

PATHWAY PLAN:  
CAPITAL INVESTMENT  
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: CAPITAL INVESTMENT 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.

Ongoing private and public sector investment is a key priority to achieve future prosperity

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.

As capital investment is a critical pathway to secure infrastructure investment this Action Plan outlines priorities that have been carefully identified and targeted to deliver significant economic and community benefits to the whole region.



Securing transformative value from infrastructure projects provides the region with a competitive edge

# ABOUT CAPITAL INVESTMENT

Securing investment in the Sunshine Coast region requires a focused and discerning approach.

Investment attraction is an activity that governments at all levels undertake to deliver economic prosperity and drive above average economic growth.

Additionally, capital investment delivers other benefits to regional areas, including:

- the creation of new job opportunities, and
- increased levels of innovation.

For these reasons, capital investment is a key pathway to grow the Sunshine Coast economy to over \$33 billion by 2033.

## INVESTMENT TYPES

The primary focus of capital investment activities for the Sunshine Coast is:

- securing investment in the region's infrastructure and other project priorities
- maximising the value to the region of key economic infrastructure
- support local businesses to grow and attract new ones that add to the supply chain, and
- strengthening and retaining the region's competitiveness as an investment location.

Investment into the Sunshine Coast local government area (LGA) may be secured from other levels of government as well as foreign direct investment, which relates to the inflow of capital or resources into the Sunshine Coast LGA from anywhere outside of the region, not just overseas.

Over the next decade and beyond, the identified region shaping projects will continue to transform the Sunshine Coast economy, its employment base and investment potential. 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 is working aggressively to secure the transformative value from the region shaping projects – providing a compelling investment proposition that optimises certainty for new investors and provides the region with a competitive edge over other locations. This will also create a ripple effect throughout the economy, such as a sales office, headquarters, manufacturing facility, shared services centre,

customer service facility, distribution centre, research and development centre, or any other type of business operation.

## PRIORITY INVESTMENT AREAS

A key enabling component to achieve 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 attraction of capital investment to the Sunshine Coast will also rely upon:

- a targeted approach to building on the region's competitive advantages, focusing on high-value industries
- comprehensive sector profiles
- responding effectively to investor enquiries
- fostering partnerships to develop sector specific knowledge
- undertaking activities to promote investor regional confidence
- taking a discretionary approach to attracting investment where there are clear economic gains
- Being responsive to unexpected emergent opportunities.

The Sunshine Coast offers investors the opportunity to be part of a location experiencing some of the most exciting developments in Australia at this time

# DELIVERING A NEW ECONOMY

2013

Launch of Regional Economic Development Strategy 2013-2033

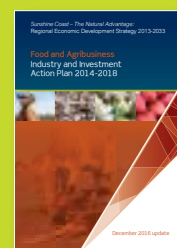
- Growing the economy to \$33 billion
- Increasing the number of high-value jobs to 100,000
- Expanding exports of goods and services to 20%
- Achieving household incomes above the state average



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

# REGION SHAPING PROJECTS

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 traditionally mainstay industries within the region:

## REGION SHAPING PROJECTS 2019-2023

Digital Connectivity	<ul style="list-style-type: none"> <li>→ Achieved through a Sunshine Coast International Broadband Network with backhaul to Brisbane and beyond, national connectivity and associated local infrastructure.</li> <li>→ 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.</li> </ul>
Transportation Connectivity	<ul style="list-style-type: none"> <li>→ Achieved through integrated public and freight transportation – combining the duplication of the North Coast rail line with a fast rail connection to Brisbane and a mass transit system in the Enterprise Corridor. Multiple transport modes seamlessly servicing the region's multiple nodes of activity.</li> <li>→ The Sunshine Coast Mass Transit project is considered a vital region shaping initiative to 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 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..</li> </ul>
Health and Knowledge Hubs	<ul style="list-style-type: none"> <li>→ Achieved via the expansion and evolution of the Sunshine Coast Health Precinct and associated health research development.</li> <li>→ With the completion of the region shaping 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.</li> </ul>
Event, Convention and Hotel Facilities	<ul style="list-style-type: none"> <li>→ 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.</li> <li>→ 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.</li> </ul>
Smart Connected Centres	<ul style="list-style-type: none"> <li>→ 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.</li> <li>→ Whilst the development of the Maroochydore City Centre is a clear focus, the growth, investment and development of centres within the region's master-planned communities is essential to drive greater opportunity and prosperity.</li> </ul>



# THE PAST FIVE YEARS: SECURED CAPITAL INVESTMENT (2013-2018)

Our region's competitive business environment, award winning reputation for innovation and global connectivity, accessibility to markets, new infrastructure, highly skilled workforce and idyllic lifestyle have already attracted many outstanding businesses to the Sunshine Coast.

