



Sunshine Coast[™]
COUNCIL

Our region.
Healthy. Smart. Creative.

Sunshine Coast Council Corporate Plan 2023-2027

February 2023



Acknowledgement of Traditional Custodians

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share. We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

We commit to working in partnership with the Traditional Custodians and the broader First Nations Aboriginal (and Torres Strait Islander) communities to support self-determination through economic and community development.

Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations people.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi and the Jinibara peoples. We wish to pay respect to their Elders – past, present and emerging, and acknowledge the important role First Nations people continue to play within the Sunshine Coast community.

Together, we are all stronger.



Edition February 2023
sunshinecoast.qld.gov.au

T 07 5475 7272 F 07 5475 7277

Locked Bag 72 Sunshine Coast Mail Centre Qld 4560

© Sunshine Coast Regional Council 2009-current.
Sunshine Coast Council™ is a registered trademark
of Sunshine Coast Regional Council.

Acknowledgements

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

Disclaimer

Information contained in this document is based on available information at the time of writing. All figures and diagrams are indicative only and should be referred to as such. While the Sunshine Coast Council has exercised reasonable care in preparing this document it does not warrant or represent that it is accurate or complete. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.

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 2023-2027	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: Australia's most sustainable region.	16
Advancing our vision	18
Advancing our region map	22
OUR GOALS - 2023-2027	
Our Strong Community	24
Our Environment and Liveability	30
Our Resilient Economy	36
Our Service Excellence	42
Our Outstanding Organisation	48
WANT TO KNOW MORE?	
Monitoring and reporting to our community	54
How community engagement informed this plan	55
Staying connected with Council	55

Sunshine Coast Council Corporate Plan 2023-2027

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

Care

We care for people and places

Respect

We respect everyone

Trust

We trust and empower

Curious

We explore possibilities

Connected

We are better together

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 inclusive and responsive to the needs of our community to deliver positive experiences for our customers.

OUR OUTSTANDING ORGANISATION



Our organisation lives its values and is high performing, sustainable, 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 customers to design inclusive, contemporary and sustainable community services
- Deliver consistent services that provide positive experiences for our community
- Assess service performance using data driven insights to inform sustainable service delivery
- Optimise our services through operational excellence, digital enablement and agile delivery models.

Delivery pathways

- Maintain a sustainable organisation that is well placed to respond to the needs of our growing region
- Embrace a safe, values based workplace culture that attracts and retains high performing and engaged people
- Maintain a contemporary governance framework that inspires trust and confidence in the operations of Council
- Partner with community, business and other tiers of government to fulfil 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 2023-2027 continues to advance our vision for the Sunshine Coast as 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 community's resilience and agility to respond to change.

The future continues to hold an array of opportunities for our Sunshine Coast and securing the Brisbane 2032 Olympic and Paralympic Games provides a signature catalyst for the future prosperity, liveability and reputation of our region. As a key delivery partner for Brisbane 2032, Council will be establishing a clear legacy plan that captures opportunities right across our community; for those with a disability, for our First Nations peoples, for local industries, businesses and suppliers, and for our children and young people – who are our foundations for the future.

Our Council has a well-established record of being an innovator and getting things done. Projects such as: the development of the new Maroochydore City Centre and the activation of the Caloundra Central Business District; investing in the international broadband submarine cable and growing our digital economy; and the expansion of the Sunshine Coast Airport and building our export capabilities – are all examples of Council's forward thinking which

creates a more resilient economy delivering jobs, opportunities, access to services and major events.

Of critical importance as our region grows, is securing State and Federal government investment on a desperately needed efficient, reliable and sustainable public transport network for the Sunshine Coast. This is a key priority for our Council to maintain the liveability of the region and our efforts to secure these commitments from the other tiers of government will not diminish. Equally important, 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 is committed to maintaining and enhancing. Our Council shares our community's passion and dedication to maintaining our region's environmental credentials and preserving the rich biodiversity for which the Sunshine Coast is renowned.

Our energetic focus is on expanding our conservation estate (arguably the largest owned by a local government in South East Queensland); improving the health of our waterways; preserving the Regional Inter-urban Break shared between the Moreton Bay region and the Sunshine Coast in perpetuity; securing new opportunities for our nation-leading Blue Heart Sunshine Coast project; and supporting the implementation of the UNESCO Biosphere across our region are of intergenerational significance and provide enduring foundations for the future liveability of our Sunshine Coast.

