

Sunshine Coast – The Natural Advantage: Regional Economic Development Strategy 2013 – 2033



Annual Report 2014

Implementing the Sunshine Coast's
Blueprint for a New Economy

Foreword

The Sunshine Coast Economic Futures Board is pleased to present the first annual report on the implementation of Sunshine Coast – The Natural Advantage: Regional Economic Development Strategy 2013-2033.

The Strategy was launched on 24 September 2013 following a successful collaboration between business, industry, education leaders, Queensland Government agencies and the Sunshine Coast Council to develop a clear plan to drive economic growth and community prosperity for the region. The Strategy provides the region with a set of aspirational goals to 2033 and a five-year Implementation Plan to drive progress towards achieving these goals.

This Board was established to help guide the progress and implementation of the Strategy. This report provides an overview of progress made in the first year of the Implementation Plan. In providing this report, the Board notes that the first year of implementing the Strategy is of nine months duration – from 1 October 2013 to 30 June 2014.

Much has been delivered in this time and some important foundations have been laid to enable economic and employment growth and facilitate investment. These include:

- the introduction of the new Sunshine Coast Planning Scheme which has incorporated the major principles and priorities of the Strategy into its

strategic framework, including establishing economic development and growth areas such as the Enterprise Corridor and Priority Investment Areas;

- the development scheme for the Maroochydore Priority Development Area has been finalised, clearing the way for Council to seek private investment in the key components of the new city centre, including a five star hotel, entertainment and convention centre;
- the engagement of the Royal Bank of Canada by Council as its commercial advisor to develop the most appropriate model to attract private investment in the Sunshine Coast airport expansion; and
- the establishment of a Sunshine Coast Education, Training and Industry Group which is now progressing four key projects to advance sector coordination, promotion and infrastructure initiatives.

Moving into Year Two, the Board will place a particular focus on the Capital Investment actions in the Implementation Plan, given their significance in transforming the region's economy and providing the foundation for establishing more enduring employment opportunities locally.

The Board will also focus its attention on working with the industry taskforces on the development and implementation of the Industry and Investment Plans for the seven high-value industries. These plans are crucial to enabling each industry

to grow, maximise the opportunities that the region offers and build a wider employment base. Our focus will be on providing guidance on potential avenues that the region may pursue to attract and generate new investment in these industries.

Moving towards 2033, the Sunshine Coast will need to take bold steps and place a strong emphasis on building the profile of the region in wider markets domestically and globally. This will require a concentrated focus on collaboration – particularly between the industry partners who are playing a leading role in the implementation of the Strategy.

The Board would like to commend the key regional partners who have been responsible for progressing the actions in the first year of the Strategy - the University of the Sunshine Coast, Innovation Centre Sunshine Coast, the Chambers of Commerce and Industry Sunshine Coast, Regional Development Australia Sunshine Coast, Sunshine Coast Council, State Government agencies and the members of the new industry taskforces established to develop Industry and Investment Plans. The Board looks forward to working with them over the course of the next year.

