



Sunshine Coast[™]
COUNCIL

Our region.

Healthy. Smart. Creative.

Sunshine Coast Council Corporate Plan 2021-2025

February 2021



Acknowledgement of Traditional Custodians

Sunshine Coast Council acknowledges the Kabi Kabi peoples and the Jinibara peoples and recognises that the Sunshine Coast local government area has always been a place of cultural, spiritual, social and economic significance to its Traditional Custodians.

Council is committed to working in partnership with Traditional Custodians and the First Nations community to support self-determination through economic and community development.



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Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the development of this document.

Disclaimer

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Image credits

Ben vos productions for Horizon Festival 2017, 2018, 2019 (pages 3, 6, 14, 16 and 26)

Contents

Acknowledgement of Traditional Custodians	2
OUR COUNCIL	
Sunshine Coast Council Corporate Plan 2021-2025	4
Message from the Mayor	6
Mayor and Councillors	8
Our local government history	10
Message from the CEO	12
OUR REGION	
Our Sunshine Coast	13
Our region's evolution	14
OUR VISION	
Our vision for the region's future	16
Advancing our vision	18
Advancing our region map	20
OUR GOALS - 2021-2025	
Our Strong Community	22
Our Environment and Liveability	28
Our Resilient Economy	34
Our Service Excellence	40
Our Outstanding Organisation	46
WANT TO KNOW MORE?	
Monitoring and reporting to our community	52
How community engagement informed this plan	52
Staying Connected with Council	53

Sunshine Coast Council Corporate Plan 2021-2025

OUR VISION

Australia's most sustainable region. Healthy. Smart. Creative.

OUR PURPOSE

To serve our community with excellence, respect our past, and position our region for the future.

OUR VALUES

Respect for each other

Being our best

Working as one team

High standards

Service excellence

OUR GOALS

OUR STRONG COMMUNITY

Our communities are connected and thriving places where people are included, treated with respect and opportunities are available for all.

Strategic pathways

- Healthy and active communities
- Vibrant community places and spaces that are inclusive, accessible and adaptable
- An inclusive community, with opportunities for everyone
- Connected, resilient communities, with the capacity to respond to local issues
- Creative and innovative approaches to building a strong community.

OUR SERVICE EXCELLENCE

Our services are consistent and accessible and provide positive experiences for our customers and value to our community.

OUR OUTSTANDING ORGANISATION

Our organisation is high performing, innovative and community focused, marked by great people, good governance and regional leadership.





OUR ENVIRONMENT AND LIVEABILITY

Our natural assets, healthy environment and liveability credentials are maintained and enhanced.

Strategic pathways

- A resilient region shaped by clever planning and good design
- Protection and enhancement of our natural assets and distinctive landscapes
- Responsive, accessible and well managed assets and infrastructure
- Transitioning to a sustainable and affordable way of living
- A reputation for innovation and sustainability.

Delivery pathways

- Engage with our community to inform asset management and service delivery
- Know and understand our customers
- Design accessible, flexible and innovative services that meet community needs
- Deliver consistent service levels that provide positive experiences for our community
- Assess service performance and sustainability to inform evidence-based business planning.

Delivery pathways

- Maintain a financially sustainable organisation that balances the needs of our growing region
- Provide quality information, systems and processes to deliver fit for purpose solutions
- Embrace a safe and collaborative workplace culture that attracts and retains high performing and engaged people
- Demonstrate accountable leadership, future planning, and good governance that provides confidence to our community
- Partner with community, business and government to represent and advocate the needs of our region.

OUR RESILIENT ECONOMY

Our resilient, high-value economy of choice drives business performance, investment and enduring employment.

Strategic pathways

- Strong economic leadership, collaboration and identity
- New capital investment in the region
- Investment and growth in high value industries, innovation and entrepreneurship
- Strong local to global connections
- A natural, major and regional event destination
- Encourage investment in talent and skills.

Message from the Mayor



Mark Jamieson
Mayor

Our Corporate Plan 2021-2025 continues to advance our vision for the Sunshine Coast to be Australia's most sustainable region – Healthy, Smart, Creative.

Our direction for the next five years will see Council continue to work with our residents and local businesses to build a strong community, maintain and enhance our liveability and natural assets, build the strength of our economy and increase our resilience as we navigate challenges like the COVID-19 pandemic and the associated economic and community recovery.

Today our Sunshine Coast is home to approximately 340,000 people. By 2041, it is estimated we will grow to a region of over 500,000 people. This presents both opportunities and challenges for our region, but through well-considered planning and by delivering infrastructure and services to meet the needs of those who live here now and those people who will do so in the future, our Council and our community are better positioned as that growth occurs. That has been our approach since 2012 and will continue to be so in the years ahead.

Projects like the development of the new Maroochydore City Centre and the activation of the Caloundra Central Business District; growing our digital economy and export capabilities (particularly for the agribusiness industry) as a result of Council's forward thinking investments in the international submarine cable and the expansion of the Sunshine Coast Airport; strengthening our reputation as a leading regional tourism and major events destination; and undertaking the necessary planning for an integrated public transport network to address congestion and maintain the liveability of our region are critical "next waves" in providing a better connected community and a more resilient economy which deliver jobs, opportunities and services for our residents of today and tomorrow.

Equally important however, is our stewardship of the region's outstanding natural assets, which are a core facet of the liveability of the Sunshine Coast and which Council will not see compromised as the region continues to grow. Our Council shares our community's passion and commitment to maintaining our region's





environmental credentials and preserving the rich biodiversity for which the Sunshine Coast is renowned.

Our energetic focus on expanding our conservation estate – arguably the largest owned by a local government in south east Queensland; improving the health of our waterways; preserving in perpetuity, the regional Inter-urban break shared between the Moreton Bay region and the Sunshine Coast; securing new opportunities for our nation-leading Blue Heart project; and achieving the UNESCO Biosphere designation for our region are of intergenerational significance and provide enduring foundations for the future liveability of our Sunshine Coast.

If there is one thing in particular that stands out from our region’s response to the COVID-19 pandemic it is the resilience and fortitude of our community. It is these characteristics that provide the critical threads in our social fabric and which demonstrate our Community Strategy vision in action – that Together we Thrive. Our focus over the life of this Corporate Plan will resolutely remain on the important role that Council plays as the guardian of the well-being of our community as we shape our recovery and resurgence.

Whether that be through our ongoing support for the invaluable work of community organisations; our continuing high levels of investment in sport, recreation, cultural and community facilities; strengthening our reputation as an inclusive community through our support for our First Nations peoples and new migrants to the region; to better enabling our residents to get involved, stay connected, access new opportunities and keep informed. Our compact with our community is one of shared aspirations anchored in strong social justice principles – equity of access, the efficacy of human dignity and a level playing field - so everyone can benefit as the region grows.

None of this would be possible however, without a determination to ensure our organisation

is financially sustainable, has a strong fiscal outlook and offers a safe, supportive working environment for our staff. Our continuing efforts to be an outstanding organisation, through strong governance, empathetic leadership and a sustainable resourcing model will remain a hallmark of our performance as a Council and ensure we maintain the capabilities to deliver on the expectations of our community.

Of inestimable value is – and will continue to be – our partnerships across communities and across the region. Without them, the goals we set for ourselves would not be attainable. Our success over the next five years – as a Council and as a community – will be testament to the strength, durability and productivity of our relationships with our partners and the outcomes we are able to realise from working together on behalf of the Sunshine Coast.

As a Council, we have always had a clear vision – and that vision remains unchanged. Our Corporate Plan helps to translate the vision into action and to provide a blueprint for doing so. Never before has the need for agility and adaptability been more crucial – and these attributes are embedded in our approach to how we service our community. After all, that is what being healthy, smart and creative is all about.

Mark Jamieson
Mayor

Mayor and Councillors

As the community's elected representatives, Councillors are responsible for making decisions that guide the future of the region and service to their divisions. The Sunshine Coast Council local government area is made up of 10 divisions. People in each division elect a Councillor to represent their area. All residents vote to elect the Mayor who represents the entire Sunshine Coast. The Mayor and Councillors are elected to a four year term.

Councillor portfolios align with the strategic priorities of Council as outlined in this corporate plan.



C

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E

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B

A

A Mayor Mark Jamieson
Portfolio: Regional
Advocacy and
Intergovernmental Relations

**B Deputy Mayor
Rick Baberowski**
Division 1
Portfolio: Community

C Cr Terry Landsberg
Division 2
Portfolio: Economy

D Cr Peter Cox
Division 3
Portfolio: Environment
and Liveability

E Cr Joe Natoli
Division 4
Portfolio: Outstanding
Organisation

F Cr Winston Johnston
Division 5
Portfolio: Service
Excellence

G Cr Christian Dickson
Division 6
Portfolio: Service
Excellence

H Cr Ted Hungerford
Division 7
Portfolio: Outstanding
Organisation

I Cr Jason O'Pray
Division 8
Portfolio: Economy

J Cr Maria Suarez
Division 9
Portfolio: Environment
and Liveability

K Cr David Law
Division 10
Portfolio: Community



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Our local government history

Queensland's system of local government was first established in 1879 when the State Government passed the *Divisional Boards Act 1879*. At that time, roads were in a terrible condition because of the damage caused by timber wagons and the dragging of logs which ruined roads as fast as they were being built or repaired.

This region became a part of two divisional boards - Caboolture and Widgee. By 1912, as settlements had grown, Maroochy Shire Council and Landsborough Shire Council (later to become Caloundra City Council) had been established as separate identities. Ratepayers quickly made the councils aware that improving the road system and its connection to the railway line was to be their first priority.

Over the years, the councils faced other challenges as the region grew. The local economy changed from one that was predominantly agricultural – based on fruit growing, dairy and sugarcane – to one that was based on tourism (with a focus on beaches and surfing) and population growth (retail and construction). The protection of the environment and managing population growth impacts, urban development and canal development became increasingly significant for the councils.

The establishment of the Sunshine Coast Council in 2008 enabled a new regional and transformative approach for the future of our healthy, smart and creative region.

Council soon recognised that strong growth and the rise of the digital age would be significant drivers for the region's future. The region's liveability, its strong sense of community, its character and environment were acknowledged as elements to be protected and maintained.

Council led a number of major projects including the new Maroochydore City Centre, the Sunshine Coast Airport expansion and initiating the business case process for a mass transit system for the Sunshine Coast to provide the backbone of an integrated public transport system.

A strategic approach was adopted to help protect and enhance the region's biodiversity values and ecological processes through the acquisition of environmentally significant lands using ratepayers' environmental levy funding.

Council undertook a period of extensive community consultation to inform initiatives and investment in the social fabric of the region. Community engagement delivered a shared community vision for a strong community and a collaborative approach to address social challenges and opportunities. Engagement also determined design values and principles to help achieve a reflection of our Sunshine Coast character in the region's built form.

Council's facilitation of the international broadband submarine cable landing to South East Queensland has generated new investment and improved telecommunications diversity to Australia's east coast. The Sunshine Coast's digital connection to key markets positions our region as Australia's leading smart city-region.

Council's efforts are very clearly focused on building a healthy, smart and creative region and delivering essential and valued services to support our growing community. Sunshine Coast Council is widely recognised as one of Queensland's largest local governments delivering outcomes that are at the leading edge of local government in Australia.