As a coastal region, one of our greatest challenges now and in the years ahead is our response to a changing climate. In November 2021, Council recognised a climate emergency exists and that there is a need for sustained effort to achieve zero net emissions for our organisation. Our Council is already taking significant action towards reducing greenhouse gas emissions and we are developing and implementing a range of new initiatives to better prepare our community, our region and our infrastructure for the impacts of a changing climate.

Our focus over the life of this Corporate Plan will also resolutely remain on the important role that Council plays as the guardian of the wellbeing of our community. 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 work with First Nations peoples and support for new migrants to the region; or better enabling our residents to stay connected, keep informed, access new opportunities and get involved. Our contract 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.

What we all recognise however, is that our fantastic natural assets and outstanding lifestyle continues to attract new residents to our region. In less than 20 years our population will reach more than 500,000 people and as we grow, we are presented with both opportunities and challenges. Our Council and our community are well positioned to take advantage of these opportunities through well-considered planning so our Sunshine Coast is better positioned to meet the needs of those who live here now and those people who will do so in the future.

An important part of this approach is the development of the new Sunshine Coast Planning Scheme. The current scheme has been in place since 2014 and, in consultation with the community, Council is drafting a new planning scheme to shape land use and development across the region for the next decade and beyond.

None of our efforts 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 team. 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. Our Council continues to be one of the highest performing and financially strong councils in Queensland - and this is in no small part due to the prudent management of our resources and targeted investment in regional assets that best position our residents and our region for the future.

Our partnerships across communities and across the region will continue to be of inestimable value. 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 maintained a clear and balanced vision for the future that shapes all our decisions. Our Corporate Plan 2023-2027 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.

Mayor Mark Jamieson

Mayor and Councillors

As the community's elected representatives, Councillors are responsible for making decisions that guide the future of the region and the provision of services 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.



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



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 sugar cane – 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 on as our region grows and we proactively respond to opportunities over the next five years.

As we prepare for our future by adapting 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. Inclusion and the balance of voices – people from different backgrounds, different ages, different places, those who have lived here for a long time, and those who have recently arrived – are important considerations as Council plans for our region, delivers projects and provides services. Our Councillors and our team members will continue 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 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 best direct our resources. This ability to put strategy into action has delivered some truly outstanding transformational outcomes for our region over the last 10 years - which we will continue to leverage.

Delivering these outcomes requires us to be connected and realise that we are better together as we plan for the future. As our population grows, demand for assets and services will increase, placing pressure on our financial resources and our people.

This requires a strategic approach that matures our program development, project prioritisation and scheduling to continue to deliver quality services to our community. 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 and contractors our community engage with on a daily basis, the frontline officers that maintain our assets, respond in the wake of natural disasters, and they 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 2023-2027 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.

In 2022 the Sunshine Coast was recognised by UNESCO as an international site of excellence, known as a Biosphere. The aim of the Biosphere is that the Sunshine Coast will be internationally renowned as a place where people live, learn, work and play sustainably.

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.