Sunshine Coast Economic Futures Board



*Mayor Mark Jamieson
(Chair)*



Katie Bickford



David Foster



Adrian Johnston



Robert Jones



Jude Munro



Andrew Pitcher

Progress Report - Year 1 Completed Actions

Action	Performance Measures	Progress
<p>✓ Establish and support a regional economic leadership board to guide the transitions to, and build the identity of, the New Economy. <i>(ongoing activity)</i></p>	<ul style="list-style-type: none"> • Governance, business model, expertise mix and membership for the board determined by December 2013. • Board established by 1 January 2014. 	<p>A Sunshine Coast Economic Futures Board was established as an advisory committee to Sunshine Coast Council in January 2014. The first meeting of the Board took place on 21 May 2014.</p> <p>Under its Charter, the Board is identifying its future advocacy and implementation priorities and has completed its first Annual Report.</p>
<p>✓ Incorporate the principles and priorities of the Strategy into the Sunshine Coast Planning Scheme.</p>	<ul style="list-style-type: none"> • Sunshine Coast Planning Scheme amended to incorporate and support the principles and priorities of the Strategy. 	<p>All major principles and priorities of the Regional Economic Development Strategy 2013-2033 were incorporated in the new Sunshine Coast Planning Scheme, which was released on 21 May 2014.</p>
<p>✓ Implement the Education and Training Project to ensure collaboration between the region's education and training sectors to improve educational access, relevancy and outcomes in support of a future skilled workforce. <i>(ongoing activity)</i></p>	<ul style="list-style-type: none"> • Education industry group and milestones established. • Project development completed by July 2015. 	<p>Guided by the University of the Sunshine Coast, the Sunshine Coast Education and Training Industry Group (SCETIG) has been established comprising representatives of all education and training segments servicing the Sunshine Coast - primary, secondary, tertiary and research.</p> <p>This group has collected a strong evidence base on the industry in the region and four key projects are being managed to advance sector coordination, promotion and infrastructure initiatives.</p>
<p>✓ Identify and mentor potential business and community leaders. <i>(ongoing activity)</i></p>	<ul style="list-style-type: none"> • Program established and identification criteria implemented. 	<p>The University of the Sunshine Coast has enhanced the Master of Business Administration (MBA) and Executive MBA to target the professional needs of the local market with increased patronage now reported.</p> <p>The Innovation Centre Sunshine Coast has established a mentor panel with 20 senior industry figures, which targets existing tenants as well as virtual tenants.</p> <p>Regular mentoring workshops are also provided in local libraries.</p>
<p>✓ Establish Priority Investment Areas associated with game changer projects - with each area offering development conditions that are directed primarily at facilitating appropriate commercial investment outcomes.</p>	<ul style="list-style-type: none"> • Priority Investment Areas and their development conditions established in the new Planning Scheme. 	<p>Priority Investment Areas associated with game changer projects have been established in the strategic framework of the 2014 Sunshine Coast Planning Scheme, as part of the scheme's emphasis on facilitating economic growth.</p>
<p>✓ Establish the Enterprise Corridor in the Sunshine Coast Planning Scheme with development requirements in appropriately designated areas of the scheme to be based on strong commercial investment principles.</p>	<ul style="list-style-type: none"> • Enterprise Corridor and development requirements established in new Sunshine Coast Planning Scheme. 	<p>The Enterprise Corridor has been formally established in the 2014 Sunshine Coast Planning Scheme as the key area for commercial and residential growth for the region over the next 20 years.</p>