Image: Aerial view of Kawana Waters development, January 1983.

Message from the CEO



Emma Thomas
Chief Executive Officer

The Sunshine Coast community is renowned for its progressive approach towards planning for a sustainable future, embracing innovation, setting clear aspirations and courageously pursuing and achieving outstanding outcomes. These are key foundations to build upon as we evolve as a growing region and respond to the challenges and opportunities presented over the next five years.

As we confront COVID-19 and adapt to a changing climate, Council's ability to work in an open and inclusive manner right across our community, with local businesses, and collaboratively with other tiers of government are critical success factors. By continuing to plan and work together we will develop a more resilient and connected community with strong partnerships and a reputation built on integrity and trust.

We continue to strive for excellence in engagement where we share and learn from each other to deliver

solutions to meet the needs of residents and visitors across our community of communities. Inclusion and the balance of voices – people from different backgrounds, different ages, new people, those who have lived here for a long time, and immigrants to Australia – are important considerations as Council plans for our region, delivers projects, and provides services. Councillors and staff will seek an ongoing dialogue with our community to explore new opportunities to improve the services we provide as our region evolves.

Our vision as Australia's most sustainable region – Healthy. Smart. Creative. is supported by a suite of endorsed regional strategies which have guided the development of this corporate plan. The goals and pathways align our vision, strategic directions and key priorities over the next five years to ensure that we direct our resources effectively. This ability to put strategy in action has delivered some truly outstanding transformational outcomes for our region which we will continue to leverage.

Delivering these outcomes requires us all to work as one team and continue to plan for the future. As our population grows demand for assets and services will increase, placing pressure on funding. This requires a strategic approach that matures our program development, project prioritisation and scheduling to maintain the high quality of service that our Council has

become known for. Access to new data and information will enhance our knowledge and enable us to test new ideas, make informed decisions and deliver improvements. Our culture will embrace these changes as we continue to learn, adapt and evolve our way of business.

Our people are fundamental to our success. Each and every one of our employees has a role to play. They are the people our community engage with on a daily basis, the front line officers that maintain our assets and take great pride in delivering our services. They are the people helping to keep our region healthy and safe, maintain its liveability, and they are critical to our Council's reputation as an outstanding organisation. Council is committed to investing in our people to continue to build the capability, capacity and culture to serve our community with excellence.

Our region truly is the envy of many. I am honoured to be part of a team of dedicated and skilled people entrusted by our community to ensure the Sunshine Coast continues to be one of the best locations in Australia. This corporate plan will build on our history and strong foundations to guide the continued evolution of the Sunshine Coast as Australia's most sustainable region – Healthy. Smart. Creative.

Emma Thomas
Chief Executive Officer

Our Sunshine Coast

Located in South East Queensland, just north of Greater Brisbane, the Sunshine Coast local government area covers 2291 square kilometres.

It comprises 60 kilometres of coastline and more than 12,000 kilometres total length of waterways.

It is bordered by the local government areas of Moreton Bay, Somerset, Gympie and Noosa.

The Sunshine Coast is a major urban and economic centre, and fast becoming an emerging city-region. The Sunshine Coast economy is one of the largest economies of all local government regional areas in Australia, with an average economic growth rate above the national average.

The region has a strong reputation as a lifestyle region defined by its subtropical climate, picturesque coastline and beaches, extensive waterways and wetlands, and the hinterland mountain ranges. The natural environment and distinct landscapes underpin the Sunshine Coast way of life.



Our region's evolution

The Sunshine Coast Council local government area is located on Kabi Kabi country and Jinibara country, home of its respective First Nations peoples. Important cultural events in our region's First Nations' history acknowledge this region has been occupied for thousands of years.

Our region was a place of celebration, abundance, connection, and kinship when First Nations people from across Queensland would descend on the Sunshine Coast every three years for the Bunya Festival. They would come to feast on the bunya nut, meet friends and relatives, and engage in trade, governance meetings, cultural activities, marriages and dispute settlement. Some came from neighbouring areas. Others walked long distances.

The Sunshine Coast is home to an increasing number of people from other First Nations, who collectively play an important role in the social, economic and cultural growth of our Sunshine Coast communities. People have continued to arrive from all parts of Australia and from around the world. This diversity and growth has contributed to innovation, ideas, economic prosperity and enrichment of our communities.

The region has evolved from a cattle and timber based economy, to include sugar cane production and other agricultural businesses, to tourism, and is now diversifying to a knowledge-intensive industry base with growth in new industries such as education, healthcare and professional services.

The completion of the Nicklin Way between Caloundra and Mooloolaba facilitated early development of the coastal corridor in the 1960s

and 1970s. By 1980 the population bordered on 70,000. The region then gained increased recognition as a holiday destination and became more accessible by road with the construction of the Bruce Highway. Substantial growth occurred during the 1980s and 1990s - the population had doubled by 1992 and tripled by 2002.

Growth generated valuable investment in infrastructure. The (now) University of the Sunshine Coast was established in the 1990s which was a key catalyst for education, innovation and entrepreneurial activity. The campus expanded during the 2000s, and is now a hub for the region's knowledge precinct. During the 2010s the Sunshine Coast University Hospital was built, a key provider of health services and a catalyst for growth of the health sector. Major shopping centres at Maroochydore and Kawana were expanded over this decade, contributing to the retail economy.

In the 2020s our region is evolving with the digital age. The competitiveness of global markets in an increasingly data-dependent world means we require greater connectivity to remain resilient. Our region has achieved actual and virtual global connectivity through the new international standard airport runway and the international broadband submarine cable connection.

Our region has prospered through vision, hard work, cooperation, protection of natural assets, adaptability and innovation. We respect the efforts made by past generations to successfully get us to this point, and we continue with confidence in this knowledge as we position for the future.

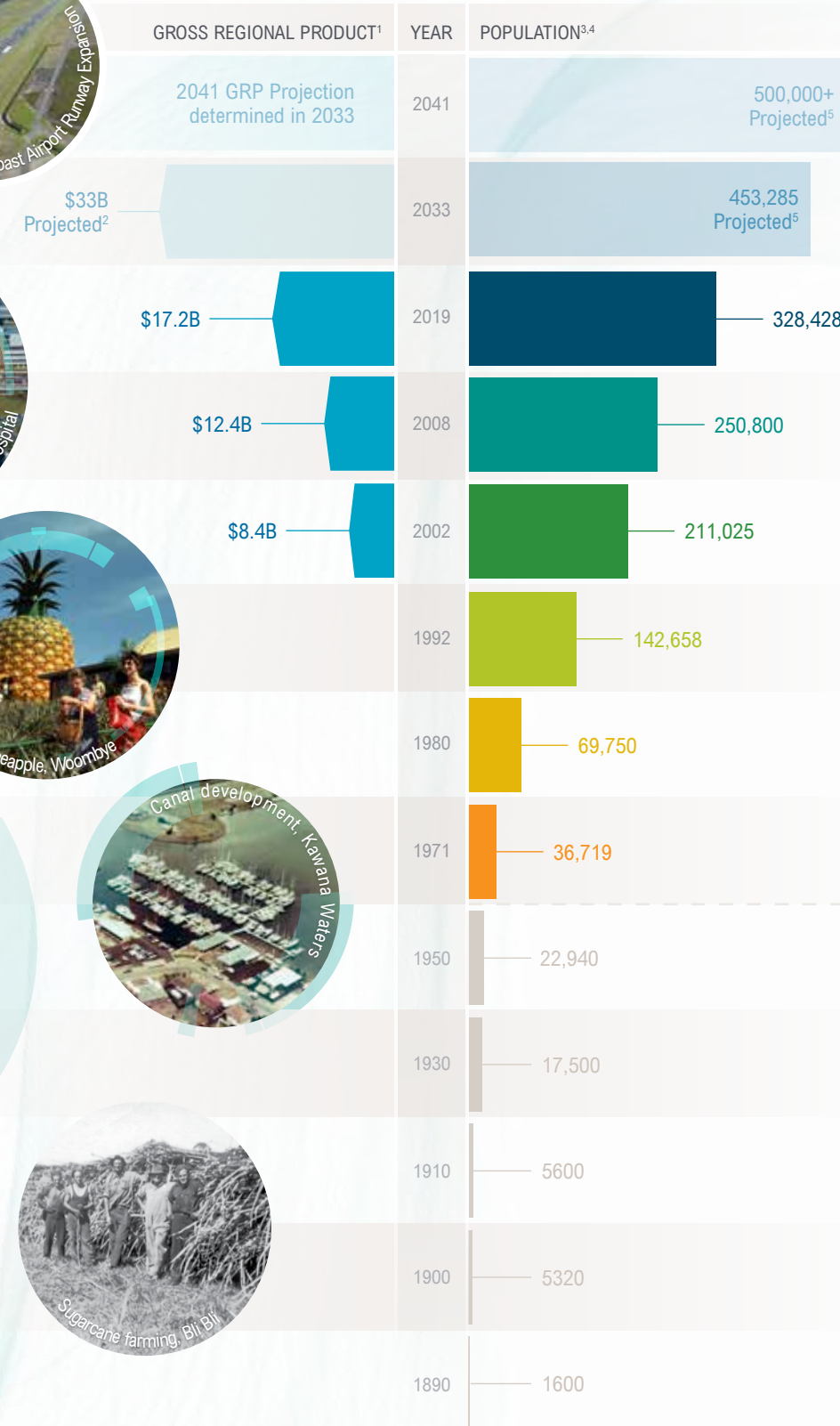


TRADITIONAL COUNTRY OF THE KABI KABI AND THE JINIBARA PEOPLES





The Sunshine Coast's growth evolution



Council acknowledges that First Nations people are not accurately reflected in population figures until 1971

Data sources: ¹ NIEIR, 2019; ² AEC Group, 2013; ³ OESR, Queensland Government, Queensland Past and Present: 100 Years of Statistics 1896-1996, 2009; ⁴ ABS, ERP by local government area, 2019; ⁵ OESR, Queensland Government population projections, 2018.

Our vision for the region's future

▲ Our Vision: Australia's most sustainable region. Healthy. Smart. Creative.

Our vision is supported by a number of long-term strategies that have been developed in consultation with the community. These regional strategies provide the key strategic objectives for Council and relevant stakeholders to deliver on the vision. The desired outcomes and objectives within these strategies set the broad framework for our Corporate Plan 2021-2025.

● Sunshine Coast Community Strategy 2019-2041

"In all of our communities people are connected, included and feel welcomed. At the heart of our communities are our people who come together and actively participate in their community and contribute to the social, cultural and creative life of our region. People are welcoming, caring and respectful and equal opportunities are available to all. The Traditional Custodians, the Kabi Kabi peoples' and the Jinibara peoples' enduring connection to country, and the contribution of the broader First Nations community is acknowledged, celebrated and valued. We value our heritage and diversity, our natural environment and the quality lifestyle that our region offers. Together we have created a shared future where we all thrive."

● Sunshine Coast Environment and Liveability Strategy 2017

"The Sunshine Coast Environment and Liveability Strategy provides long-term strategic direction to shape the region by guiding growth and delivering the transformational change required to maintain a healthy environment and liveable Sunshine Coast for future generations."

