sunshine Coast Combined Chamber Alliance |
| EdSC | Education Sunshine Coast |
| TIQ | Trade and Investment Queensland |
| Austrade | Australian Trade and Investment Commission |
| SEQ | SEQ Council of Mayors |
| CQU | Central Queensland University |
| Stockland | |
| VSC | Visit Sunshine Coast |
| SCHI | Sunshine Coast Health Institute |
| CISC | Cleantech Industry Sunshine Coast |
| SCRIPT | Sunshine Coast Regional Innovation Program Team |

PATHWAY: LEADERSHIP, COLLABORATION AND IDENTITY

| | ACTIONS | PERFORMANCE MEASURES | TIMEFRAME (YEARS) | LEAD RESPONSIBILITY | PARTNERS |
|---|--|---|-------------------|---------------------|--|
| 1 | Provide tools and support to the businesses, industry groups and Ambassadors who have transitioned from the Industry Taskforces to act as advocates for business attraction, industry advancement and cross discipline collaboration | <ul style="list-style-type: none"> → Support framework established with regular (quarterly) updates and half-yearly meetings → Number and quality of leads generated by Ambassadors and economic impact of leads on regional economy | 1-5 | SCC | Ambassadors, RDASC and Industry Groups |
| 2 | Define and articulate the Sunshine Coast identity to inform our value proposition and assist in national and international campaign development | <ul style="list-style-type: none"> → Delivery of Sunshine Coast identity piece that will contribute to pitch decks and positioning of the region | 1-2 | SCC | SCBC and Industry Groups |
| 3 | Develop a Sunshine Coast champions series to promote the success and capability of the Sunshine Coast region and community across the five pathways and seven high value industries, both nationally and internationally | <ul style="list-style-type: none"> → Development of Champions collateral and promotion nationally and internationally (measuring reach, views and enquiries generated/ opportunities supported, and outcomes achieved) | 1-2 | SCC | RDASC, Industry Groups |
| 4 | Promote the leadership of the region in key high-value industries such as health and sport to further enhance the regional credentials and drive future infrastructure investment into the region | <ul style="list-style-type: none"> → Number and value of sport and business events attracted to the region → Value of regionally significant investment in supportive infrastructure | 1-5 | SCC/USC/VSC | Industry Groups |
| 5 | Support business excellence through a highly competitive awards and recognition program and create pathways into national and international award categories for the region and industry | <ul style="list-style-type: none"> → Delivery of and satisfaction (by industry) in the regional excellence awards and number and quality of nominations in program → Number and quality of nominations by local business champions in national and international awards → Recognition of region in national and international awards | 1-5 | SCCA | SCC, Industry Groups |
| 6 | Support the SEQ City Deal and SEQ Council of Mayors 2032 Olympic Proposal to enhance the regional identity and infrastructure | <ul style="list-style-type: none"> → National funding agreement signed, and implementation agreement finalised | 1-2 | SCC | SEQ, Qld Gov, Fed Gov, RDASC |

PATHWAY: CAPITAL INVESTMENT

| | ACTIONS | PERFORMANCE MEASURES | TIMEFRAME (YEARS) | LEAD RESPONSIBILITY | PARTNERS |
|----|---|--|-------------------|-----------------------|--|
| 7 | Work with SEQ Council of Mayors to secure funding for region shaping projects as outlined in the TransformingSEQ city deal | <ul style="list-style-type: none"> → Review of SEQ City Deal by State and Federal Government → Agreement to deliver City deal → Milestones against City Deal priorities | 1-2 | SCC, Qld Gov, Fed Gov | Industry Groups |
| 8 | Work with technology providers to ensure the delivery of world-class broadband infrastructure and services, to support industry advancement as connected to the international broadband submarine network | <ul style="list-style-type: none"> → Commissioning of submarine cable → Attraction of Data Centre to the Sunshine Coast → Enhanced business grade products on offer to business community | 1-3 | SCC | Qld Gov, Industry Groups |
| 9 | Leverage the growing reputation of the Sunshine Coast Health Precinct to support business attraction, job creation and research and development partnerships | <ul style="list-style-type: none"> → Promotion of SCHI via a prospectus → Attraction of major health industry events → Value of R&D and other health and wellbeing partnerships and collaboration | 1-5 | SCHI | USC, SCC, Stockland, Industry Groups |
| 10 | Enhance the Regional Investment Prospectus, to profile investment opportunities, including region shaping projects and connect Ambassadors with its promotion | <ul style="list-style-type: none"> → Delivery of updated investment prospectus collateral → 90%+ satisfaction rating by Ambassadors with tools → Number and value of leads generated | 1-2 | SCC | Qld Gov, Austrade, Industry Groups |
| 11 | Identify opportunities for and seek private sector led project delivery in the delivery of high quality four and five-star branded accommodation and event related infrastructure | <ul style="list-style-type: none"> → Number of four and five-star hotel investment leads and outcomes → Event infrastructure upgraded or developed to meet market demand (till 2023) | 1-5 | SCC | Industry Groups |
| 12 | Seek funding support from the State and Federal Government to enhance airport border services, customs and quarantine facilities to support the export of food and agribusiness products and support international visitation | <ul style="list-style-type: none"> → Funding support for SCA border/customs infrastructure → Value, volume and diversity of exports from SCA from FY2021 and beyond (and resulting growth in industry) | 1-5 | SCA | Fed Gov, Qld Gov, SCC, Industry Groups |
| 13 | Map supply chains for region shaping projects to explore opportunities for business expansion and attraction and the ripple effect to local industry and supply chains | <ul style="list-style-type: none"> → Delivery of supply chain mapping program and workshops to connect local industry → Satisfaction of local industry in workshops and connection to region shaping projects → Percentage of local industry involvement and value in region shaping projects | 1-5 | SCCA | SCC, Industry Groups |