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

This has changed in the last five years as the region has developed 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 include:

- Delivery of the Sunshine Coast University Hospital and Sunshine Coast Health Institute
- Commitments to the Bruce Highway upgrade
- Securing Palisade Investment Partners' commitment to drive the Sunshine Coast Airport expansion project
- Emergence of the Maroochydore city centre.

Private sector investments have also contributed to growing business confidence and investment by others, including:

- Stockland in Aura, Birtinya and Bokarina, Lend Lease in Sunshine Plaza, and Avid in Harmony
- Youi's choice to locate its \$73 million global headquarters in the Sippy Downs Technology Precinct
- Global US \$3 billion food company McCormick bought Gourmet Garden for \$150 million
- Jetts' \$100 million sale to Quadrant Private Equity
- Shakespeare Group's purchase of the Novotel Twin Waters for \$100 million and immediately spending \$13 million on expansion.

## MAXIMISING THE VALUE OF THE REGION'S KEY ECONOMIC INFRASTRUCTURE

Over the next decade and beyond, the recently delivered region shaping projects will continue to transform the Sunshine Coast economy, its employment base and investment potential.

For example, the Sunshine Coast University Hospital (SCUH) provides cutting-edge research facilities and professional services, and is an attractant for different allied professional services to cluster in the region. The facilities and services offered via SCUH within the Sunshine Coast Health Precinct enable the region to respond to domestic and global demand for health and wellbeing services, particularly in the areas of chronic disease prevention and research. SCUH's specialist research capabilities will further assist the region to establish an international reputation and alliances, and deliver careers and services not presently available.

Likewise, an expanded Sunshine Coast Airport with enhanced international capability will offer a suite of opportunities to tap directly into the global tourist market including numerous international events. It will also provide the platform for a diverse national aviation and aerospace industry hub. This provides a new, 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..

During 2013-2019 Sunshine Coast Council attracted/retained/supported investment projects with more than \$259 million in direct capital expenditure and an economic impact of \$1.88 billion, and impacted more than 6830 jobs

# FRAMEWORK FOR THE FUTURE

The REDS Implementation Plan 2019-2023 sets out seven key actions for capital investment. 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

# SECURING FURTHER CAPITAL INVESTMENT (2019-2023)

**Securing ongoing private and public sector investment in regional infrastructure and attracting investment by businesses in high-value industries continues to be a key priority to achieve future prosperity.**

With \$12.5 billion in public and private investment either underway or in the pipeline, ensuring that the region shaping projects for 2019-2023 are leveraged to best advantage is also a priority. These include:

- 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
- Expansion of the Sunshine Coast Health Precinct.

Strengthening and retaining the region's competitiveness as an investment location into the future relies upon the creation of a competitive investment-friendly business environment.

The Sunshine Coast Enterprise Corridor (stretching from Sunshine Coast Airport to Caloundra South) will be the key regional location for commercial and residential growth over the next 20 years and regulatory settings in appropriately designated areas will continue to be based on core economic considerations. Flexibility, while retaining certainty, are the underlying principles that will guide these regulatory settings.

Continued progress to enhance the connectivity between urban centres in the Enterprise Corridor, combined with a significant urban renewal agenda associated with region shaping transport infrastructure, is also essential to support future investment and planning prospects.

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 position itself as a global supplier of niche food and beverage products and rural, agritourism and ecotourism experiences

For 2019-2023, the core areas of activity to attract capital investment are:

- 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 is connected to the international broadband network.
- 3 Leverage the growing reputation of the Sunshine Coast Health Precinct to support business attraction, job creation, 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 Governments for enhanced airport border services, customs and quarantine facilities to support the export of food and agribusiness products and support international visitation.

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

# TRACKING IMPACTS: CAPITAL INVESTMENT

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 capital investment pathway, successful intervention is expected to contribute towards an:

→ **Increase in job numbers**

In 2018 there were 141,118 jobs in the Sunshine Coast Council area, representing a 6.9% increase on the previous year. Almost 60% of all jobs on the Sunshine Coast are within high-value industries. The growth in job numbers, as well as the industry makeup of retained jobs and new jobs will be monitored.