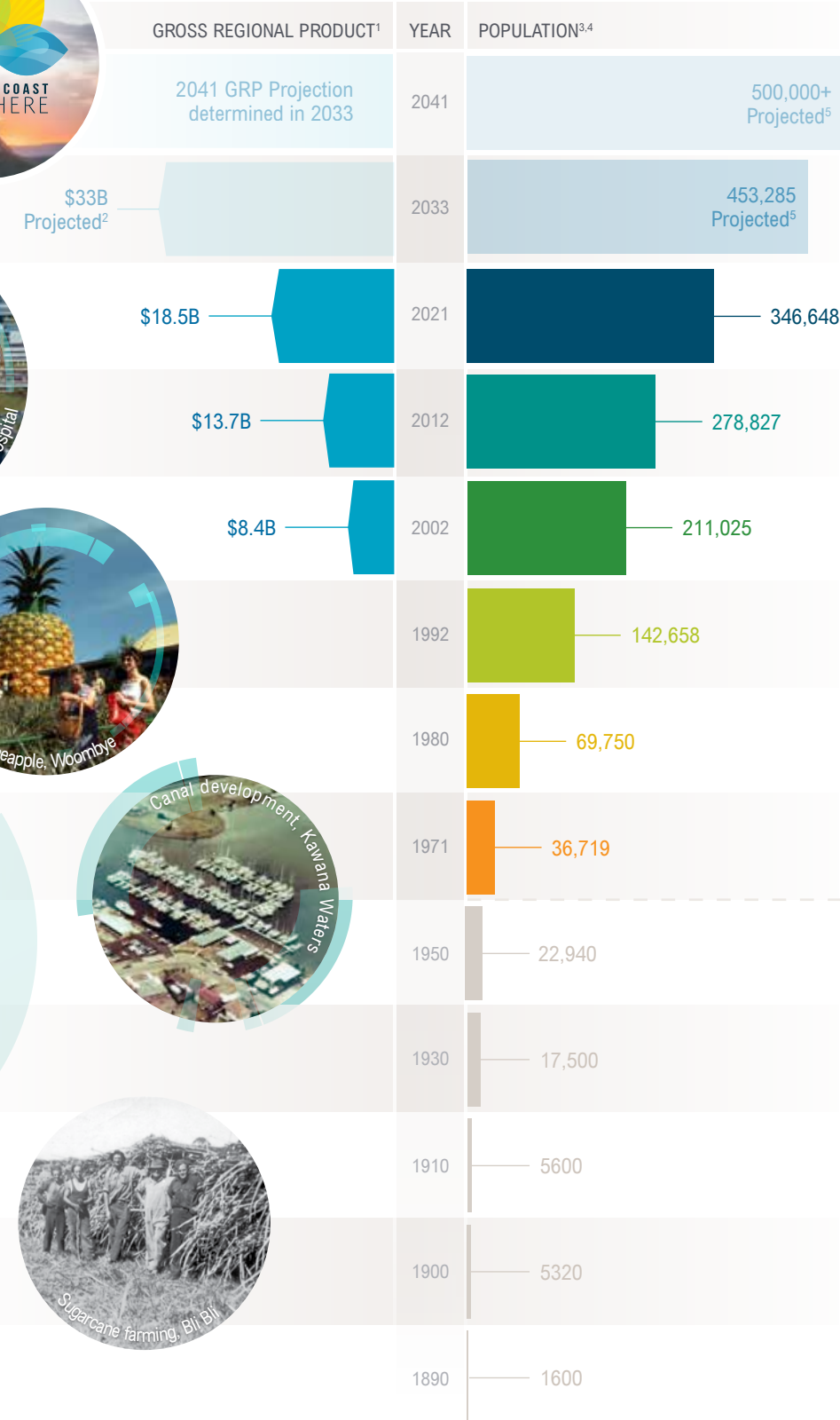


TRADITIONAL COUNTRY OF THE
KABI KABI AND THE JINIBARA PEOPLES





The Sunshine Coast's growth evolution



The Federal Referendum in 1967 resulted in First Nations people being counted in Australia's official population figures which took effect in the 1971 census. Council acknowledges that census population figures prior to 1971 do not accurately reflect our regional population.

Data sources: ¹ NIEIR, 2021; 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, 2021; ⁵ OESR, Queensland Government population projections, 2018.

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

In 2041, the Sunshine Coast is a thriving and sustainable place with an enviable natural environment and a vibrant and prosperous economy. It is a desirable place to live, with healthy, smart and creative communities that are resilient to natural hazards and the changing environment.

Sunshine Coast Council and the region's community and business leaders are recognised for their collaborative and transformative achievements to make the region a destination of choice for tourism, investment and innovation.

The Sunshine Coast is Australia's most sustainable region – a model of the sensitive balance between the natural and built environment, where everyone plays an important role in climate change action. Active conservation and responsible development coexist alongside people living sustainably in the UNESCO Biosphere which is showcased internationally.

Sustainability and resilience underpin every decision Council makes, ensuring our communities are adaptable, energy efficient and safe now and for future generations. Through aligned goals and partnerships, we preserve and protect what makes our region unique while embracing new people, new business and new ideas.

While small business remains the core of the economy, an increasing number of high value and global businesses and industries are established in the region, diversifying the economy and generating new employment opportunities.