PATHWAY: HIGH VALUE INDUSTRIES

| | ACTIONS | PERFORMANCE MEASURES | TIMEFRAME (YEARS) | LEAD RESPONSIBILITY | PARTNERS |
|----|---|--|-------------------|---------------------|---------------------------------|
| 14 | Establish and facilitate open forum sessions with representation from key industries and other tiers of government to discuss, promote and acknowledge economic development issues and improvements across the region | <ul style="list-style-type: none"> → One open forum per year. Measured by value and volume of contributions and assessed by satisfaction survey → Annual business confidence (and issues) survey | 1-5 | SCCA, SCBC | SCC, Industry Groups |
| 15 | Support industry groups across the seven high-value industries as they deliver programs and services linked to the region's five priority pathways | <ul style="list-style-type: none"> → Development and delivery of pathway plans connected to high-value industries → Annual stakeholder satisfaction survey with key industry groups | 1-5 | Industry Groups | SCC |
| 16 | Articulate and promote the productivity benefits to the region and its place across the state and nationally, linked to the region shaping projects | <ul style="list-style-type: none"> → Development of collateral and key messages → Promotion of key messages by stakeholders and Ambassadors → Feedback from industry and players (externally) on message and impact | 1-5 | SCC | Industry Groups |
| 17 | Establish a process of collaboration and sharing of workforce planning issues across the high-value industries ensuring the region is well placed to grow | <ul style="list-style-type: none"> → Identification of industry workforce issues and delivery of associated action plan. Measures include impact of plan on addressing structural issues | 1-5 | EdSC | Qld Gov, SCC |
| 18 | Investigate ways to facilitate and encourage the growth and expansion of HVI activities, including the identification of specific land uses, precincts and activity areas that support these activities | <ul style="list-style-type: none"> → Consult with PCA, UDIA and Industry Groups to identify future land use requirements and best practice to ensure alignment with land use planning and key strategic policy settings → Responsiveness of Council to needs of industry | 1-5 | SCC | SCC, UDIA, PCA, Industry Groups |
| 19 | Leverage the region shaping projects and regionally significant projects to support supply-chain development and ripple effect benefits across the high-value industries | <ul style="list-style-type: none"> → Supply and demand chain mapping undertaken for industry and region shaping projects incorporating industry capability assessments → ICN Gateway leveraged and utilisation optimised → Buy local / local provenance initiatives developed and supported | 1-5 | SCCA | SCC, Industry Groups |

