

PATHWAY PLAN:
LOCAL TO GLOBAL
CONNECTIONS 2019-2023



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 PATHWAY PLAN: LOCAL TO GLOBAL CONNECTIONS 2019-2023

*One of five implementation plans referenced in the
Sunshine Coast Regional Economic Development Strategy 2013-2033*

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THE SUNSHINE COAST – A GROWTH ECONOMY

The Sunshine Coast Regional Economic Development Strategy 2013-2033 has provided a vision and blueprint for the new economy – a prosperous, high value economy of choice for business, investment and employment, while offering an enviable lifestyle and environment.

The Sunshine Coast Regional Economic Development Strategy 2013-2033 (REDS) was initially accompanied by a five-year implementation plan to 2018 and industry investment plans for each of the seven high-value industries.

Building on the outcomes and achievements of these implementation plans since 2013, the REDS Implementation Plan 2019-2023 prioritises further actions under five critical pathways:

- Leadership, collaboration and identity
- Capital investment
- High-value industries
- LOCAL TO GLOBAL CONNECTIONS
- Investment in talent and skills.

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

Continued advancement of the new Sunshine Coast economy for the 2019-2023 implementation period will be built on:

- Strong economic leadership and collaboration between government at all levels, industry and the community.
- A recognised, competitive regional identity.
- Securing investment in the region's infrastructure and other project priorities.
- 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.
- Positioning the Sunshine Coast in key national and global markets.
- Supporting local businesses to respond and adapt to market changes and opportunities.
- Developing, attracting and retaining a suitably skilled workforce.
- A regional education and training offering that aligns to the demands of the changing economy.

As these priorities align to the critical pathways, five-year action plans have been developed for each pathway, which will be reviewed and updated annually to ensure they remain responsive to the factors shaping the regional economy.

Local to global connections is a critical pathway because it will position the Sunshine Coast in key national and global markets as a competitive source of high-demand goods and services.

An aerial photograph of the Sunshine Coast Airport. The terminal building is prominent, featuring a white, tent-like roof structure. In the foreground, there is a parking lot with several vehicles, including white vans and a red car. A landscaped area with palm trees and a mural on a low wall is visible. The background shows a runway and the ocean under a clear blue sky. A teal text box is overlaid on the right side of the image.

Developing specific regional export programs, as well as programs to grow intra-state and national markets, will strengthen the region's business base and grow employment opportunities

ABOUT LOCAL TO GLOBAL CONNECTIONS

Positioning the Sunshine Coast in key national and global markets as a competitive source of high demand goods and services.

The region must continue to respond to external demand, introduce new wealth and new careers so it can achieve a quantum shift in investment, employment, infrastructure provision and community prosperity.

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.

Growing the region's domestic markets, international export and investment base requires a focused 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 additional opportunities in targeted cities where the region already enjoys a growing profile and cultural and economic linkages. 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 also be pursued: Brisbane and the southern capitals are logical domestic markets for the Sunshine Coast. Globally, the high-growth Asian markets 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, while North America offers opportunities connected to the international broadband 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 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 them to respond successfully to domestic and global demand.

Broadening access to the global marketplace is an intrinsic element of improving the region's competitiveness and sourcing new capital to enable business and employment growth, expand the availability of facilities and infrastructure and showcase the Sunshine Coast's capabilities within the global environment.

From 2020, the Sunshine Coast International Broadband Network will play a critical role in connecting regional businesses to Asia and the USA and provide them with a range of new opportunities that come with increased speed and diversity.

Gourmet Garden is Australia's most visible retail consumer product in the world, and is available in more than 35,000 supermarket shelves

DELIVERING A NEW ECONOMY

2013

Launch of Regional Economic Development Strategy 2013-2033

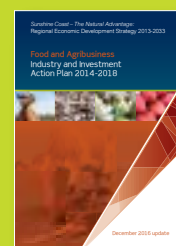
- Growing the economy to \$33 billion
- Increasing the number of high-value jobs to 100,000
- Expanding exports of goods and services to 20%
- Achieving household incomes above the state average



2014

Launch of seven Industry and Investment Action Plans 2014-2018

- Focus on attracting and developing high-value industries
- Achieving a regulatory environment that encourages investment and growth
- Promoting innovation, research and digital participation
- Establishment of industry led High Value Industry Taskforces



2018

Release of Regional Economic Development Strategy Implementation Report Card 2013-2018

- \$17.2 billion economy
- 17.9% of goods and services produced for export outside the region
- 82,633 high-value industry employment opportunities
- 9.33% household income below Queensland average