Our circular economy makes a positive contribution to the planet. Greenhouse gas emissions on the Sunshine Coast are among the lowest in the southern hemisphere and there is a significant reduction in landfill waste through recycling and reuse. Local renewable energy sources are integral to our zero net emissions existence and landfill stations are now powerful economic hubs for composting, recycling and generating energy.

Development in the region reflects clever and sustainable design, from the overall settlement patterns and transport network to the design of centres and suburbs, individual streets, houses and infrastructure. Rural areas are thriving, with

cropping, grazing and local food production supported by compatible, clean and green value-adding opportunities such as agri-business, rural industries and nature and cultural tourism.

Healthy

Dynamic centres with their own distinctive character are the beating heart of community life but the region's defining features are the pristine waterways and beaches, rich biodiversity, hinterland and majestic Glass House Mountains. The parks, rivers, creeks, beaches and ocean are places for residents and tourists to enjoy safe, healthy and adventurous experiences connecting with nature.

An effective and efficient network of active and contemporary public transport systems make getting around the Sunshine Coast and staying healthy an attractive and efficient option. All major centres and key employment, education, recreation and tourist hubs – from the hinterland to the coast – are linked by high frequency public transport connections, with new corridors bolstering existing networks. We are well connected to our neighbouring regions through integrated transport.

The transition from fossil fuelled to electric powered vehicles, and the use of autonomous vehicles and smart mobility technologies provide greater travel choices and support the shift to more efficient and sustainable ways of moving around. Our community values the physical and mental health benefits of active transport. Cycling is well supported with an extensive cycle network and facilities, and recreational trails. Walking is a prominent choice for short trips via green, shady streets and wide, accessible pathways.

Major sporting, cultural and business events showcase the region via a network of world class infrastructure including the multi-sport stadium and indoor sports centre delivered for the 2032 Olympic and Paralympic Games.

Health and wellbeing, education, research and technology hubs centred around the Sunshine Coast University Hospital and University of the Sunshine Coast continue to drive innovation.

Smart

Council acknowledges the multiple perspectives of the region and engages the community in transparent and inclusive decision making. Residents of all ages actively participate in planning processes because they feel a sense of civic pride and a connection to the people and places around them.

The region capitalises on the opportunities that come with new technology. We all benefit from high-speed data connections that link our people and products to the world and bring people out of their homes and traditional workplaces into the public realm. The international broadband submarine cable provides a competitive advantage for data-reliant businesses in the region. The distinct Maroochydore City Centre is renowned as an ecosystem for digital commerce and 21st Century innovation.

The Sunshine Coast architectural style is part of the regional identity and has matured into a model for sustainable and subtropical design excellence renowned around the nation. Everyone feels welcome, with housing choices for our diverse community ranging from vertical neighbourhoods in our centres and along public transit corridors, to medium and low-density neighbourhoods and towns mixed with pockets of rural living.

Our communities offer distinct touches of local flavour. Community gardens, art spaces and street markets bring people together and demonstrate the commitment of residents to embrace diversity, create and buy locally, all contributing to the richness of our neighbourhoods. Our region is increasingly self-sufficient with energy and food sourced locally, reducing supply chain challenges and enhancing our sustainable lifestyle.

The relaxed yet sophisticated region maintains its attractiveness as a tourist destination, with increased domestic and international aircraft routes through our carbon-neutral airport. International and interstate visitors keep returning to enjoy the pristine natural environment.

Creative

A distinctive arts and entertainment culture contributes to our sense of identity and place, and offers broad appeal to locals and tourists.

Our arts and entertainment precincts are filled with excitement, colour, music and movement, and enjoyed day and night. The region's convention and entertainment facility attracts national and international events and business tourism.

Start-up businesses and creative industries thrive in vibrant centres, and local festivals and community performances provide contemporary offerings, showcasing the region and contributing to the economy.

Our learning centres and institutions all support the diverse and sophisticated culture of the region and encourage creativity and the arts.

Our community is proud; we embrace who we are now, while celebrating our past. We value and respect the culture and heritage of the Traditional Custodians of our land, and we recognise our shared future, respecting and learning from the Kabi Kabi and Jinibara peoples.

The unique values and rich diversity of the Sunshine Coast make it a truly special place where environmental, social and economic priorities have been carefully balanced so it is recognised as Australia's most sustainable region – Healthy. Smart. Creative.