PATHWAY: HIGH VALUE INDUSTRIES CONTINUED

| | ACTIONS | PERFORMANCE MEASURES | TIMEFRAME (YEARS) | LEAD RESPONSIBILITY | PARTNERS |
|----|--|---|-------------------|---------------------|---------------------------------------|
| 20 | Deliver high-quality active transport connections to activity centres, educational institutions and public transport hubs | <ul style="list-style-type: none"> → Transport gap analysis and connectivity requirements report → Implementation of findings | 1-2 | USC/CQU | SCC, Industry Groups |
| 21 | Ensure each high-value industry has associated high-value infrastructure and region shaping connectivity to realise its potential | <ul style="list-style-type: none"> → Development of infrastructure priority matrix and investment attraction plan to realise it and impact of matrix | 1-5 | SCC | Industry Groups |
| 22 | Investigate the economic benefits and marketing opportunities arising from a potential UNESCO biosphere designation for the Sunshine Coast, with a view to encouraging investment and expansion in the seven high value industries, with a specific focus on agribusiness, tourism and clean tech industries | <ul style="list-style-type: none"> → Independent analysis on economic measures and benefits | 1-2 | SCC | FAN, VSC, CISC, USC, CQU |
| 23 | Ensure local regulatory fees and charges relating to development of high-value industries remain at the forefront of contestability with those of other regions in Queensland and the east coast of Australia | <ul style="list-style-type: none"> → Benchmark and set local regulatory fees and charges at competitive levels with key markets | 1-5 | SCC | Qld Gov, PCASC, UDIA, Industry Groups |
| 24 | Ensure the regulatory settings outside the Enterprise Corridor do not inhibit or constrain investment in high value industries with a focus on agribusiness, tourism and leisure experiences | <ul style="list-style-type: none"> → Ensure Sunshine Coast Planning Scheme establishes principles and settings to encourage and support development and growth of agribusiness and niche tourism and leisure businesses outside the Enterprise Corridor. | 1-5 | SCC | Qld Gov |
| 25 | Continue to support and enhance SCRIPT as a key regional platform to support innovation and entrepreneurship | <ul style="list-style-type: none"> → Delivery of annual SCRIPT program → Funding of initiatives and results from initiatives | 1-5 | ICSC | SCC, Qld Gov, Industry Groups |
| 26 | Support the foundational elements of innovation and entrepreneurship through program support and delivery specifically targeted at young people (up to 21 years of age) | <ul style="list-style-type: none"> → Number, value and quality of regional programs for young people → Level of engagement and satisfaction with programs (as compared to previous years and other Qld programs) | 1-5 | Various | SCC, Qld Gov, Industry Groups |

PATHWAY: HIGH VALUE INDUSTRIES CONTINUED

| | ACTIONS | PERFORMANCE MEASURES | TIMEFRAME (YEARS) | LEAD RESPONSIBILITY | PARTNERS |
|----|--|--|-------------------|-----------------------|---------------------------------------|
| 27 | Position the Sunshine Coast as an innovation, entrepreneurship and digital leader through the international submarine network and associated infrastructure. Enhance and connect to 5G capability to future-proof the region | <ul style="list-style-type: none"> → Successful commissioning of submarine network → Attraction of data centre to the region → Regional engagement in 5G delivery | 1-5 | SCC | Industry Groups |
| 28 | Lead the SEQ City Deal action which aims to establish a digital trade hub by leveraging the Sunshine Coast International Broadband Submarine Network | <ul style="list-style-type: none"> → Finalisation of a City Deal with the Digital Trade Hub component fully funded | 1-5 | Fed Gov, Qld Gov, SCC | Industry Groups |
| 29 | Develop a regional test and innovation showcase to support local business connect to government contracts (government as a customer not a grant for new businesses) | <ul style="list-style-type: none"> → Test and Innovation Showcase event delivered → Number of contributors, value of projects and outcomes (contracts won with government) | 1-5 | SCC | Unity Water, Qld Gov, Industry Groups |
| 30 | Attract and support accelerators and programs that foster innovation and entrepreneurship in high-value industries and/or are connected to region shaping projects | <ul style="list-style-type: none"> → Number, diversity and value of accelerators and incubators and programs on offer to region → Access to programs by industry (volume and value) and satisfaction with offering | 1-5 | ICSC | SCC, Qld Gov, Industry Groups |
| 31 | Ensure the soft (funding) and hard (space) infrastructure is tailored to fully support local market conditions and local entrepreneurs | <ul style="list-style-type: none"> → Regional gap analysis of soft/hard infrastructure to support innovation ecosystem is in place → Annual industry engagement (through events or survey) to determine priorities and progress region in this space | 1-5 | SCRIPT | SCC, ICSC, Qld Gov, Industry Groups |