2019

Launch of Regional Economic Development Strategy Implementation Plan 2019-2023

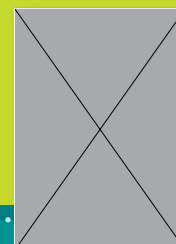
- Strong leadership embracing collaboration, agility and a sustained commitment to succeed
- Essential infrastructure to support growth and competitiveness
- Investment in high-value industries that generate enduring employment
- A focus on national and global markets where the region has an identifiable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



2019

Launch of five year action plans for each pathway

- Leadership, Collaboration and Identity
- Capital Investment
- High-value Industries
- LOCAL TO GLOBAL CONNECTIONS
- Investment in Talent and Skills



2023

Evaluate impacts, review and modify strategy

- Evaluate 2019 to 2023 actions and outcomes
- Develop and deliver 2024-2028 action plans

THE PAST FIVE YEARS: DELIVERING LOCAL TO GLOBAL CONNECTIONS (2013-2018)

Supporting local businesses to respond and adapt to market change and opportunity.

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

Since 2013, the following key outcomes have positioned the Sunshine Coast as a national and international market for goods and services:

- Business and trade missions to Hong Kong, Singapore, New Zealand, Kuala Lumpur, USA, China
- Investment missions to Asia, Europe, USA and Middle East
- Hosted inbound delegations from Japan, Singapore, Israel, Indonesia, Canada, Hong Kong, Republic of Korea, New Caledonia, USA and Canada
- Sister city and friendship agreements with Tatebayashi in Japan, Xiamen in China, Fenland in the United Kingdom and Mont-Dore in New Caledonia
- Building strong relationships with Australian trade and investment agencies and ambassadors, including

annual briefings to the Queensland Government Trade and Investment Commissioners

- Australian Trade and Investment Commission and Trade and Investment Queensland hold the Sunshine Coast as an exemplar region in the state for the promotion of trade and investment

Key outcomes achieved in the development of export-ready and market responsive local businesses include:

- Establishment of the Sunshine Coast Export Network which has more than 500 contributors
- Participation in multiple trade events with an international focus
- Export and Global Capability Program delivered to more than 90 business people
- Export Development workshops to hundreds of businesses over the past five years with a satisfaction rating over 90%

A Sunshine Coast International Business Development Program is being actively implemented to enable the region to build its competitive strengths in a global marketplace. This program focuses on increasing the capability of local businesses to access trade and export opportunities.

The region's strengths in the fields of world-class health and medical services, education, clean technologies, niche tourism, high performance sports training and value-add food production will enable it to respond to the emerging and evolving demands of national and global markets.



CONTINUING LOCAL TO GLOBAL CONNECTIONS (2019-2023)



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

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.

For 2019-2023, the core areas of activity to further progress local to global connections are:

- 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 Regional Export Program.
- 3 Deliver a 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 industries 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 Trade and Investment Queensland to promote the region shaping projects and export products and services to achieve trade and investment outcomes.

The specific programs and initiatives that will be delivered under these core areas of activity are outlined in the final section of this document.

FRAMEWORK FOR THE FUTURE

The REDS Implementation Plan 2019-2023 sets out six key actions for local to global connections. These actions sit alongside a suite of other pathway actions that will be implemented simultaneously due to a dependency across the different pathways.



LOCAL TO GLOBAL CONNECTIONS

ACTIONS

- Support the ongoing expansion of the export network
- Develop and implement a comprehensive Regional Export Program
- Deliver program of outbound trade and investment missions
- Conduct a review of the sister city agreements
- Work with tourism and food and agribusiness industry to ensure the Sunshine Coast Airport expansion project and opportunity has the required infrastructure
- Continue to foster high level relationships with Austrade and TIQ

IMPACTS

- Stronger profile in international markets
- Increase in exports
- Increase in inward international investment
- Increase in collaboration

INVESTMENT IN TALENT AND SKILLS

ACTIONS

- Work with State and Federal Government agencies and local industry to monitor skills and labour shortages
- Work with industry representatives and key growth sectors to identify the skilled work requirements to grow and expand the industry's market footprint
- Investigate partnership opportunities between the public and private sector
- Develop local business support programs
- Leverage opportunities in key markets to increase the intake of international students
- Leverage the sport connection, talent and skills pathways to enable national and international connectivity

IMPACTS

- Increase in economic resilience
- Strong Regional Competitive Effect for target industries
- Higher wages
- Improved self-containment (employment) and retention of talent
- Increase in accolades and awards for industry members
- The level of imports in target industries

TRACKING IMPACTS: LOCAL TO GLOBAL CONNECTIONS

Each pathway action plan outlines the programs and projects, lead agents and timeframes that fall under each of the pathway actions set out in the [Regional Economic Development Strategy Implementation Plan 2019-2023](#).