Council's regional strategies to deliver on our vision

Advancing our vision

This corporate plan outlines the goals, pathways, strategic priorities and progress indicators for 2023-2027 as we advance towards our vision – Australia’s most sustainable region. Healthy. Smart. Creative.

The community, environment and liveability, and economic regional 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.

Community engagement during development of the regional strategies and during the review of the Sunshine Coast Planning Scheme consistently reinforced 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 also 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.

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 by striking balance between economic opportunities, environmental values and our community wellbeing.

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, economic and community planning 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.

Importantly, well planned and suitably sequenced infrastructure is essential to the retention of the region’s liveability as it continues to grow. However 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. They also shape the legislative and regulatory context for securing a sustainable future. We will continue to partner with all the relevant stakeholders to secure timely commitments for necessary infrastructure to support the region’s growth and as part of our preparations as a host partner of the Brisbane 2032 Olympic and Paralympic Games.

This corporate plan advances Council’s recognition of the need to respond to the climate emergency. 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 and links our people and products to the world and further our economic resilience. 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 Council’s capability and capacity to deliver the

corporate plan. These two 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 of our customers and visitors. 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 seeks to ensure we can continue our proud history of being innovative through having the right people, a great workplace culture, fit for purpose systems, good governance and accountable leadership. We will ensure effective community engagement informs our activities and will partner with our community to present outcomes that meet their needs and position the region for the future.



SUNSHINE COAST BIOSPHERE



In June 2022, our Sunshine Coast local government area was recognised by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) as a biosphere reserve - where responsible development and people living sustainably sit alongside active conservation.

Our region has joined a global effort of 738 biospheres in 134 countries to balance the environmental, social, cultural and economic needs of today, without compromising the ability to meet the needs of future generations.

Our region's international recognition as a special place where people are living, working, learning

and playing sustainably highlights the values of our region that we are seeking to protect and enhance, brings new opportunities and a range of possible benefits to our natural environment, community, lifestyle and economy.

Being recognised as a UNESCO Biosphere reserve and maintaining this credential is our region's commitment to create a positive legacy for future generations. Every resident, visitor, business and government entity has a key role to play in maintaining and enhancing the Sunshine Coast Biosphere reserve for our children, grandchildren and all those who will enjoy the prosperity, beauty and liveability of our region into the future.

SUSTAINABLE DEVELOPMENT GOALS

As we advance our vision as Australia's most sustainable region – Healthy. Smart. Creative. the environmental, social, cultural and economic activities across the region must be carefully balanced to ensure we advance our vision sustainably.

The United Nations Sustainable Development Goals (UNSDGs) for peace, prosperity, people and planet provide a comprehensive and internationally recognised framework for us to collectively align

the way we each live, work, learn and play every day – and form an important foundation of the performance measurement framework of our Biosphere.

Council is demonstrating regional leadership by committing to embed the UNSDGs in our strategies, plans and associated progress reporting. Each Corporate Plan goal identifies how it contributes to the UNSDGs and, in doing so, assists to progress our Sunshine Coast Biosphere aim and objectives.





Advancing our region map

Sunshine Coast Biosphere

Celebrating our region, our people and nature.



SUNSHINE COAST BIOSPHERE

Blue Heart Sunshine Coast

More than 5000 hectares sustainable, adaptive floodplain management and blue carbon offsets.



Bruce Highway

\$1.6 billion expansion and upgrade. First stage complete.



Health Precinct

Anchored by a tertiary teaching hospital and contributing \$3.2 billion to the economy.



Beerwah East

Forecast to provide 7000 homes by 2041.



Beerwah to Maroochydore Rail

Critical public transport connection for the urban coastal corridor to Brisbane.