PATHWAY: LOCAL TO GLOBAL CONNECTIONS

| | ACTIONS | PERFORMANCE MEASURES | TIMEFRAME (YEARS) | LEAD RESPONSIBILITY | PARTNERS |
|----|---|---|-------------------|---------------------|---------------|
| 32 | Support the ongoing expansion of the export network, including identifying opportunities to continue to leverage existing collaboration and respond to market opportunities | → Engagement in and satisfaction of the Sunshine Coast Export Network with program offering and delivery | 1-5 | SCC | TIQ, Austrade |
| 33 | Develop and implement a comprehensive Regional Export Program | → Delivery of bi-annual export program and priorities → Engagement and satisfaction by industry in program | 1-5 | SCC | TIQ, Austrade |
| 34 | Deliver program of outbound trade and investment missions, supported by local industry, to key trade and investment markets | → Satisfaction by industry in trade and investment missions → Number and value of trade and investment leads identified/ secured | 1-5 | SCC | TIQ, Austrade |
| 35 | Conduct a review of the sister-city agreements to maximise cultural, community and economic outcomes and establish clear criteria for future program enhancement and delivery | → Completed review by 30 June 2019 with recommendations on maximising outputs | 1-2 | SCC | |
| 36 | Work with tourism and food and agribusiness industry to ensure the Sunshine Coast Airport expansion project and opportunity has the required infrastructure and is leveraged to achieve trade and investment outcomes | → Identify and communicate required infrastructure (as defined by SCA and industry) → Delivery of SCA regional export network program to qualify opportunities associated to airport → Flow of business through airport post 2021 | 1-5 | SCA | FAN, VSC, SCC |
| 37 | Continue to foster high level relationships with Austrade and TIQ to promote the region's region shaping projects and export products and services to achieve trade and investment outcomes | → Number and quality of briefings to Austrade and TIQ personnel in Brisbane and internationally → Participation in annual Canberra briefings | 1-5 | SCC | TIQ, Austrade |

PATHWAY: INVESTMENT IN TALENT AND SKILLS

| | ACTIONS | PERFORMANCE MEASURES | TIMEFRAME (YEARS) | LEAD RESPONSIBILITY | PARTNERS |
|----|---|---|-------------------|---------------------|---|
| 38 | Work with State and Federal Government agencies and local industry to monitor skills and labour shortages, and ensure workforce skill gaps and early solutions are identified, for high-value industries and connected to region shaping projects within the region and SEQ | → Develop a program of advocacy and regional process to monitor and identify skills and labour shortages for high-value industries and region shaping projects and validate with industry (annually) | 2-5 | SCC | Qld Gov, Fed Gov, EdSC Industry Groups |
| 39 | Work with industry representatives and key growth sectors to identify the skilled work requirements to grow and expand the industry's market footprint | → Develop a program of engagement to monitor skilled work requirements and communicate results back to government (and industry) | 2-5 | SCC | Industry Groups, Qld Gov, EdSC |
| 40 | Investigate partnership opportunities between the public and private sector to design and implement a targeted workforce attraction and retention strategies | → Delivery of action plan → Assessment of attraction/retention outcomes at end of year one | 3-5 | EdSC | SCC, Industry groups |
| 41 | Develop local business support programs that support small and medium sized enterprises to grow (capacity build) and connect (opportunities) | → Annual local business support program, communicated and delivered → Satisfaction levels with program support and engagement → Local opportunities promoted and connected | 1-5 | SCC | SCCA, Industry Groups |
| 42 | Leverage opportunities in key markets to increase the intake of international students in tertiary, technical and secondary schools | → Delivery of annual Study Sunshine Coast program and Ambassador Program | 1-5 | SSC | EdSC, USC, CQU, TAFE QLD, Industry Groups |
| 43 | Leverage the sport connection, talent and skills pathways on the Sunshine Coast to enable national and international connectivity | → Attraction campaigns targeted to major sporting events held in Qld and Australia → Number of teams and value of economic impact from visits → National/International sports teams training on the Sunshine Coast, engaging with community and the economic impact of their visits | 1-5 | SCC | USC |



SOURCE INFORMATION

The following documents have been utilised to form the basis of the REDS Implementation Review and updated 2019-2023 Implementation Plan:

- Sunshine Coast Regional Economic Development Strategy 2013-2033 and associated Research Compendium
- Regional Economic Development Strategy Implementation Review (KPMG, January 2018)
- Industry and Investment Plans for seven High Value Industries
- REDS Implementation Report Card – May 2018
- Economic Development Branch workplans and key Council strategic/policy documents with an emphasis upon those relevant to the Economic Development Branch.

In addition, AEC consultants attended or conducted the following meetings:

- Town Hall Consultative Session delivered by KPMG on 27 February 2018 (45 participants from High Value Industry Taskforces and REDS Stakeholders)
- Two external (AEC managed) stakeholder discussions on 15 and 21 March 2018, attended by regional partners.
- One internal Sunshine Coast Council staff workshop on 27 March 2018.

Additional relevant notes, comments and emails have been provided as available during the project.



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Sunshine Coast Regional
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Implementation Plan 2019-2023