Action	Performance Measures	Progress
<p>✓ 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. <i>(ongoing activity)</i></p>	<ul style="list-style-type: none"> Benchmark and set local regulatory fees and charges at competitive levels with key markets. Ongoing monitoring arrangements established. 	<p>Council development fees and charges were frozen for the 2013-14 financial year, with no applicable indexation implemented.</p> <p>Incentives, aligned with development assessment fees, also continued in 2013-14 to further encourage commercial, business and industrial activity – with all land use types eligible for a rebate of 25% of the application fee if the use commences within two years of the development approval.</p>
<p>✓ Ensure the regulatory settings outside the Enterprise Corridor do not inhibit or constrain investment in agribusiness and niche tourism and leisure experiences. <i>(ongoing activity)</i></p>	<ul style="list-style-type: none"> New 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. 	<p>The new Sunshine Coast Planning Scheme 2014 has now incorporated zoning allocations, assessment levels and other provisions that support the establishment of appropriate agribusiness and niche tourism and leisure experiences in rural areas.</p> <p>The effectiveness of these provisions will be reviewed by Sunshine Coast Council over time.</p>
<p>✓ Support targeted professional mentoring, entrepreneur and angel investor programs (in partnership with the Queensland Government). <i>(ongoing activity)</i></p>	<ul style="list-style-type: none"> Implement inaugural Sunshine Coast Mentoring for Investment and Mentoring for Growth programs in conjunction with the Queensland Government. 	<p>A Sunshine Coast Mentoring for Investment Program has been implemented by the Queensland Government in partnership with Sunshine Coast Council to assist businesses to be investment ready and raise capital. This is the first time the Program has been implemented outside the Brisbane area.</p> <p>A spin-off regional Angel Investor Network was also established by participating regional investors on the Sunshine Coast in April 2014, which has in turn supported local companies.</p> <p>The Sunshine Coast Business Women's Network Mentoring Program was supported by Sunshine Coast Council in 2013-2014. Women with growing businesses were matched with high profile industry leader mentors, which was supplemented by the program's one-on-one sessions and structured workshops.</p> <p>A Start-Up Weekend for new and emerging businesses was held at the Innovation Centre in May 2014. The weekend resulted in 17 new businesses being established and a commitment to hold the event annually.</p>
<p>✓ Ensure Queensland Government Trade Commissioners have access to up to date information on the strengths and competitiveness of the Sunshine Coast. <i>(ongoing activity)</i></p>	<ul style="list-style-type: none"> Annual briefing program on the Sunshine Coast for Queensland Government Trade Commissioners implemented. 	<p>Queensland Government Trade and Investment Commissioners and Austrade in Beijing, Hong Kong, Shanghai and Tokyo were provided up to date briefings on the strengths and competitiveness of the Sunshine Coast economy during:</p> <ul style="list-style-type: none"> the Sunshine Coast Mayor's Investment Mission to China, Hong Kong and Japan in May 2014; and the Deputy Mayor's Education and Tourism Trade Mission to China and Hong Kong in June 2014. <p>Trade and Investment Commissioners for the Americas; the Middle East; and the United Kingdom and Europe were provided with briefings by Sunshine Coast Council on the region's economy and key investment opportunities during Export Week in October 2013.</p>

Year 1 Actions Underway

Action	Performance Measures	Progress
Develop a new regional brand that embodies the vision for the New Economy.	<ul style="list-style-type: none"> Competitive regional branding and positioning statements developed for target markets and sectors. 	Development of a new business and investment brand name and investment prospectus commenced in June 2014. The design and development of these items is being undertaken by a leading global creative agency for use in targeted national and international markets and with high net worth investors.
Develop a Regional Investment Prospectus for national and global markets to profile the infrastructure and commercial investment opportunities in the region.	<ul style="list-style-type: none"> Purpose built investment prospectus developed for marketing nationally and globally. 	Marketing and online strategies are also being developed as part of this project to profile the infrastructure and commercial investment opportunities in the Sunshine Coast region.
Identify alternative funding models for the expansion of the Sunshine Coast Airport and the development of the Maroochydore central precinct and address impediments to securing investment in these projects.	<ul style="list-style-type: none"> Alternative investment models identified, regulatory approvals obtained and financial commitments sourced <i>(Note: Target date for completion is 30 June 2015).</i> 	<p>The Royal Bank of Canada has been engaged by Sunshine Coast Council to develop the optimum strategy and structure for seeking investment in the Sunshine Coast Airport expansion project.</p> <p>The development scheme for the Maroochydore Priority Development Area has been finalised and specialist advisors have been engaged to advise on specific elements of the Maroochydore city centre development area.</p>
Adopt a targeted program and approach to promoting the region's new identity and competitive advantages to potential investors and priority markets.	<ul style="list-style-type: none"> Targeted marketing and promotional activities that reinforce the new identity and showcase the region are developed, focus tested and implemented <i>(Note: Target date for completion is 30 June 2015).</i> 	<p>This action is linked to the development of a Business and Investment Brand Name and Regional Investment Prospectus (see above).</p> <p>The design, marketing and online strategies associated with these projects will shape the approach to promoting the region and key opportunities to investors and priority markets.</p> <p>A Winning Investment for the Sunshine Coast workshop was conducted by Sunshine Coast Council in May 2014 as part of the region's commitment to developing a cohesive investor targeting strategy.</p>
Develop and aggressively implement industry and investment plans for each of the high-value industries - focusing on addressing impediments to growth, supply chains, market opportunities and the identification of key investment targets.	<ul style="list-style-type: none"> Health and well-being; Tourism, Sport and Leisure; and Education and Research industry and investment plans developed by May 2014. Remaining four high-value industry and investment plans developed by November 2014. 	<p>Three Industry and Investment Plans have been developed by industry taskforces comprising regional industry representatives for the high-value industries of: Health and well-being; Tourism, Sport and Leisure; and Education and Research.</p> <p>The four remaining Industry and Investment Plans for Clean Technologies; Agribusiness; Knowledge Industries and Professional Services; and Aviation and Aerospace will be developed by 30 September 2014.</p>
Create a regional network and inventory of existing international expertise and relationships to help forge stronger commercial linkages outside the region and leverage new business, trade, clients and public and private investment. <i>(ongoing activity)</i>	<ul style="list-style-type: none"> Existing regional high-value international relationships are articulated and renewed. Increased trade and investment leveraged through existing international relationships and networks of value. 	<p>An initial list of expertise and stand-out companies has been developed by Sunshine Coast Council. This information will be used to develop regional case studies and information for industry leaders to help promote the region.</p> <p>Potentially high-value intergovernmental relationship with Xiamen in China reinforced and strengthened through September 2013 investment mission and June 2014 trade mission.</p>