Regional Inter-urban Break

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



Beerburrum to Nambour Rail Upgrade

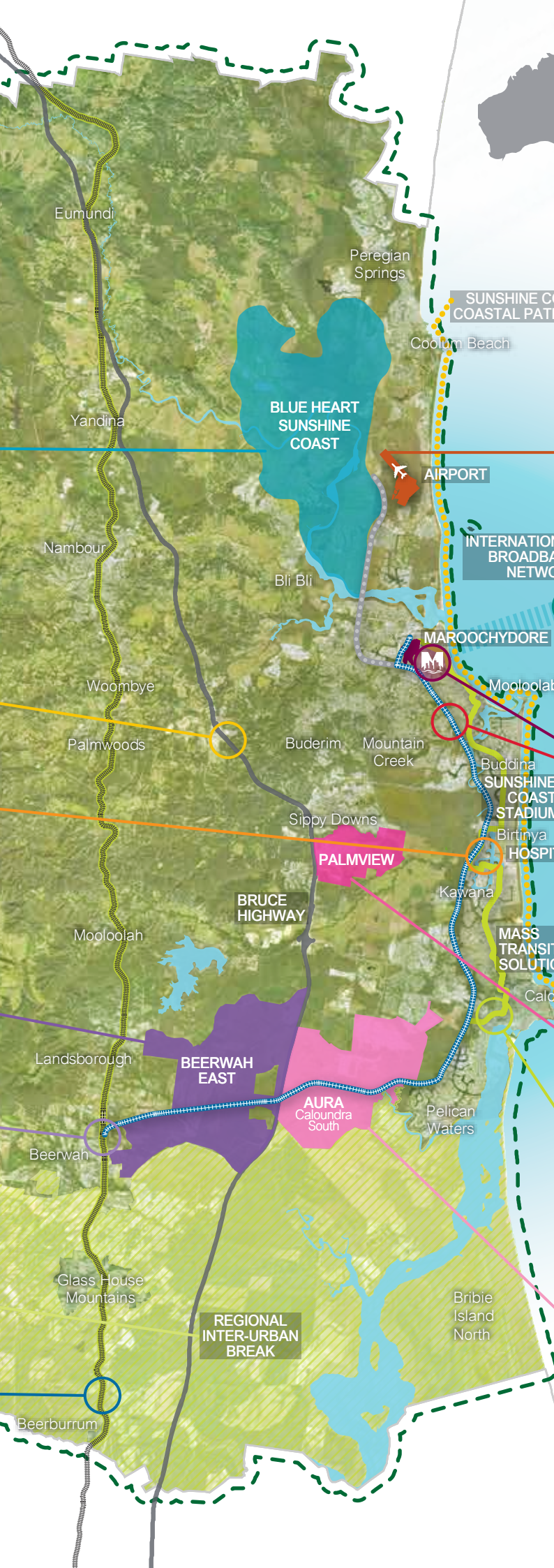
\$550 million (stage one).



Kenilworth

Maleny





Brisbane
2032 Olympic and Paralympic Games
 Host of seven Olympic Games and two Paralympic Games sports.



Sunshine Coast
Airport Master Plan
 Maximising the economic return from the recent \$334 million expansion project.




International Broadband Network
 Leveraging our digital connectivity to generate new enduring employment, trade and investment opportunities for local business and industry.



Maroochydore -
 Our new Olympic and Paralympic Games City
 Forecast \$2.5 billion investment by Walker Corporation over 20 years.




Mooloolah River interchange
 \$320 million expansion and upgrade.




Palmview
 Approximately 16,000 residents by 2036.



Mass Transit solution
 9000 jobs.
 \$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.

KEY 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 2023-2027

- Identify, plan and secure legacy initiatives for the Sunshine Coast as a key delivery partner in the Brisbane 2032 Olympic and Paralympic Games.
- Enhance our sports and community infrastructure through the delivery of key venues that will host events at the Brisbane 2032 Olympic and Paralympic Games and provide an enduring legacy for our community.
- Promote healthy and active lifestyles through the support and delivery of health and wellbeing initiatives.
- Support intergenerational skills exchange, encourage and build the capacity of volunteers, and recognise their contributions.
- Prioritise active transport that delivers healthy, safe and sustainable travel options for our community (walking and cycling).
- Continue to plan for and invest in the sports, arts and community infrastructure network to ensure participation opportunities are available for all our residents.
- Review our community infrastructure network so that it remains responsive to community needs.
- Adopt a place-based approach so that our public realm is supported by activated, vibrant and accessible places.
- Collaborate to improve accessibility and inclusion for people with a disability and promote the Sunshine Coast as an accessible destination.
- Support well designed centres as the hubs of economic and community life.
- Integrate transport and land use planning and placemaking to support well functioning and connected communities.
- Manage parking across the region in a way that supports the maintenance of our lifestyle and economic activity.
- Develop and implement the Stretch Reconciliation Action Plan.
- Deliver a Youth Council program that fosters youth leadership and empowers young people to advocate and implement youth-led initiatives.
- Develop and deliver initiatives that support our diverse and multicultural communities.
- Implement the Community Engagement Policy and Excellence in Engagement Framework to support the delivery of best practice engagement.
- Work collaboratively to reduce homelessness and advocate to other levels of government to prioritise collective action to address housing affordability and availability on the Sunshine Coast.