● Regional Economic Development Strategy 2013-2033

"The Sunshine Coast is a prosperous, high-value economy of choice for business, investment and employment – while offering an enviable lifestyle and environment."





Image: Artist's impression – Maroochydore City Centre

Advancing our vision

This corporate plan outlines the goals, pathways, strategic priorities and progress indicators for 2021-2025 as we advance towards our vision – Australia’s most sustainable region. Healthy. Smart. Creative. The community, environment and liveability, and economic goals are clearly focused on:

- social inclusion, connectivity and a strong community
- the preservation and enhancement of the natural environment and liveability credentials
- the transformation of the regional economy to ensure ongoing economic resilience and prosperity.

The organisation and service goals concentrate on developing the capability and capacity to achieve the above goals and deliver essential and valued services to our community.

Community engagement during development of the regional strategies revealed how much the community values the region’s natural assets and wants to preserve the distinct character and liveability of the Sunshine Coast. Our community recognises the need to diversify the economy, access new market opportunities, and create jobs for the future and they want to be part of a strong community that is connected, engaged and inclusive.

Council conducted a community survey in November 2020. It confirmed the following as aspects that require continued focus over the next five years to maintain and enhance the liveability of the Sunshine Coast:

- maintenance of our beaches, rivers and bushlands
- provision of a connected transport network and advocating for improved public transport
- fostering a prosperous economy with a range of employment opportunities
- increased community engagement.

We have listened to what our community has said they value and are actioning these priorities through this corporate plan.

A recurring theme from community engagement is the importance of Council maintaining the

region’s liveability. Our community is aware the region’s projected population growth brings exciting opportunities for a resilient economy, more jobs, and better infrastructure. However population growth also increases demand for services and infrastructure and creates challenges around protecting the lifestyle we wish to retain. This corporate plan responds to this challenge. It strives for balance between economic opportunities, environmental values and our community well-being.

Balance also underpins Council’s principles-based approach to shape urban growth. Council will continue to protect and enhance the region’s natural assets and green spaces. We are constantly looking to the future and securing the land required for our community to enjoy in the decades ahead. We will integrate land use, transport planning and economic centres to contain and serve the urban footprint. This balanced approach has successfully supported the liveability of our region to date, and Council is intent on continuing to maintain and enhance the liveability of our region in the future. This will be a key focus when Council seeks input from our community to inform the review of the Sunshine Coast Planning Scheme that will guide future development and shape our region.

Importantly, well planned and suitably sequenced infrastructure is essential to the retention of the region’s liveability as it continues to grow. Council is not solely responsible for the delivery of this infrastructure. The State and Federal governments provide critical elements such as highways, motorways and arterial roads, rail and public transport and social infrastructure, as well as the legislative and regulatory context for securing a sustainable future. We will continue to engage our community and partner with the relevant stakeholders to secure the infrastructure the region needs and deserves.

This plan recognises the world is changing and the need for resilience. We are planning for climatic changes by protecting vulnerable pockets of the region and converting landscape constraints into environmental assets that will support our ongoing resilience. We are also building capacity in our community to respond to local issues and be resilient to natural disasters and emergencies.



Greater connectivity is essential for the digital era and our region is in a good position having secured the fastest direct telecommunications and data link to Asia and having a new international airport runway that accommodates larger aircraft to and from new markets. We will focus on capitalising on this connectivity to leverage opportunities to further our economic resilience.

Connectivity is also critical within our growing region. Our efforts to advance an integrated transport solution for the region will focus on planning quality transport options, serving developing communities and centres, locating population growth closer to employment opportunities, and promoting sustainable public and active transport options.

Our service excellence and outstanding organisation goals are the platforms to ensure our capacity to deliver the strategic intent outlined above. These goals not only deliver on our statutory responsibilities to be accountable, effective and efficient, but place a clear focus on continually improving our day to day services to deliver sustainable outcomes that put our community at the centre of everything we do.

Service excellence is integral to our purpose – the critical lens to how we deliver our community, environment and liveability, and economic goals.

We will seek to ensure community value defines the experiences our customers and visitors have. We will deepen our service oriented culture across the entire business, further embed service improvement planning, develop new and innovative ways to service our community, and continue to engage our community to maintain a clear understanding of what our community values as the region evolves.

Our outstanding organisation enables the successful delivery of this entire plan. It seeks to ensure we can continue our proud history of being 'ahead of the game' through having the right people, a great workplace culture, innovative systems, good governance and accountable leadership. We will ensure effective community engagement informs our activities and will partner with our community to present a shared voice to present better outcomes for our region.

The following pages outline in more detail the strategic goals, pathways and key priorities for 2021-2025. These priorities are implemented through Council's budget and operational planning processes. They will be reviewed annually and influenced by results of ongoing community engagement activities as well as Council resources and capacity to deliver. Guided by this corporate plan, our one team approach will execute our purpose; to serve our community with excellence, respect our past, and position our region for the future we envision – as Australia's most sustainable region. Healthy. Smart. Creative.



Advancing our region map


Sunshine Coast
Biosphere




UNESCO Nomination
Celebrating our **region**,
our **people** and **nature**



Blue Heart
Sunshine Coast



5000 hectares (approx.)
sustainable, adaptive
floodplain management
and blue carbon offsets



Hospital



4600 jobs
\$1.8 billion
investment



Bruce Highway



\$1.6 billion
expansion and upgrade
First stage expected to
be complete by **2021**




Beerwah East



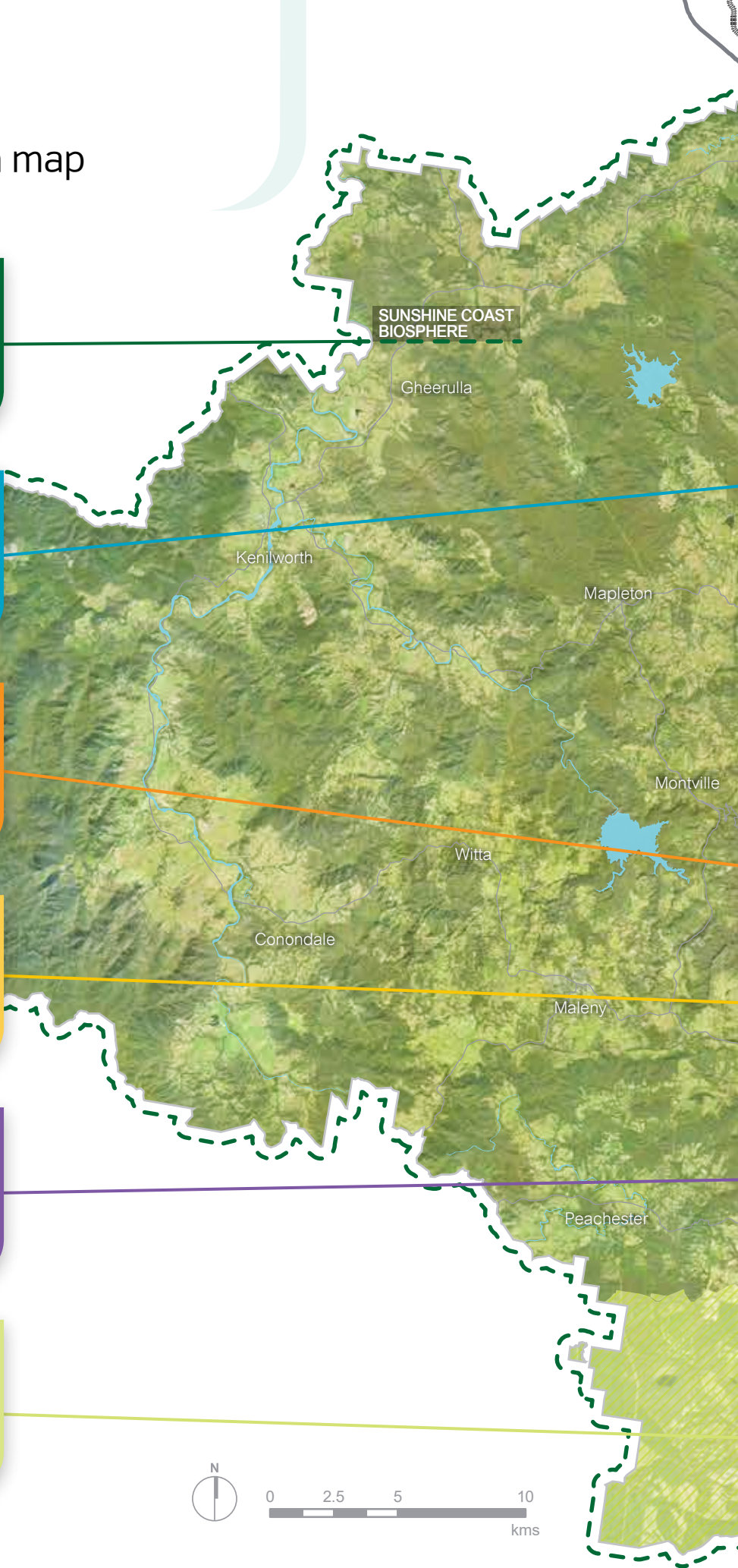
50,000 residents
First stage development
forecast to be ready by
2027

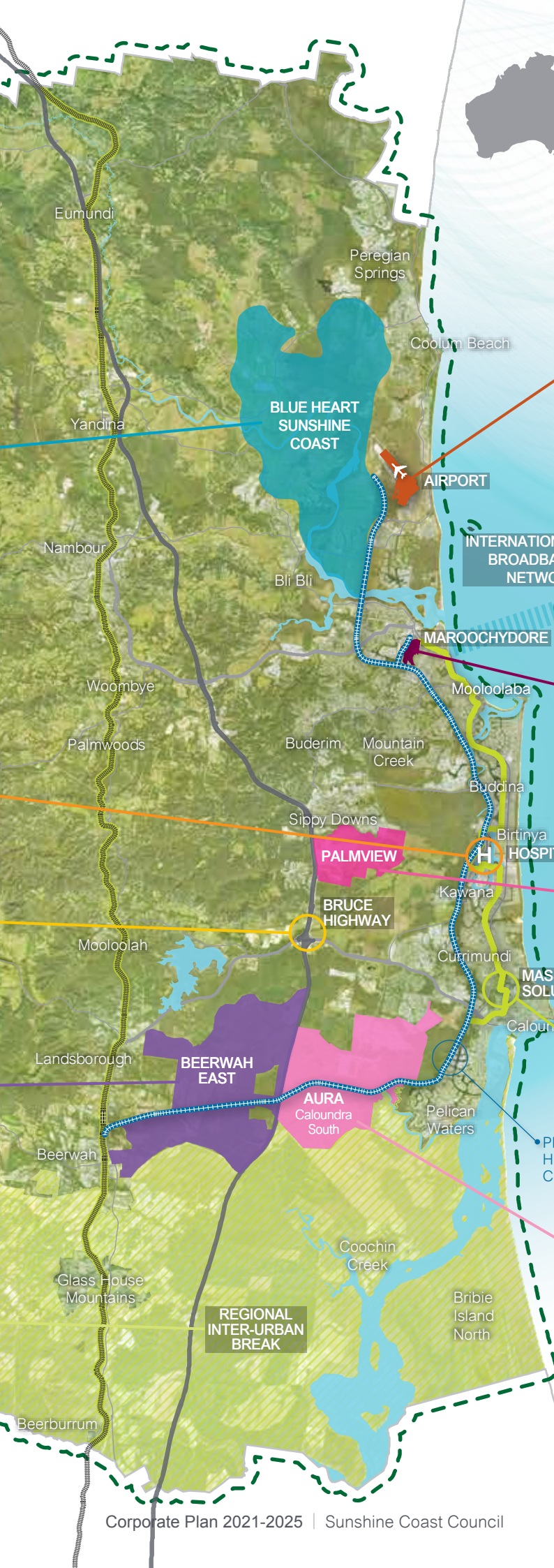


Inter-urban Break



32,034 hectares
Protecting the Regional Inter-urban
Break in perpetuity to secure
environmental, production and
recreation values





Airport
Completed 2020

2230 jobs

\$4.1 billion estimated contribution to economy

International Broadband Network

\$927 million forecast to Queensland economy

\$453 million forecast to Sunshine Coast economy

Maroochydore
A world class city centre

More than 15,000 jobs

Forecast **\$4.4 billion** contribution to economy

Palmview

\$3 billion development (est)

Approximately **16,000** residents

Mass Transit solution

9000 jobs Stage 1 forecast by 2027

\$3.6 billion contribution to economy

Aura Caloundra South

50,000 residents (est)

\$7 billion+ investment



Our Strong Community

Our communities are connected and thriving places where people are included, treated with respect and opportunities are available for all.