Other Actions Already Initiated

Action	Performance Measures	Progress
<p>Establish an annual program of business and export missions – led by Council – to grow awareness of the region’s products and services and investment opportunities. <i>(ongoing activity)</i></p>	<ul style="list-style-type: none"> Annual program of outbound and inbound missions developed and implemented. 	<p>Sunshine Coast International Relations Policy and Sunshine Coast 2014 International Missions Program approved by Sunshine Coast Council in February 2014.</p> <p>The following missions have been undertaken so far in 2014:</p> <ul style="list-style-type: none"> the Sunshine Coast Mayor’s Investment Mission to China, Hong Kong and Japan in May 2014; and the Deputy Mayor’s Education and Tourism Trade Mission to China and Hong Kong in June 2014.
<p>Pursue government support programs, and link with government agencies with an in-market presence in target markets, to assist Sunshine Coast businesses to enter new markets nationally and globally. <i>(ongoing activity)</i></p>	<ul style="list-style-type: none"> Key government programs identified and access facilitated for Sunshine Coast businesses. 	<p>Sunshine Coast Council partnered with the Export Council of Australia and Trade and Investment Queensland to launch the Queensland Export Awards on the Sunshine Coast on 28 May 2014.</p> <p>Sunshine Coast Council with Trade and Investment Queensland and Austrade have developed an Export Development Program to assist local businesses in their exporting endeavours and foster greater awareness of, and access to, exporting opportunities. This program is scheduled to be launched in August 2014.</p>
<p>Develop and implement a Sunshine Coast Digital Economy and Participation Plan for business and industry. <i>(ongoing activity)</i></p>	<ul style="list-style-type: none"> Digital Participation Plan, to develop digital literacy and innovation in business and industry, is developed and implemented from July 2014. 	<p>Regional Development Australia Sunshine Coast has worked with Sunshine Coast Council and a range of industry stakeholders to develop Digital Sunshine Coast – Digital Action Plan.</p> <p>The Plan seeks to generate momentum on digital innovation and adoption in the business and broader communities across the region. Containing a number of actions, the Plan is proposed to be released in August 2014.</p>