To ensure that the Implementation Plan 2019-2023 delivers the necessary change and growth of the Sunshine Coast economy, each pathway action plan includes a structure for collecting, analysing and reporting information on relevant indicators of success.

For the local to global connections pathway, successful intervention is expected to contribute towards:

→ **Stronger profile in international markets**

Awareness of the Sunshine Coast in international markets is lifted through a range of local to global programs, including targeted marketing campaigns. Opportunities to raise the international profile of the region can also flow from other government agencies, including Trade and Investment Queensland, and Austrade.

The extent and nature of direct representations and representations on behalf of the Sunshine Coast by state and federal partners will be tracked and reported. Indicators of a stronger profile will include an increase in the number of international agencies that initiate engagement with Sunshine Coast Council as well as the number of engagements that Sunshine Coast Council and industry representatives have with external organisations as part of international trade and investment missions.

→ **Increase in exports**

The Sunshine Coast set an aspirational goal in 2013 that 20% of goods and services produced would be exported outside of the region by 2033, up from a starting base of 13.6%. By 2017, exports of locally produced goods and services totalled 17.9%. An analysis of the total exports by industry sectors in Sunshine Coast in 2017/18 shows the three largest industries were: health care and social assistance (\$610 million or 13.5%); manufacturing (\$600 million or 13.3%); and financial and insurance services (\$499 million or 11.0%). To support a growth in exports, industries have access to a range of enabling and capacity building programs.

The percentage and value of goods and services exported by Sunshine Coast industry will continue to be tracked and reported. Additionally, participation levels in export programs and the relative satisfaction rates will be monitored.

→ **Increase in inward international investment**

Foreign investment supplements domestic savings by providing capital to finance new infrastructure and to enhance new and existing industries. Foreign investment also results in new connections in different markets, opens additional export opportunities and boosting our overall export performance. Council provides a range of specialist services to support local, national and international business, and encourage new investment across the region.

Activity levels and the outcomes of dedicated business facilitation services; lower development fees and charges; pre-lodgement advice; faster assessments for low risk applications and development incentives are tracked. To quantify the economic benefits of inward investment facilitated by Sunshine Coast Council, the flow on impact of new investment into the local economy, including the creation of new jobs, increase in supply chain demand and stimulation of additional consumption spending will be estimated and reported.

→ **Increase in collaboration**

Global connections can strengthen our local industry. Supply chains collaboration with key markets across education and training, sport and leisure, health and wellbeing etc will help increase awareness of our capability while helping to strengthen our knowledge and networks.

ACTION PLAN: LOCAL TO GLOBAL CONNECTIONS



1 Support the ongoing expansion of the export network, including identifying opportunities to continue to leverage existing collaboration and respond to market opportunities

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
1.1	Sunshine Coast Export Network	<ul style="list-style-type: none"> → Market, coordinate and support local business participation in the Sunshine Coast export network and associated programs → Partner with key regional agencies to deliver an annual program of networking, training and information forums → Target and attract key industry events and initiatives to the region and promote export opportunities to national and international business 	1-5	SCC

2 Develop and implement a comprehensive Regional Export Program

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
2.1	Export capability development program	<ul style="list-style-type: none"> → Identify and provide support to leverage domestic and international market opportunities → Provide resources and workshops to increase export capability and link local businesses with support agencies → Support industry initiatives, eg FAN domestic and international export development programs 	1-5	SCC
2.2	Industry resources	<ul style="list-style-type: none"> → Update and distribute Export Resources Guide to assist with identification of export links and relationships, to support local businesses begin/expand their export activities → Promote global market trends aligned with council's International Policy and priority markets 	1-5	SCC
2.3	Bi-annual Regional Export Program	<ul style="list-style-type: none"> → Program developed, implemented and evaluated → Attendance and industry satisfaction metrics captured → Develop an e-guide to communicate export information and access to support agencies, funding programs, to develop local business knowledge and understanding of export and increase capacity for export → Identify and bid for major international high value industry cluster conferences → Support the delivery of the Major Events Sponsorship Program linked to international events 	1-5	SCC



3 Deliver program of outbound trade and investment missions, supported by local industry, to key trade and investment markets

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
3.1	International relations and missions program	<ul style="list-style-type: none"> → Develop and implement an annual international missions program with consideration to Sister City and Friendship City relationships → Investigate opportunities for domestic and international trade and investment missions to new, emerging priority markets → Conduct industry investment missions to key aviation and aerospace locations and target companies for relocation and/or expansion → Attract a major food and agribusiness event to the region 	2-5	SCC