STRATEGIES

Sunshine Coast Community Strategy 2019-2041

Sunshine Coast Integrated Transport Strategy

STRATEGIC PATHWAYS

Healthy and active communities

Vibrant community places and spaces that are inclusive, accessible and adaptable

An inclusive community, with opportunities for everyone

STRATEGIC PRIORITIES 2021-2025

- Promote healthy and active lifestyles through the support and delivery of health and wellbeing initiatives
- Support intergenerational skills exchange and attracting young people to volunteering
- Encourage a healthy and active community through planning and delivery of the transport network to support active transport modes (walking and cycling).
- Review our community infrastructure network in line with community needs
- Adopt a place-based approach so that our public realm is supported by activated, vibrant and accessible places
- Collaborate to improve accessible and inclusive tourism, and promote the Sunshine Coast region as an accessible destination
- Support well designed centres as the hubs of economic and community life
- Integrate transport and land use planning to support self-contained and connected communities
- Manage parking across the region in a way that supports our economic activity and our lifestyle
- Continue to plan for and invest in the sports, arts and community infrastructure network to ensure participation opportunities are available for all our residents.
- Develop and deliver a new Reconciliation Action Plan
- Develop and deliver a Youth Council program that fosters youth civic leadership and participation
- Develop and deliver initiatives that support our diverse and multicultural communities
- Implement a renewed Community Engagement Policy and Framework to support the delivery of best practice engagement
- Work collaboratively on housing and homelessness actions and advocate to other levels of government to ensure our community has housing options that match community need.



SERVICE OUTPUTS

- Community and cultural development and partnerships
- Community venues
- Disaster management
- Libraries
- Lifeguards
- Public lighting
- Roads, cycleways and pathways
- Sporting facilities.

PROGRESS INDICATORS

- The Sunshine Coast local government area is one of the healthiest regional communities in Queensland
- Improving social and economic opportunities relative to other South East Queensland local government areas
- Growth in social enterprises operating in the Sunshine Coast local government area
- Residents agree that Council's community infrastructure meets the needs of their community
- Residents agree they can get help from friends, family, neighbours or community organisations when they need it
- Influence the shift of transport mode share through increased passenger vehicle occupancy and use of active and public transport.

Connected, resilient communities, with the capacity to respond to local issues

Creative and innovative approaches to building a strong community

- Encourage and support initiatives to strengthen community connection and resilience
- Deliver a model for excellence in engagement to support our community to develop innovative solutions to local issues and opportunities
- Support community connectedness through planning, investing, and advocating for an improved transport system
- Support the introduction of smart mobility solutions to increase travel choice and improve first and last mile trips
- Promote behaviour changes in travel choice and options to protect liveability values.
- Encourage innovative opportunities that provide social and economic benefit, including the growth and development of the local social enterprise ecosystem
- Implement the Sunshine Coast Arts Plan 2018-2038 so our community can benefit from rich and diverse arts, performance, music, and cultural experiences
- Deliver a new Sunshine Coast Heritage Plan so that the shared cultural histories of our region are preserved, protected and celebrated
- Apply a 'one network' approach in advocating for and providing an integrated transport system.

Strategy in action 2021-2025

The Sunshine Coast Community Strategy 2019-2041 provides a long-term framework for how Council and our community will work together to advance our shared goal of a strong community through to 2041. Council wants to ensure that our communities are supported so we can remain strong, continue to thrive and can adapt well to change.

The Integrated Transport Strategy is Council's adopted plan to guide the development of a smart, integrated, safe, efficient transport system that connects our communities. Council will continue to work collaboratively to apply a "one network" approach to advocate for timely investment across all levels of government as well as industry to drive the delivery of a viable and sustainable transport network that can meet the demands of growth through effective transport and mobility solutions that support community connectedness.

Place-based approaches to building community

The Sunshine Coast has a long history of local and place-based planning. This legacy has helped contribute to the development of the region as a "community of communities" with distinct and separate towns, villages, suburbs and urban areas, giving residents a strong sense of connection to place and to their local community.

Faced with a growing population and associated development pressures, it is increasingly important that the Sunshine Coast's identity, and that of its individual communities, is maintained and strengthened. We will continue to protect our special landscapes and built form character and reflect the values of our local communities. The development of a regional narrative identifying our local stories, arts, history and culture will support the implementation of local area based planning and design outcomes and will inform the preparation of a new Sunshine Coast Planning Scheme.

Empower our community to live healthy and active lifestyles

Council will continue to deliver programs and initiatives that promote healthy and active lifestyles in our community. We will support the delivery of mental health and wellbeing initiatives for our community, so that people of all ages and abilities can access information and programs to get physically active and improve their overall health and wellbeing.

Our communities will be designed to encourage walking and cycling and to maximise enjoyment of our outdoor lifestyle. We will continue to deliver and improve the active transport and open space infrastructure networks and develop programs to bring about travel behaviour change to support healthy and active lifestyles.

The physical and mental health of our community will be further strengthened by encouraging active participation in community life. We will recognise and build upon the substantial participation and contribution by volunteers and collaborate on new initiatives that support intergenerational skills exchange and attract young people to volunteering.

Secure transport infrastructure that supports sustainable growth

As we continue to grow, more people and jobs means more demand for transport and potentially greater car dependency. Trying to build our way out of congestion by simply building and expanding our roads to service our growing population would deepen our dependence on car travel and threaten our liveability values. By integrating land use and transport planning we will seek to effectively manage growth and our settlement pattern to enable a transition to greater use of more sustainable public and active transport options that promote a healthy lifestyle and maintain our natural environment.

Our concerted effort in land use and transport planning will promote self-containment and create more transit oriented and pedestrian and cycle friendly communities, maximising the use of existing infrastructure and supporting investment in essential new infrastructure. We will progress the Sunshine Coast Mass Transit business

case in partnership with the community and other tiers of government. Our efforts on the Sunshine Coast's integrated transport network will balance the changing needs of our growing community with the need to achieve a sustainable and efficient settlement pattern.





Ensure our community places and spaces are vibrant, inclusive, accessible, and adaptable

Council will work towards creating more great places and spaces where our public realm is supported by activated, vibrant streets and places are green, accessible, inclusive, reflective of local character, and are places where people feel safe. We will work collaboratively with local communities and our partners to build capacity to collectively respond to local challenges and opportunities. Improving accessible and inclusive tourism, and promoting the Sunshine Coast region as an accessible destination is an opportunity we will further explore and progress.

The sporting, cultural and community experiences on the Sunshine Coast are an essential part of our community fabric. We will review our community and open space infrastructure networks to ensure they meet community needs. Council's commitment to these services and experiences will see the overall enhancement of our local, district and regional facilities for the social and economic benefit of our community.

Strengthen connection, inclusion and opportunity for all people in our community

We recognise that effective community engagement delivers better shared outcomes for our region. Through the development and delivery of a renewed Community Engagement Policy and Framework and ongoing capacity building programs, Council will maintain a focus on delivering best practice engagement that obtains diverse and representative views from our community.

All people in our community will be valued, respected and embraced. Council will work with our community to honour our yesterday, celebrate our today, and build towards our tomorrow. As part of this, we will develop and implement a new

Sunshine Coast Innovate Reconciliation Action Plan to advance a shared future, and progress towards reconciliation, with the region's First Nations Kabi Kabi peoples and Jinibara peoples, and broader First Nations community. We will also support multicultural initiatives, as well as develop a Youth Council program to foster youth civic leadership that is actively engaged to provide advice to Council on youth related matters, solutions to current challenges and inform future planning.

Council will continue to work collaboratively so that our community has housing opportunities that match community need. This will be undertaken through advocating to other levels of government for collaborative action on housing affordability and homelessness.

Build capacity in our communities to be connected, resilient and to respond to local issues

We want to support our communities and ensure our residents can get help from friends, family, neighbours or community organisations when they need it. As a way to foster connection and resilience amongst our communities, we will encourage and support community-led initiatives. We will also continue to build the capacity of government and the community to prepare for and recover from emergency and disaster events and ensure new development appropriately considers and responds to the risks associated with natural hazards. Our community will be supported to develop innovative solutions to community challenges and opportunities. Council's community grants programs will continue to support initiatives and partnerships that align with Council's corporate priorities. A model for excellence in engagement will also be developed in partnership between Council and the University of the Sunshine Coast, which will focus on collaborative and collective problem-solving to address issues of local importance.



Nurture creativity and innovation in our communities

Along with our community, we will nurture innovative opportunities that provide social and economic benefits. The growth of local businesses and the creative sector is a key component of our future and will be supported, while we will also collaborate and partner with relevant sectors to foster the growth and development of the local social enterprise ecosystem.

The rich and diverse arts and cultural experiences of the region will grow into the future. The Sunshine Coast Arts Plan 2018-2038 will continue to be implemented which will develop and showcase a range of local artists and artistic content and create opportunities for arts audiences. Live music will continue to be supported on the Sunshine Coast. Implementation of the Sunshine Coast Heritage Plan will also ensure that the shared cultural histories of our region are preserved, protected and celebrated.



Our Environment and Liveability

Our natural assets, healthy environment and liveability credentials are maintained and enhanced.