→ **New dollars spent in local economy and new infrastructure that supports growth**

Capital investment by industry to support expansion, relocation, delivery of new goods or services and improved efficiency is a key contributor to economic growth.

A local economy is fuelled by re-spending activity, as well as the injection of new money. For this reason, council tracks both large scale capital investments by local businesses and new inward investment.

The flow on effect of capital investment by industry often leads to growth in Gross Regional Product as the primary objective of private investment is typically to grow sales and value-add.

For this reason, growth in sales and value-add, along with known levels of private capital investment in infrastructure and other investment outcomes leveraged from them, will be tracked and reported annually.

→ **Increase in global companies with a branch or presence**

As global companies are one of the focuses of investment attraction activities, Sunshine Coast Council maintains local records on the companies within the high-value industries that establish a branch or presence in the area. These records include projected and actual job numbers. Economic impact modelling is undertaken to enable reporting on the economic benefits to the region.

This data collection and analysis will continue to be undertaken and reported upon.

→ **Secured funds for delivery of major projects**

The quantum of funds secured for major projects is a clear and direct indicator of the region's progress towards the delivery of region shaping infrastructure. In addition to this measure of success, investment into major projects from parties outside the region injects new money into the local economy, which delivers a range of economic benefits including the creation of new jobs, increased supply chain sales and stimulation of additional consumption spending. Typically, every \$10 million attracted into the region that is spent on construction activity generates 62 new jobs and stimulates an additional \$6.85 million in flow on economic activity.

Council will monitor and report on actual levels of inward investment and their economic impacts.

# ACTION PLAN: CAPITAL INVESTMENT



## 1 Work with SEQ Council of Mayors to secure funding for region shaping projects as outlined in the TransformingSEQ City Deal

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
1.1	<b>Deliver upon the transformational opportunities outlined in the SEQ City Deal</b>	<ul style="list-style-type: none"> <li>→ Sunshine Coast region contribution to the SEQ Trade and Enterprise Spine is maximised</li> <li>→ Sunshine Coast Innovation Precincts are nationally significant delivering upon high-value, knowledge-intensive jobs through enabling infrastructure and a culture of innovation and entrepreneurship</li> <li>→ Sunshine Coast region's contribution to the Smart Digital Region aspirations are delivered upon including a Digital Trade Hub enabling region-wide data and digital connectivity</li> </ul>	1-5	SCC Qld Gov Fed Gov

## 2 Work with technology providers to ensure the delivery of world class broadband infrastructure and services to support industry advancement is connected to the international broadband submarine network

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
2.1	<b>Deliver the international broadband submarine cable and associated infrastructure</b>	<ul style="list-style-type: none"> <li>→ Cable and associated infrastructure delivered on time</li> <li>→ Cable project leveraged to attract new complementary infrastructure investment</li> <li>→ Attraction of a data centre operator to the region</li> <li>→ Cable project leveraged to attract new business investment, including expansion of existing local business activity, within the region</li> </ul>	1-3	SCC



### 3 Leverage the growing reputation of the Sunshine Coast Health Precinct to support business attraction, job creation, and research and development partnerships

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
3.1	<b>Attract research investment and associated activity</b>	<ul style="list-style-type: none"> <li>→ Development and distribution of material to promote research investment opportunities to target markets</li> <li>→ Secure new private and public sector investment in research for activities in the Health Precinct</li> <li>→ Promote available investment opportunities to, and throughout, government and industry</li> </ul>	1-5	SCC

## CASE STUDY 1: SUNSHINE COAST INTERNATIONAL BROADBAND NETWORK

From 2020, the new international broadband submarine cable will provide business with the fastest data connection from Australia's east coast to Asia and the second fastest to the United States. That means businesses on the Sunshine Coast have the capacity and speed to connect to billions of people through the direct cable paths to Hong Kong, Japan and Los Angeles.

With future-proof capacity, the international submarine cable will increase data capacity and transmission speed, provide diversity, reduce risk and international communication costs for business and consumers.