Other Projects

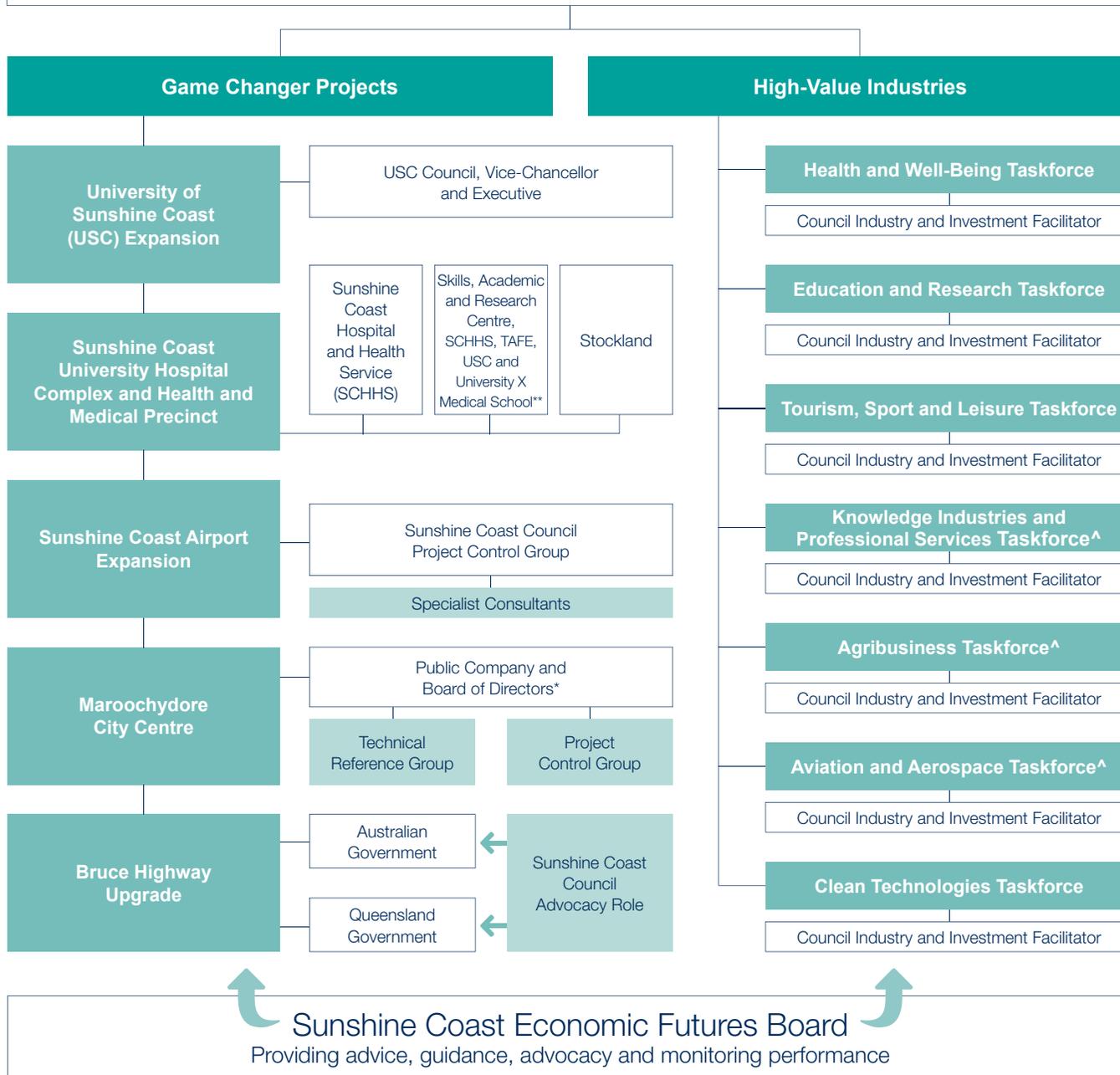
which have been nominated as contributing to the objectives of the Regional Economic Development Strategy

- Development of a new five-star Arcare aged care centre in Maroochydore which will employ a further 90 people in the region in the Health and well-being industry.
- Attraction of Westfund to establish a Queensland office on the Sunshine Coast.
- Establishment of the Work Shop training and recruitment centre – an employment matching service associated with the Sunshine Coast Public University Hospital site at Kawana. This is a partnership between Lend Lease, Sunshine Coast Council and The Hornery Institute and is forecast to facilitate approximately 350 placements over the three months of June to August 2014.