STRATEGIES

Sunshine Coast Environment and Liveability Strategy 2017

Sunshine Coast Waste Strategy 2015-2025

STRATEGIC PATHWAYS

A resilient region shaped by clever planning and good design

Protection and enhancement of our natural assets and distinctive landscapes

Responsive, accessible and well managed assets and infrastructure

STRATEGIC PRIORITIES 2021-2025

- Produce and maintain a new Planning Scheme to guide future development and growth in a sustainable way, which reflects community values
- Continue to be an active participant in the implementation and review of the SEQ Regional Plan and its related implementation projects
- Protect the Regional Inter-urban Break through land acquisition, advocacy for statutory protection, and partnerships for conservation, recreation and agricultural purposes
- Create a better built environment through sustainable design and awareness of site constraints such as bushfire risk, stormwater and flooding
- Work with industry and community to enable affordable living for all
- Ensure the region is prepared for disasters and a changing climate
- Develop and implement the Coastal Hazard Adaptation Strategy
- Develop and implement the Stormwater Management Strategy.
- Connect nature and people through conservation management, expansion of environment reserves, biodiversity corridors, nature based recreation and trails networks and conservation partnerships
- Protect and enhance our conservation estate, natural waterways, intra-urban breaks and the 2017 extent of the urban footprint
- Implement waterway health monitoring and (major) catchment management planning
- Implement erosion and sediment control programs
- Celebrate our landscape and character by continuing to build stronger relations with First Nations people, and by embedding Sunshine Coast Design Strategy outcomes
- Deliver a vegetation and habitat offsets program and incorporate offset provisions into the new planning scheme.
- Grow the natural economy by continuing to understand the economic value of our natural assets
- Ensure a healthy coast through coastal planning, management, monitoring and delivery
- Ensure a healthy and resilient conservation estate
- Expand the green space by establishing five major green spaces, two major sport and recreation precincts, creating a major ecological park and continuing to work with major developers to secure public land
- Ensure great places and spaces by prioritising investment in community infrastructure, developing regional facilities and by working collaboratively to deliver functional and sustainable public assets
- Manage our invasive plants and animals
- Implement the open space network blueprint to secure environmental, recreational, and sporting land.



Transitioning to a sustainable and affordable way of living

- Green our neighbourhoods with urban forest planning, protection of street trees and a network of parks and public places
- Enhance community understanding about the choices they make to travel and the impacts on sustainability, affordability, and well being
- Undertake community sustainability reporting
- Deliver a sustainability engagement program with the community to transition to a low carbon way of living
- Protect our environment by planning for the Sunshine Coast Biosphere and investigating other protection mechanisms
- Develop a plan to create a resilient network of recreation parks.

A reputation for innovation and sustainability

- Deliver innovative and sustainable community facilities and work towards a zero emissions organisation
- Review the Waste Strategy and the region's transition to a circular economy for managing waste
- Attract sustainable industries and businesses
- Build our knowledge with robust and accurate information assets, and research projects with universities and peak agencies
- Continue to investigate smart technology to improve sustainability, user experience and affordability
- Create demonstration projects that showcase the benefits and opportunities of sustainable design and development.

SERVICE OUTPUTS

- Beaches, foreshores, coastal infrastructure and canals
- Bushland conservation and habitat
- Recreation parks, trails and facilities
- Rivers, streams, estuaries and water bodies
- Stormwater drainage
- Sustainable growth and network planning.

PROGRESS INDICATORS

- Maintain the size of the Regional Inter-urban Break to its 2017 extent of 32,034 hectares
- Hectares of land per 1000 residents for sport and recreation purposes maintained
- Council's greenhouse gas emissions reduced
- Hectares of land per 1000 residents acquired through the Environment Levy for conservation and preservation purposes maintained
- The region's renewable energy capacity increased.

Strategy in action 2021-2025

The Sunshine Coast Environment and Liveability Strategy 2017 provides the overarching direction to guide growth and deliver a healthy environment and liveable Sunshine Coast in 2041. The strategy is focused on the preservation and enhancement of the natural environment and the liveability of the region, enabling a good quality of life for all residents, a strong community, and supporting a resilient economy in an accessible and well-connected built environment.

The strategy continues to provide an integrated, aspirational and transformative approach that is delivering great outcomes for the region. These outcomes will be advanced, and include the continued expansion of our conservation estate and Council's Blue Heart partnership with the State Government and Unitywater which protects the most critical areas of the Maroochy River floodplain. There is also Council's ongoing planning to support the designation of the Sunshine Coast as a UNESCO Biosphere that will provide international recognition of our region's sustainability.

Expand our green spaces and protect natural assets

The Sunshine Coast is well known for its natural beauty, green spaces and coastal and hinterland living. The green spaces that surround our neighbourhoods and towns significantly contribute to both the liveability and identity of the region. As our population grows we will plan for the future and secure land to protect natural assets, respond to climatic changes and provide further green spaces for people to enjoy. We will focus on further planning, investment and delivery across five major green space areas including Blue Heart Sunshine Coast, The Coast, Lower Mooloolah River, Mountain View and the Regional Inter-urban Break (RIUB).

The RIUB is the southern gateway to the Sunshine Coast. Council will continue to advocate for the protection of this area's ongoing role as a productive and recreational asset and maintain a separation between Greater Brisbane and

the Sunshine Coast, contributing to our valued lifestyle. Further planning will also be progressed for the establishment of a major ecological park adjacent to the Mary Cairncross Scenic Reserve in the Mountain View green space.

With one of Australia's most significant environment levy programs, Council will continue to invest in a range of management and engagement projects and initiatives that are aimed at preserving and enhancing our natural environment, including the acquisition of environmental lands, catchment and coastal rehabilitation activities, invasive plant and animal management and the delivery of a strong community conservation partnerships program. We understand that our community values our coastline and will be developing a Coastal Health Report to establish an important baseline to guide and monitor future planning.

To keep pace with the pressures of urban growth and the needs of our community, Council is also securing lands, where appropriate, that provide multiple benefits for conservation, recreation and flood management outcomes.

Continue to plan for our growing region and future communities

As people continue to be attracted to the Sunshine Coast as a highly desirable place to live and invest, our population will continue to grow. It is forecast that approximately 87,000 additional dwellings will be needed to accommodate new residents between 2016 and 2041. Effectively planning for and managing this growth is essential to maintaining the competitive advantage of the Sunshine Coast and protecting the character, lifestyle and environment of our region into the future. We will continue to work with State and Federal governments as well as other stakeholders to secure significant investment in housing, transport, open space and other infrastructure required to ensure that our quality lifestyle is maintained and our pattern of settlement is sustainable for the long term.

Council, in conjunction with the State Government, will continue to plan for and facilitate the development of major new urban communities at Palmview, Caloundra South and, in a few years, Beerwah East. These emerging communities will accommodate a significant proportion of the additional dwellings to 2041 and beyond. Each of these expansion areas are planned so that the communities benefit from high levels of access to centres and employment, planned public transport connections and other important infrastructure networks.

In recognition of the need to balance our approach to urban growth and progressively reduce reliance upon development in new greenfield areas, Council will also continue planning to accommodate a greater proportion of forecast dwelling growth within the existing urban area of the Sunshine Coast, and in particular, within the coastal corridor between Maroochydore and Caloundra.

Increased residential density done well and in the right locations is critical to ensuring that the Sunshine Coast has a sustainable pattern of settlement that is able to be supported by efficient transport and infrastructure networks that can meet increasing demand. Continued expansion of the urban footprint beyond existing limits is not Council's preferred approach to managing growth and will most likely have adverse consequences for our quality of life and progress towards achieving our vision to be Australia's most sustainable region. Healthy. Smart. Creative.

Council will prepare the next planning scheme for the Sunshine Coast that will integrate the outcomes of State and local planning projects and initiatives, as well as consultation with our community to provide a comprehensive framework for managing growth in a way that supports Council's and the community's vision for the Sunshine Coast.





Continue to create great places and spaces

As parts of the Sunshine Coast transition to more compact, self-contained urban living environments, our neighbourhoods and streets will be planned to provide aesthetic value and cool green places. Council is committed to putting in place a framework that strengthens the Sunshine Coast 'look and feel' to create great places and spaces, as guided by the award winning Sunshine Coast Design Strategy and the development of complementary guidelines that incorporate sustainable building design.

Places will be designed to facilitate the movement of people and goods by various transport modes, and incorporate facilities to enable inclusive access to achieve sustainable outcomes.

Implementation of the Street Tree Master Plan will help ensure that Council and relevant stakeholders protect, enhance and sustain the region's existing and future street tree network through better selection, placement and care of these environmental assets.

Council will develop a Recreation Parks Plan that aims to create a resilient network of recreation parks that provide equitable open spaces, connect people and nature, and promote healthy and creative lifestyles.

Building community and landscape resilience as we plan and adapt to climate change

As we continue to understand the social, cultural, economic and environmental risks associated with current and future climate hazards, we will respond, plan for, and adapt to the associated disruption and changing circumstances. Our places and built environment will recognise risks, including those from bushfire, flooding and stormwater and respond through resilient and sustainable design.

Through the development of a Strategic Bushfire Risk Assessment, community engagement and

operational capacity building, Council and the community will proactively plan, respond and adapt to bushfire hazards.

Council will continue to access and use quality information to inform planning and policy, development and building design, asset design, delivery and maintenance, governance processes and financial management to ensure the impacts to our natural and built environments and the liveability of the Sunshine Coast are minimised on our way to being a climate resilient community.

Through the development and implementation of our Coastal Hazard Adaptation Strategy, Council and the community will be better prepared to proactively respond to the current and emerging risks associated with coastal hazards. Key implementation initiatives include sand sourcing investigations and development of a coastal sediment transport model.

Other priorities will include the ongoing implementation of our Disaster Resilience Plan, improved flood mapping, stormwater management planning and delivery and the development and implementation of a climate risk mitigation and adaptation framework. Blue Heart and the Lower Mooloolah Floodplain will be preserved to ensure the region has critical flood storage areas that provide economic, environmental and social benefits to our region.

A sustainable Sunshine Coast

As our population increases, our economy grows and we face the challenges of a changing climate, business as usual approaches to how we live, work and solve challenges may no longer best serve our community. The rapid emergence of new technologies offers new opportunities that will assist us to transition, innovate and build resilience.

Like households and businesses, Council consumes natural resources, produces waste and uses energy for lighting, heating, cooling and to power vehicles. Council also uses large volumes of water in its buildings, public and community facilities, and when watering parks and sporting grounds.



Council will continue towards its organisational target of zero-net emissions. By delivering greater energy and resource efficiency, and reducing its own greenhouse gas emissions, Council aims to demonstrate its leadership in adopting sustainable practices and commitment to taking action on climate change to advance our vision as Australia's most sustainable region.

Everyone needs to play their part in delivering a sustainable Sunshine Coast and our local businesses are critical to our region's future. Attracting and nurturing research, businesses and industries that support environmental sustainability will help us maintain and enhance our liveability and establish the Sunshine Coast as a region of choice for innovation and development in cleantech and associated sectors.

Transition to next generation waste and resource management

Council is exploring innovative waste recovery and treatment options to meet the challenges of a growing region and the introduction of the State Government's Waste Strategy and associated landfill levy. We will continue to plan for and support the use of new technologies and innovative processes to reuse or recycle waste to reduce the volume of materials sent to landfill.



Our Resilient Economy

Our resilient, high-value economy of choice drives business performance, investment and enduring employment.