[invest.sunshinecoast.qld.gov.au](http://invest.sunshinecoast.qld.gov.au)





**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**

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
4.1	<b>Develop and implement a supply chain mapping program and workshops</b>	<ul style="list-style-type: none"> <li>→ Identify businesses to be attracted to the region, to fill supply chain gaps identified within the high-value industries</li> </ul>	1-5	Chamber Alliance
4.2	<b>Implement a major infrastructure leveraging program</b>	<ul style="list-style-type: none"> <li>→ A major infrastructure leveraging program is developed, documented and implemented</li> <li>→ Clean technologies are integrated into major projects and local economic benefits enhanced/captured</li> <li>→ Sunshine Coast Solar Farm is leveraged to promote education/tourism Cleantech Industry solutions and sectoral growth</li> </ul>	1-5	SCC
4.3	<b>Support implementation of integrated planning and delivery of infrastructure and services for Maroochydore City Centre and Caloundra South Priority Development Area</b>	<ul style="list-style-type: none"> <li>→ Finalise the future needs assessments and identification of funding pathways to upgrade and expand the region's events and conferences infrastructure</li> </ul>	1-5	SCC
4.4	<b>Drive and promote business attraction and expansion incentives and support</b>	<ul style="list-style-type: none"> <li>→ Review, update and promote the Sunshine Coast Investment Incentive Program (SCIIS)</li> <li>→ Assist industry to identify and source investment and reinvestment opportunities to grow and diversify</li> <li>→ Review and implement best practice trade and investment initiatives and apply learnings to local programs in line with council's Business Investment Framework and Policy</li> </ul>	1-5	SCC





**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**

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
5.1	<b>Update Regional Investment Prospectus and digital resources</b>	→ The Regional Investment Prospectus is updated annually	1-5	SCC
5.2	<b>Investment attraction and public relations program</b>	→ Deliver a comprehensive lead generation program via combined marketing and communications → Deliver boardroom briefings and other initiatives to highlight regional investment opportunities and – when required – identify sources of funding/investment for local business → Region shaping projects are marketed nationally and internationally to attract local jobs and capital inflow	1-5	SCC
5.3	<b>Develop a Corporate Partnership program</b>	→ A Corporate Partnership/Ambassador Program/s are developed and implemented with key partners and stakeholders	1-5	SCC
5.4	<b>Develop targeted investment attraction collateral for proposed projects</b>	→ A rolling program of tactical marketing initiatives to drive investment leads into the investment sales funnel, to assist in meeting investment KPIs. Such initiatives to be delivered across national and international markets as required	1-5	SCC

**6 Identify opportunities for and seek private sector led project delivery in high quality four and five-star branded accommodation and event related infrastructure**

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
6.1	<b>Attract upmarket hotels and associated infrastructure for priority development areas</b>	→ Partner with SunCentral to target and market opportunities for private sector investment in Maroochydore City Centre → Work with council's project manager for the Caloundra Centre Master Plan, to attract private sector investment to the area	1-5	SunCentral SCC



**7 Seek funding support from the State and Federal Governments for enhanced airport border services, customs and quarantine facilities to support the export of food and agribusiness products and support international visitation**

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
7.1	Advocate for and secure enhanced provisions and funding for international freight and passenger services at Sunshine Coast Airport (SCA)	<ul style="list-style-type: none"> <li>→ Increased funding sourced and resultant services and infrastructure implemented</li> <li>→ Infrastructure leveraged in key industries such as agribusiness for business development, attraction and export purposes</li> </ul>	1-5	SCA
7.2	Leverage industry development and attraction outcomes from SCA and Caloundra Aerodrome Master Plans	<ul style="list-style-type: none"> <li>→ Master planning processes completed and identified opportunities leveraged and promoted for business development and investment attraction</li> <li>→ Targeted investment attraction activities and initiatives undertaken for SCA and Caloundra Aerodrome in collaboration with key stakeholders</li> <li>→ Begin and progress planning for longer term complementary infrastructure</li> <li>→ Sub-sectors of opportunity including emergent technologies such as UAVs targeted via investment attraction and industry development activities</li> </ul>	1-5	SCA SCC



**CASE STUDY 2: YOUI**

National car and home insurer Youi is one of the region’s major employers and has been part of the Sunshine Coast since it began its Australian operation in 2008, followed by its New Zealand operation in 2014.

Youi now insures more than 640,000 Australians with around one million policies in force.

In November 2017, Youi unveiled its new Sunshine Coast headquarters building at the Sippy Downs technology precinct which provides space to accommodate up to 3,000 staff. Youi’s commitment to the Sunshine Coast is expected to inject \$1.2 billion into the local economy over the next decade.

[www.youi.com.au](http://www.youi.com.au)

# 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
HVIs	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

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