Sunshine Coast Regional Economic Development Strategy 2013-33

Key project leadership responsibilities



*Model being finalised

** Medical School to be determined

^ Taskforce groups to be established by August 2014



Tracking our Progress

The Board will continue to track the delivery of the Strategy's priorities and actions and monitor progress towards the long-term aspirational goals for 2033. At the end of Year 2, the Board will include in its annual report an overview of the region's economic performance in the context of the Strategy's four aspirational goals.

In doing so, the Board will be informed by ongoing economic monitoring and research by the University of the Sunshine Coast and the provision of progress reports from those participating industry partners responsible for delivering the Strategy's actions.

From this data and other relevant research, the Board will assess regional progress and consider whether any recommendations are warranted in terms of amendments to the Implementation Plan.

According to the University of the Sunshine Coast, the region remains an aspirational place – based on the natural features of the region and less quantifiable characteristics such as lifestyle, security and environmental protection. The health and resilience of the economy must be seen as integral to the overall well-being of the entire region.

There is some evidence emerging of improvements to business confidence, development activity and trading conditions which is a positive development for the region. While it is acknowledged that regional economic conditions have been difficult during the global economic downturn, the region appears to be emerging from this period in a measured way and without significant sector failures or asset devaluations. This provides a stable base for the future.



Key Priorities and Performance Measures for Year 2

In 2014-2015, the Board will focus its efforts on monitoring and guiding the following priorities and the achievement of the nominated outcomes:

Priority	Performance Measures
The continued development of the Maroochydore City Centre and the Sunshine Coast Airport expansion.	<ul style="list-style-type: none"> Alternative investment models identified. State and Federal regulatory approvals obtained to facilitate investment in these projects. Financial commitments are being sourced for the Sunshine Coast Airport Expansion and the first element of the Maroochydore City Centre.
Investment attraction initiatives to deliver the Strategy's game changer projects and attract high-value industry participants to the region.	<ul style="list-style-type: none"> Targeted marketing plan for game changer projects developed and implemented. Investment proposition and marketing materials for high-value industries completed by December 2014.
The development and implementation of the seven high-value industry and investment plans.	<ul style="list-style-type: none"> Plans finalised and endorsed by respective Taskforces and implementation partners. Appropriate project delivery model determined for each industry and investment plan. Key milestones and performance measures established as part of the implementation of each Plan.
Marketing and online strategies to promote the region's new identity and competitive advantages to potential investors and priority markets.	<ul style="list-style-type: none"> Business and investment brand name and prospectus finalised and implementation commenced by 30 September 2014. Marketing and online strategies generating investor interest in the region and its game changer projects.

The 5 Game Changer Projects



SUNSHINE COAST UNIVERSITY HOSPITAL COMPLEX AND HEALTH AND MEDICAL PRECINCT

Australia's first new – not replacement – hospital development for more than 20 years.

AUSTRALIA'S ONLY GREENFIELD CBD

A first of its kind city centre development at Maroochydore



STATE-OF-THE-ART UNIVERSITY EXPANSION

Only Queensland University consistently rating 5 stars for teaching quality



NEWEST INTERNATIONAL AIRPORT

Providing a direct international gateway to the World



BRUCE HIGHWAY UPGRADE

Improving access to south east Queensland and international port facilities





Sunshine Coast – The Natural Advantage: Regional Economic Development Strategy 2013 - 2033



More Information

- For information on the Sunshine Coast – The Natural Advantage: Regional Economic Development Strategy 2013-2033, visit: www.business.sunshinecoast.qld.gov.au
- For enquiries regarding the Sunshine Coast Economic Futures Board or the implementation of the Strategy, email Council at economicdevelopment@sunshinecoast.qld.gov.au or write to the Sunshine Coast Council, Locked Bag 72, Sunshine Coast Mail Centre, Queensland, 4560.