STRATEGIES

Regional Economic Development Strategy 2013-2033

Sunshine Coast Major Events Strategy 2018-2027

STRATEGIC PATHWAYS

Strong economic leadership, collaboration and identity

New capital investment in the region

Investment and growth in high value industries, innovation and entrepreneurship

STRATEGIC PRIORITIES 2021-2025

- Provide the local and regional policy and program settings to facilitate the region's economic recovery from the COVID-19 pandemic
- Strengthen and drive a nationally competitive regional identity
- Position the region, and promote its opportunities, to key decision makers.
- Strengthen and retain the region's competitiveness as a location for public and private sector investment
- Capitalise on the region and State's advantage as a location to attract new capital investment
- Instil confidence and actively encourage reinvestment in the region
- Lead the advocacy to Federal and State governments for the funding of major infrastructure and investment in the region
- Promote Maroochydore as the new Central Business District and a major economic generator for the Sunshine Coast region
- Maximise the value to the region of key economic infrastructure.
- Support the expansion and attraction of innovation-oriented industries and the formation of a Digital Trade Hub
- Enhance the profile of industry advancements and achievements
- Stimulate the creation of a range of enduring career opportunities and higher paying jobs for the local community across the high-value industries
- Influence changes to the local business environment to enable industry adaptation to new or recurring challenges
- Continue to promote the Enterprise Corridor, economic centres, and industry and enterprise areas as focus areas for economic growth
- Facilitate industry leveraging of the opportunities associated with the region shaping projects.



Strong local to global connections

- Strengthen the region's export profile and trade performance in domestic and global markets
- Increase the agility and market responsiveness of supply chains
- Increase collaborations locally, nationally and internationally
- Increase the capacity of local businesses to expand and adapt with new opportunities.

A natural, major and regional event destination

- Facilitate the return of major and regional events that were disrupted by COVID-19
- Expand the size of the local events industry supply chain
- Expand the national and international reach and awareness of major events and the region's strengths
- Maximise the level and regional dispersal of economic benefits from major events.

Encourage investment in talent and skills

- Facilitate programs to incubate, mentor, retain and attract talent
- Harness and promote innovation that enables the region's youth to be key drivers of and participants in driving new economic wins
- Support the prosperity of gateway commercial precincts through place-based activation strategies.

SERVICE OUTPUTS

- Economic development
- Holiday parks.

PROGRESS INDICATORS

- Percentage of Council's available procurement spend awarded to local businesses
- Growth in Gross Regional Product
- Rebuild and grow direct economic benefit from major events
- Growth in jobs is equal to or greater than growth in population
- Growth in international and domestic exports
- Household income levels relative to the Queensland average.

Strategy in action 2021-2025

The Sunshine Coast Regional Economic Development Strategy 2013-2033 sets a 20-year blueprint for the transformation of the region's economy – from a traditional, consumption dependent economy to one that is more responsive to demand and to global and national conditions and opportunities. Since the inception of this strategy, the Sunshine Coast's economy has grown by 28 per cent to over \$17 billion in 2019. COVID-19 has impacted on the growth of the Sunshine Coast economy and the many markets we do business with. As the region charts its way through the economic recovery phase, the focus will be on supporting business resilience and growth, sourcing new investment and rebuilding the employment pipeline.

A key consideration is how the region capitalises on the opportunities that have emerged for business and employment on a national and global scale. National self-containment and reliance on domestic supply chains provides significant opportunities for some of the high-value industries in the region, such as digital industries and agribusiness. New ways of working also presents opportunities for a lifestyle region like the Sunshine Coast. Its attractiveness as a place to live and easily commute to work – either physically or virtually – is a prime leveraging opportunity for building strength and resilience into the region's economy. These opportunities will shape the focus of Council's efforts in contributing to a resilient economy in the short to medium term.

Return the regional economy to pre-COVID-19 levels

Within the context of the directions and pathways set in the Regional Economic Development Strategy 2013-2033, Council will continue to drive opportunities to reactivate investment and industry development that promotes economic growth and restores the rate of growth to pre-COVID-19 levels. Rebuilding consumer and investor trust and confidence, connecting the labour market with new opportunities, supporting business renewal

and adaptation, enhancing digital connectedness and participation and supporting supply chain growth will be key priorities for driving economic recovery and growth. Maintaining a strong focus on Council's own capital investment program will continue to be a key stimulant and confidence lever for the region to support local business and attract and secure new investment.

With the tourism and aviation industries some of the most impacted industries, Council will continue to encourage and support these industries and their representatives to do more to promote the region's offer to domestic markets as they become more accessible and to international markets as they progressively open, over time.

Strengthen business confidence in the region

The Maroochydore City Centre, the Sunshine Coast University Hospital, the Sunshine Coast Airport and the Sunshine Coast International Broadband Network all provide some of the critical architecture to transform the Sunshine Coast economy, its employment base and its investment potential. We will continue to leverage the opportunities provided by these key projects and develop and promote the Sunshine Coast's compelling investment proposition to attract ongoing private and public sector investment in our region.

The 2020 signing of a new development agreement with Walker Corporation for the Maroochydore City Centre will see an acceleration of investment in the 53 hectare priority development area in the heart of Maroochydore. The project is expected to create over 15,000 jobs during the life of the project. The Maroochydore City Centre will be instrumental in building and strengthening the region, providing a mix of residential, commercial, retail, civic and community uses in order to develop a thriving and vibrant business district and city centre, enhancing Maroochydore's existing business offering and strengthening our regional economy.

Council will continue to promote the Sunshine Coast Enterprise Corridor that stretches from the airport to Caloundra South (Aura), particularly our major activity centres and industry and enterprise areas, as the key focus areas for accommodating economic growth and investment. We will protect

and build upon the Sunshine Coast's competitive advantage, driven by our enviable lifestyle and unique natural environment, to promote the region as an attractive investment proposition for business and to retain and attract high quality employees.





Support local business resilience and global competitiveness

Local business remains the backbone of the region's economy and its capacity to expand and adapt in a rapidly changing environment is a key driver of success, economic growth and the ability to generate new employment opportunities for local residents.

We will continue to focus on supporting the development of the region's high-value industries as sectors of the economy with the highest potential to generate new and enduring employment opportunities for our residents. Our local businesses will be supported to adapt and expand their activities to engage with wider markets and within new operating conditions. Providing goods and services to meet the demands of local, national and global markets strengthens business resilience, generates wealth and leads to new employment opportunities for the local community.

Council will continue to work with all levels of government to ensure productive relationships and connections are maintained and expanded to grow the region's export opportunities. In parallel, exporter development and capability programs will be delivered that support local businesses to adapt to market changes and respond to opportunities by developing capacity in supply chain and logistics, trademarks and intellectual property, and advanced manufacturing. With our national and worldwide partners, we will continue to deliver a targeted program of trade and investment initiatives.

Confidence in the ability of the transport system to support economic needs will require timely investment to meet the challenge of growth and increased economic activity. The strategic transport model, jointly developed with the State Government, will facilitate a 'one network' approach and assist advocacy for timely investment into transport networks to facilitate improvements to the capability of land-based freight network and transport outcomes.

Maximise digital capability

The digital economy is fast moving with demand for data, transmission speed and internet reliability increasing rapidly. Technology is increasingly enabling business and employees to become mobile, with an enhanced ability to choose their location based on liveability factors or qualities of place. In March 2020 the Sunshine Coast International Broadband Submarine Cable was commissioned into service, providing the fastest direct data and telecommunications connectivity from the eastern seaboard of Australia to Asia. We can now leverage the full capacity of the cable and the land-based infrastructure to attract relevant data reliant businesses.

Council will work with other tiers of government to position the Sunshine Coast as Australia's first recognised digital trade hub, attract investment and capabilities in new digital technologies such as artificial intelligence, robotics, blockchain, advanced manufacturing, and cybersecurity. We will focus on supporting and growing talent to build world-class technology capabilities through education programs, international collaboration and supply chain development.

We will continue to utilise strategic partnerships to assist our local businesses to gain awareness of and access to e-commerce and digital trade platforms to support their ongoing competitiveness in a digital world and maximise the region's digital connection to global markets.

Support skills development and jobs growth

Continued investment by all levels of government in talent and skills is crucial to meeting the needs of the region and preparing our workforce with the knowledge and experience to compete in a global marketplace. For this reason, we will continue to advocate for investment in skills and talent to generate increased access to a range of enduring career opportunities and higher paying jobs for the local community.

Many aspects of the region's new economy will be founded on 'clever' industries which rely upon a workforce with specific knowledge and skills.



We will deliver targeted programs and events that inform and excite young people about digital disruption and the careers of the future. We are facilitating the delivery of digital upskilling programs that enable micro, small and medium sized businesses to better understand and utilise digital technologies and data driven decision-making.

Derive value from major events

With a strong emphasis on lifestyle and natural assets, the Sunshine Coast is a popular location for training and major events. Council plays a key role in growing the impact and contribution of the tourism, sport and leisure industry to the region, through its support for major events and by growing a niche advantage the region offers in elite sport training, competition, rehabilitation and recovery.

Our focus in the short to medium term will be on rebuilding the major and regional events calendar that makes a significant contribution to the region's tourism industry and economy. Our reputation as a safe and pristine location with an abundance of natural attractions in a State with a proactive approach to maintaining public health standards will be leveraged to re-attract events and source new opportunities for the region. Securing a Sunshine Coast Exhibition and Convention Facility is a key advocacy priority to contribute to the diversity and strength of the region's tourism, premier events and knowledge industries.

The expansion of the Sunshine Coast Stadium will provide a further platform for us to source new national and international standard sporting and entertainment events that showcase the region, boost opportunities for local businesses as a critical component of the supply chain for these events and encourage the development of local industry capabilities.



Our Service Excellence

Our services are consistent and accessible and provide positive experiences for our customers and value to our community.

DELIVERY PATHWAYS

Engage with our community to inform asset management and service delivery

Know and understand our customers

Design accessible, flexible and innovative services that meet community needs

STRATEGIC PRIORITIES 2021-2025

- Engage our community to develop service excellence principles that are embedded in our culture, behaviours and major service contracts
- Develop a Service Excellence Strategy that balances the appropriateness, effectiveness and efficiency of Council's services
- Mature the asset management framework and system to deliver quality data that provides the basis for more strategic asset planning, renewal, and maintenance.
- Learn from our interactions with customers to design services that are accessible, inclusive and provide community value
- Develop measures to monitor the end to end customer experience journey to identify areas for improvement
- Establish a whole of Council approach to community satisfaction surveys to maximise the value of these interactions.
- Develop and implement a service improvement plan
- Embrace technology to deliver innovative solutions that deliver defined service improvements and enable data driven decision-making
- Review asset management plans to establish desired standards that guide future delivery
- Encourage innovation and unlock solutions to service delivery problems
- Progress transition to advanced waste resource recovery operations
- Explore innovative waste treatment and processing infrastructure options.





SERVICE OUTPUTS

- Cemeteries
- Customer and community relations
- Development services
- Local amenity and local laws
- Property management
- Public health
- Quarries
- Road network management
- Waste and resource management.

PROGRESS INDICATORS

- Asset sustainability ratio
- Development assessment undertaken in line with statutory requirements
- Deliver positive customer experiences
- Customer satisfaction with Council services
- Waste collection completed as scheduled
- Delivery of the capital works program.