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

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
4.1	Review council's international agreements	<ul style="list-style-type: none"> → Revise international agreements to align with the REDS 2019-2023, while informing future RED reviews of changing international relations → Develop and implement contemporary international partnership models 	2-3	SCC



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

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
5.1	Review and leverage infrastructure requirements	<ul style="list-style-type: none"> → Identify required infrastructure and pathways → Support Sunshine Coast Airport and Visit Sunshine Coast in international route development → Support development and delivery of a SCA regional export network program to qualify opportunities 	1-5	SCA

6 Continue to foster high level relationships with Austrade and Trade and Investment Queensland to promote the region shaping projects and export products and services to achieve trade and investment outcomes

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
6.1	Project briefings	<ul style="list-style-type: none"> → Develop and deliver an annual program of briefings, webinars and supporting collateral for DFAT/Austrade and TIQ offices on and off-shore → Participate in annual briefings with Department of Foreign Affairs and Trade/Austrade nationally and with key department heads in Canberra 	1-5	SCC

CASE STUDY 1: HELIMODS

HeliMods services the global helicopter market from its world class, purpose-built facility at Caloundra Aerodrome on the Sunshine Coast.

HeliMods combines cutting-edge technologies with world-class talent, transforming helicopters to take on special missions like firefighting, law enforcement, and medical rescue.

HeliMods provides aircraft operators with specialist engineering services to deliver customised and fully integrated helicopter solutions, and is dedicated to the rapid delivery of innovative, flexible products and configurations for its clients, both upfront and through-life.

www.helimods.com





CASE STUDY 2: TYPEFI

Typefi is a global leader in the provision of single-source automated publishing software, with customers in 20 countries and individual users of Typefi software in 65 countries.

Typefi's cutting edge, user-friendly platform provides customers - from small businesses through to global publishers, international organisations and Fortune 500 companies - with the ability to take a single source document and automatically render it in their choice of over 30 formats for print, online and mobile in just minutes with 100% accuracy.

www.typefi.com

GLOSSARY

Economic impact modelling

A tool which assesses the impacts of major projects and policy changes on the local economy.

Region shaping projects

Major projects nominated in the Regional Economic Development Strategy that are predicted to have transformational effects on business, employment and investment growth in the region.

Gross Regional Product (GRP)

Measures the total value of goods and services produced in a region.

High-value industries (HVI)

The seven industry sectors identified in the Strategy that have the greatest potential to generate enduring career opportunities and higher-paying jobs for the local community.

Horizon 3 solutions

Solutions which can significantly transform an industry or area.

Regional competitive effect

Comparison of how a local industry performs against benchmark trends.

Regional Economic Development Strategy 2013-2033 (REDS)

In November 2012, Sunshine Coast Council initiated a collaborative process with key business, industry and government organisations to develop a 20-year blueprint to support the region's future economic sustainability and prosperity. This was endorsed and brought into effect in 2013 to guide future actions.

Sunshine Coast Regional Innovation Project Team (SCRIPT)

A collaboration of local entrepreneurs, businesses, government stakeholders and community members dedicated to growing innovation and business capacity in the region.

SEQ Regional Plan

Provides a regional framework for growth management and sets planning direction for sustainable growth, global economic competitiveness and high-quality living across 12 councils, including the Sunshine Coast.

Sunshine Coast International Broadband Network (SCIBN)

The investment by Sunshine Coast Council to bring an undersea cable to the region, enabling the co-investment in additional broadband infrastructure by multiple parties that will ensure the region is highly connected both nationally and internationally.

Sunshine Coast Enterprise Corridor

Stretching between Sunshine Coast Airport and Caloundra South, this is the key regional location for commercial and residential growth over the next 20 years.

Transforming SEQ City Deal

Sets out the shared ambition of the Queensland Government and local governments to identify many of the key opportunities for strategic investments and stronger partnerships between governments, civic leaders, community and industry.

ACRONYMS AND ABBREVIATIONS

Austrade	Australian Trade and Investment Commission
FAN	Food and Agribusiness Network
HIVIs	High Value Industries
ICSC	Innovation Centre Sunshine Coast
SCA	Sunshine Coast Airport
SCC	Sunshine Coast Council
SCCA	Sunshine Coast Chamber Alliance
SEQ	south east Queensland
SSC	Study Sunshine Coast
TIQ	Trade and Investment Queensland
UAV	Unmanned aerial vehicles, eg drones
USC	University of the Sunshine Coast
VSC	Visit Sunshine Coast



Sunshine Coast Regional
Economic Development Strategy 2013-2033

**PATHWAY PLAN:
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2019-2023**



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