Deliver consistent service levels that provide positive experiences for our community

- Administer a customer experience program and a relationship management system that improves the way we work
- Review and assess current service levels in line with service excellence principles and desired outcomes
- Establish and publish desired service standards to monitor our service excellence progress
- Empower our customers to self-service online where appropriate.

Assess service performance and sustainability to inform evidence-based business planning

- Review Council's service planning and reset policies to provide appropriate offerings that balance community aspirations, resources and costs to serve
- Implement priority service performance reviews
- Design and publish service performance reporting to guide future investment and improvement
- Progress the maturity of Council's Portfolio, Program and Project Management framework.

Service excellence is entrenched in our purpose, our goals and our values and underpins everything we do.

Strategy in action 2021-2025

As the region's population grows and community expectations evolve, Council is adopting a strategic approach to ensure it continues to provide service excellence through a range of delivery mechanisms, and can maximise value from Council assets, systems, and processes. To achieve this we must understand what our community values and focus our service delivery efforts on consistent, reliable and cost effective outcomes that provide positive experiences now and into the future.

Our Service Excellence Strategy will be developed to focus on improving the chain of activities that support positive experiences and deliver value to our ratepayers. To achieve this we seek to learn more from our interactions with our customers to understand whether our service levels are appropriate, where value lies, and assess our processes to understand where efficiencies can be made. We will embrace available and emerging technologies to monitor and review our service offerings and continuously improve outcomes. This strategic approach will ensure excellence in service delivery in response to changing demand for Council's services, and underpin effective, efficient and economical management of public resources.

Understanding our customers

To understand our customers we must not only engage with them on how they currently access services but how they may wish to access services in the future. Council recognises that expectations are influenced by many factors and we wish to maintain an ongoing dialogue with our customers on what they value.

We will facilitate a timely and ongoing engagement model to understand and utilise the voice of our diverse customers. This will form a deeper understanding of the customer experience journey, not just a point in time perspective. This rich insight will further enable Council to continuously improve end to end experiences and design solutions that can meet a range of preferences and accessibility requirements.

Council will further establish and evolve clear service standards so that both our community and staff know what is expected. Council will continue to leverage our Customer Relationship Management System to provide a single view of our interactions and support the delivery of consistent, efficient, and streamlined services.

Leveraging smart, integrated and connected technology

Council will leverage the opportunities that are emerging as our region becomes more digitally connected. Opportunities to innovate and utilise smart technologies bring benefits to improve service delivery to residents, businesses and visitors. The knowledge that smart cities technologies can provide will help improve our asset utilisation, urban planning, and the creation of great places and spaces. Council has already incorporated smart connected street poles which allow for smart lighting, public wi-fi and other technologies to be incorporated in the future; introduced environmental monitoring, including smart irrigation; and is developing a 3D Digital Twin of the Sunshine Coast which replicates our physical region for advanced planning, design visualisation and disaster management. Through our innovation culture, we will continue to identify, test and deliver smart opportunities.

Council's Smart City Framework establishes an approach for the region to think differently about how services can be delivered and establishes an integrated program of smart and connected assets and services. It represents a positive and proactive response to the economic, environment, demographic and contextual challenges many governments around the world are facing, particularly in areas that are experiencing high levels of growth. As a region we have already delivered some noteworthy milestones – our solar farm successfully offsets the total energy consumption our organisation uses each year, the international broadband submarine cable directly connects our region digitally to key markets, and the Maroochydore City Centre is being developed with smart technology throughout to create a cleaner, greener, more liveable city centre.

Infrastructure and assets that respond to the needs of a growing community

Our community interacts with Council's assets every day. Parks, libraries, community venues, local roads, pathways, open spaces, and sporting facilities are just some assets that contribute to the lived experience of our community.

As our region grows so does the volume and value of assets under Council's management. Strategic asset management is pivotal to how we maintain, renew and acquire assets to provide value to our community. This incorporates having a central repository with high quality information that enables us to better understand and manage whole of life costs, plan for and deliver effective

maintenance schedules and deliver community value through established service standards.

As our Asset Management Framework and systems mature, our asset management plans will be reviewed to align with community expectations and our strategic objectives, while ensuring compliance with legislative requirements. The functionality of our 'CONFIRM' asset information system will be leveraged to support asset management through improved work order management, asset information collection, resource allocation and financial modelling. This will enrich our ability to make informed decisions based on high quality and holistic information to consider scenarios that provide the best outcomes for our region now and into the future.



Increasing trust through our people and actions

Service excellence is not just about enabling technology, tools and processes. Our people are central to providing our community with confidence and trust in their Council.

Representatives across Council's entire business are committed to placing our residents and visitors at the heart of everything we do. Our employees, contractors, volunteers and partners are all important to deliver service excellence as they are either serving our customers directly, or serving colleagues that are.

We aim to improve our service performance as a result of continually deepening our understanding of what our community values, having clear and consistent service standards, and providing structure, tools and resources to our staff. We will educate and empower our customers, residents and visitors so they can access our services in smart and convenient ways. We will invest in our workplace culture and capability through training and support and empowering our employees to deliver service excellence that has been informed by our customers, and that our customers can count on.

We will also focus on informing our community about Council's obligations in compliance and enforcement of legislation and policies that protect community health, safety and amenity and prevent environmental harm. Council is committed to processes that are transparent,

impartial, and honour the principles of natural justice and procedural fairness. An informed community will be better positioned to voluntarily comply with the laws that govern and protect our region, and ultimately reduce the necessity of regulatory intervention.

Sustainable service analysis and delivery

Service excellence is a commitment to continue to learn, evolve and adjust Council's service offerings, standards and processes so we can continue to serve our customers with excellence and provide value for our community. We will embed service excellence principles across our entire business and major contracts, in particular waste management which is one of the most recognised services Council provides. Knowledge of what our community values helps inform us as we renew our waste management contracts and investigate the use of new technologies to transform waste to green energy and innovative processes to reuse or recycle waste.

We will further evolve our contact channels to address geographic and demographic diversity. This includes traditional options such as speaking face to face with a Council staff member as well as more contemporary channels such as web chat. We appreciate that people are busy and we are committed to delivering services that are simple and easy to use. These enable customers to do more themselves at their convenience and will be vital to balance our responses to growth and deliver financially sustainable solutions that our community values.

Council will implement an approach to prioritise and implement service reviews to inform improvement plans. Reviews will seek to identify the ongoing appropriateness of our service offerings, and find opportunities to maximise efficiencies. This will allow Council to consider how we deliver our services to provide positive experiences and value for our ratepayers as our region grows. We will trial changes, monitor cost-benefit outcomes, and embed improvements, enabling the sustainable delivery of Council's services.







Our Outstanding Organisation

Our organisation is high performing, innovative and community focused, marked by great people, good governance and regional leadership.

DELIVERY PATHWAYS

Maintain a financially sustainable organisation that balances the needs of our growing region

Provide quality information, systems and processes to deliver fit for purpose solutions

Embrace a safe and collaborative workplace culture that attracts and retains high performing and engaged people

STRATEGIC PRIORITIES 2021-2025

- Review and update the long-term financial plan based on sound financial modelling
- Strengthen the alignment of strategy and performance monitoring into prioritisation decisions.
- Develop and implement the Information and Communication Technology Plan 2021, with a strong focus on cyber-security, mobility, connectivity, accessibility and cloud computing
- Enable data driven intelligence and analysis to inform evidence based decision-making.
- Enable an engaged, capable and motivated workforce through the development of a People and Culture Plan
- Maintain a high standard of health, safety and wellbeing performance
- Provide our workforce with functional workplaces.





SERVICE OUTPUTS

- Digital information services
- Elected Council
- Financial and procurement services
- Fleet management
- Governance
- People and culture.

PROGRESS INDICATORS

- Positive community sentiment with Council's business
- Participation in community engagement activities
- Employee engagement
- Lost time due to workplace injuries
- Security of systems and data
- Operating surplus ratio
- Net financial liabilities ratio.

Demonstrate accountable leadership, future planning, and good governance that provides confidence to our community

- Develop and embed an Outstanding Organisation Strategy
- Reset Council's Strategic Risk Management Framework and supporting plans
- Build a comprehensive legislative compliance database.

Partner with community, business and government to represent and advocate the needs of our region

- Develop and implement a Regional Advocacy Plan
- Implement a Stakeholder Relationship Management Plan
- Establish processes that deliver well planned and inclusive communications with our community.

OUR VALUES

- Respect for each other
- Being our best
- Working as one team
- High standards
- Service excellence

Strategy in action 2021-2025

Council is proud of the reputation it has of being 'ahead of the game' in planning for the region, managing growth, responding to change, creating opportunities and delivering service excellence for our community.

We recognise the importance of our people, processes and systems to deliver on our vision and respond to changes across the region. To meet the challenges of the future we must continue to be agile, understand our performance, explore opportunities, adjust, align our plans and evolve.

Our dedication to good governance remains inherent in all we do. It is important that Council continues to meet its legislative compliance obligations, act ethically and be an organisation that our community can count on and have confidence in.

Our Outstanding Organisation Strategy will be developed to provide a strategic approach to building the capability and capacity required to continue to be a high performing organisation into the future. Through its focus on our people, leadership and accountability, effective communication, information management, coordination, collaboration and performance, the strategy will be the critical enabler of Council's continued success as we deliver this corporate plan and advance our vision as Australia's most sustainable region – Healthy. Smart. Creative.

Financial sustainability

Council has received unmodified audits from Queensland Audit Office since the amalgamated Council was established in 2008. Sound financial management continues to be a foundation to deliver on the vision for the region.

We will continue to provide strong financial management to deliver Council's strategic objectives and services whilst providing value to the community. The financial impact of COVID-19 has emphasised the importance of strategic investment in projects that build confidence in

the region and attract new business and funding from the Federal and State governments and the private sector.

Our budget and finances will continue to be supported by good financial modelling and planning. The Financial Sustainability Plan 2015-2025 will be reviewed to ensure its currency and establish revised targets for the future. This plan is an essential tool that guides the organisation to achieve and maintain sustainable operations, asset management, and service delivery to our community into the future.

Managing compliance and strategic risk

Sunshine Coast Council is a diverse business operating in a dynamic environment. With our region's growth, rising complexities and costs of delivery, changing community expectations, and a complex statutory environment, Council is regularly exposed to corporate and governance risk. Elected Council, management and staff must have a current and clear view of risk exposure against the organisation's operating environment and its capacity and appetite for risk.

Council will review and reset its risk tolerance to determine what is acceptable to operate efficiently and with confidence. Systematically identifying, analysing and controlling risk at all levels and functions of the organisation will be an important focus. This will be supported by a risk culture that continues to evolve with the organisation and is proactive in its pursuit of good governance. Our staff will be encouraged to understand, discuss and act on the risks confronted or taken and provide regular analysis and commentary on the effectiveness of controls.

To sharpen our focus on compliance, we will develop and implement a comprehensive legislative compliance database to provide clear lines of sight on our obligations as an organisation and as accountable individuals. Over time it will cover the legislative, policy and procedural requirements of all employees.

Developing our Information and Communication Technology security and intelligence capabilities

The Sunshine Coast has been named one of the world's top intelligent communities and Council will build on this reputation by providing further leadership and evolving our organisation's digital capabilities and innovation.

Information and communication technology (ICT) underpins Council's processes and enhances the services we provide to our community. We will develop and implement our ICT Plan to ensure we invest in technologies that create efficiencies and provide data that support service delivery improvements. The plan will better position our organisation and our people to enhance

decision-making, project delivery and services to meet the needs of our growing community.

Key areas of focus will be on developing our security and intelligence capabilities to manage cybersecurity risks whilst embracing modern technologies that provide value and improve our services to the region.

We will use data-driven insights for improved decision-making and service delivery, including the adoption of modern tools such as data analytics, artificial intelligence, and the internet of things. Understanding business and community needs will be critical to shape the way we engage, interact and work into the future by providing quality insights and enabling our staff to concentrate on high value work to serve our community with excellence.



Focusing on our people and culture

We will develop and implement our People and Culture Plan to ensure Council can build the capability of our workforce to confidently and safely meet the challenges of tomorrow.

The People and Culture Plan will respond to new and changing workplaces and the nature of what work will look like in the future. It will cover areas such as capacity, capability, culture, leadership, health and safety, attraction, retention, engagement and employee performance. It will outline how Council will invest in its people to ensure a positive culture, build personal capability, and ensure a high standard of health and safety performance and mental wellbeing.

Council's reputation and the trust the community holds in us is shaped by our people, their values and behaviours. The People and Culture Plan will make the important link between our people, their workplace experience, our culture, and delivery of service excellence.

Transforming our workplaces

As part of our region-wide approach to improving efficiency and services to our community, we are transforming our workplaces and the way we work. This is about having the right people, providing the right services from the right locations, while delivering value for money for our ratepayers.

Having a clear plan for how we utilise our workplaces to manage services is crucial. We are positioning for the future as the Sunshine Coast continues on its path with one of the highest growth rates of any region in Queensland. By 2041 our region's population will grow beyond 500,000 people. Accordingly, we will ensure our structure, workplaces and operations are agile and responsive.

The development of Sunshine Coast City Hall and the delivery of the Caloundra and Nambour Workplaces Projects will support Council's efforts to continue to provide community value.

New ways to keep our community informed

Keeping our community informed is more important now than ever before. Evolving operating environments and changing expectations, combined with the challenges of COVID-19, means that change is happening at an unprecedented pace and is not always predictable. Council will develop a new contemporary approach to communication so that the organisation and our diverse community are well informed on what we are doing and why we are doing it.

Communicating in this way will provide our community with a stronger understanding of, and connection with, the strategies, services and projects we are delivering on the community's behalf. Being informed will help ensure our diverse community has opportunities to engage in the design and development of initiatives as well as advocate for the outcomes of our region.



To achieve this, we will explore new ways to communicate with, and seek feedback from our community in timely, easy-to-understand and accessible ways. Digital and traditional communication channels will complement each other to reach our community.

Engaging internally within our organisation will support our staff to understand that everyone in the organisation has an important role in advancing our vision. This knowledge will support our staff to continue to innovate, go above and beyond, and serve our community with pride.

Advocating the needs of our region

To successfully position the region for the future means that we need support from other stakeholders to address complex and challenging issues. Many of these issues cannot be solved by Council alone. Several critical success factors to managing our growth and securing our vision are outside Council's regulatory and fiscal control.

Much of the infrastructure that is critical to support our local economy, accommodate and support the social needs of a growing population, and enable our residents and visitors to move about efficiently are provided by the other levels of government. Amongst other things, providing major roads and public transport, social infrastructure and services, industry support packages, legislative and regulatory measures, and environmental protection measures are the responsibilities of State and Federal governments who hold administrative authority and have access to the revenues that fund such projects. These essential aspects must be committed and sequenced to keep pace with and support our region's growth.

We will communicate and engage with our residents to ensure we collectively understand the pressures on our region, and the needs for the future. We will actively engage stakeholders to advocate for the support needed to ensure ongoing liveability through a connected, sustainable and prosperous Sunshine Coast.



Monitoring our performance to inform decisions

This corporate plan establishes a number of indicators to monitor our progress towards achieving the vision for the region and deliver on our purpose. Council is a diverse organisation that is required to make complex decisions around service delivery and the investments required to position our region for the future. As we continue to engage with our community and realise the benefits of greater data availability we will also strengthen our end to end performance monitoring framework. This framework will support evidence-based decisions that are timely and remain relevant to our dynamic operating context, statutory obligations, the needs of our community and our operational capacity.

Council's approach to monitoring and review also applies to Council controlled entities, ensuring that clear and comprehensive corporate governance frameworks are in place with regular review periods that include independent, specialist input.

Want to know more?

Information that provides greater detail on the projects and initiatives that are delivering Council's strategic direction and advancing our vision are available on Council's website sunshinecoast.qld.gov.au.

Monitoring and reporting to our community

Our corporate plan is a statutory document that establishes the strategic priorities for the next five years.

Council's corporate planning and reporting function brings the corporate plan to life by cascading our vision and long term strategic directions into our medium and short-term plans. The strategic priorities in this corporate plan direct the prioritisation of resources to services, programs and projects through the annual operational planning and budget development processes. As part of the Corporate Planning and Reporting Framework,

Council gives regard to the many policy directions of the State Government, including the Queensland Plan.

The corporate plan is monitored and adjusted as required to ensure our goals and priorities remain relevant to external influences and the needs of our community.

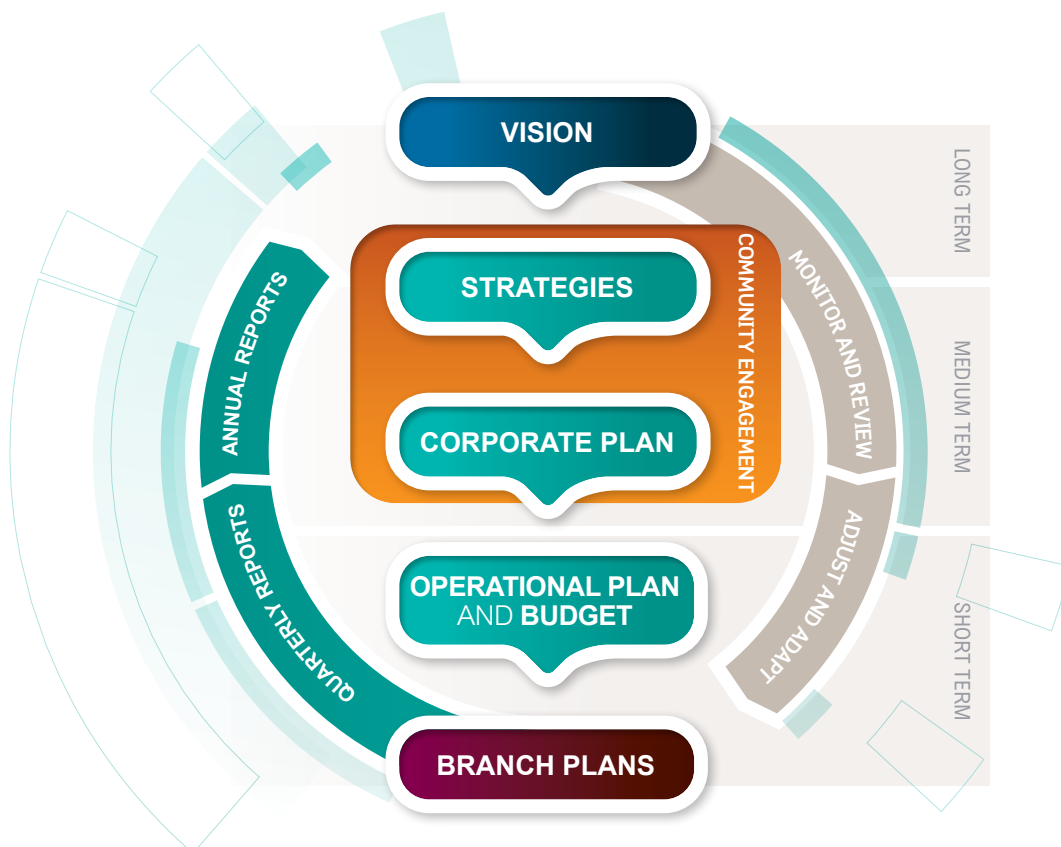
Our strategic approach to corporate planning and reporting, including the assignment of accountability through branch plans, is illustrated below.

How community engagement informed this plan

Council is committed to excellence in engagement and our long and medium term strategies, as well as many other projects and initiatives, are shaped by community engagement.

Extensive community engagement undertaken during development of our long term strategies

Council's Corporate Planning and Reporting Framework



has informed this plan. During consultations for the Regional Economic Development Strategy 2013-2033 our community recognised the need to diversify our economy, access new market opportunities, and placed great value on the jobs created for our future generations. The consultations on the Environment and Liveability Strategy 2017 highlighted the extent to which our community values the region's natural assets, wants to preserve our liveability, and retain the distinct character of the Sunshine Coast. In 2018 when developing the Integrated Transport Strategy our community informed us on the importance of Council's efforts to help deliver a connected and integrated transport system. During the 2018 and 2019 program of community engagement for our Community Strategy 2019-2041 our community told us they want to be part of a strong community that is connected, engaged and inclusive.

Council sought further community engagement during November and December 2020 to ensure these needs and values remain important to our community over the next five years. A community survey was undertaken to discover how the community values the unique qualities that make the Sunshine Coast a great place to live and to gather information regarding the satisfaction, importance and utilisation of Council services.

Responses were collected by telephone (1000 interviews) and via online survey (858 response). The community survey confirmed the top three priorities for liveability over the next five years are:

- Maintaining our beaches, rivers and bushlands
- Providing access to a connected transport network and advocating for improved public transport
- Fostering a prosperous economy with a range of employment opportunities.

In addition, our community confirmed it wants to be involved in decision-making through improved community engagement.

These items have been included as strategic priorities for the term of this corporate plan. The results of the 2020 community

survey and ongoing surveys will aid forward planning on service delivery and inform the development and implementation of our Service Excellence Strategy.

Staying connected with Council

Council invites residents to participate in its many forms of community engagement. We invite your comments on what is important to you and welcome your feedback on improvement opportunities. For further information on the services that Council delivers to our community please visit Council's website.

Council's website is frequently updated with the latest news and events and provides access to a number of digital engagement platforms that empower our customers, visitors and ratepayers to stay engaged with Council.

Simply visit sunshinecoast.qld.gov.au and gain access to information, including:

- 'Have Your Say' [open community consultation surveys](#) that provide opportunities to contribute to decisions that shape our region.
- [Council meeting minutes and agendas](#) to find current and past statutory meeting agendas, attachments and appendices, and meeting minutes
- Current and past development applications and basic property information searches through [Development.i](#)
- [Information](#) on events, programs, facilities and how to make the most of our region and services.

To automatically receive news and information you can subscribe to Council's e-newsletters and podcasts via the [news centre](#) on our website.

Through social media, Council aims to keep you up to date on a range of Council activities. You can follow Council on:









Our region.
**Healthy.
Smart.
Creative.**

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