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

- Encourage and support initiatives to strengthen community connections and resilience through place based approaches, capacity building and community-led initiatives.
- Advocate to government and the private sector for well planned and timely delivery of priority transport infrastructure as the region continues to grow.
- Work with the State Government to progress the detailed business case for a local mass transit system, integrating transport, land use planning and placemaking to maintain the liveability of our region.
- Support the introduction of smart mobility solutions to increase travel choice and improve first and last mile travel options.
- Encourage behaviour changes in travel choice and options in line with maintaining the liveability of the region.
- Work collaboratively to raise awareness and support initiatives focused on improving community safety, including domestic and family violence prevention.

Creative and innovative approaches to building a strong community

- Encourage and support innovative opportunities that provide social, economic or cultural benefit, including growth and development of the local social enterprise network.
- Implement the Sunshine Coast Arts Plan 2018-2038 so our community can benefit from rich and diverse arts, performance, music, and cultural experiences.
- Implement the Sunshine Coast Heritage Plan so that the shared cultural histories of our region are preserved, protected and celebrated.
- Continue to advocate a 'one network' approach for an integrated transport system for our community.

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.

Strategy in action 2023-2027

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 build 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, built form, and local character, to 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.

Place-based community development approaches will also be implemented to enable and support community-led initiatives that strengthen connection, and build social capital, community capacity and resilience to respond to local issues and opportunities.

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 that reduces reliance on private cars and helps to achieve a healthier, more connected and sustainable Sunshine Coast.

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



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 accessibility and inclusion for people with disability, 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 continued implementation of our Community Engagement Policy and Excellence in Engagement 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 Stretch Reconciliation Action Plan (RAP) 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. The actions will work towards building an inclusive community by working together, deepening cultural awareness, promoting respect, enabling social change and creating economic opportunities for First Nations people.

We will work collaboratively to support initiatives that deliver social inclusion and local economic outcomes for our multicultural community and progress towards being part of the Welcoming Cities network.

We will continue to empower and engage young people through supporting our Youth Council to advocate on youth related matters and implement youth-led initiatives that support and celebrate young people in our region.

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 to address housing affordability and reduce homelessness, facilitating the delivery of affordable housing options and supporting community-led initiatives.

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, develop and deliver community events and activities. 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 a changing climate. Our community will be supported to develop innovative solutions to community challenges and opportunities and to address community safety issues with a focus on domestic and family violence prevention.



Council's community grants programs will continue to support initiatives and partnerships that align with Council's corporate priorities. Council's partnership with the University of the Sunshine Coast will continue, focusing 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, economic or cultural 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 network.

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. We will continue to implement the Sunshine Coast Heritage Plan 2021-2031 to ensure 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.

KEY STRATEGIES

Sunshine Coast Environment and Liveability Strategy 2017 | Sunshine Coast Waste Strategy 2015-2025
Coastal Hazard Adaptation Strategy | Stormwater Management Strategy

STRATEGIC PATHWAYS

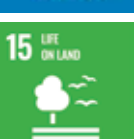
A resilient region shaped by clever planning and good design

Protection and enhancement of our natural assets and distinctive landscapes

Responsive, accessible and well managed assets and infrastructure

STRATEGIC PRIORITIES 2023-2027

- 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 promote affordable living.
- Prepare the region for the impacts of natural disasters and a changing climate.
- Review the Waste Strategy and the region's transition to a circular economy for managing waste.
- 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 biodiversity, waterways, wetlands and coastal areas.
- 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.
- Manage our invasive plants and animals.
- Understand the economic value of our natural assets as we advocate for and grow the natural economy.
- Ensure a healthy coast through coastal planning, management, monitoring and delivery.
- Establish five major green spaces, 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.
- Implement the open space network blueprint to secure environmental, recreational, and sporting land.
- Build our knowledge with robust and accurate information assets, data and research to enable evidence based decisions.





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 this has on sustainability, affordability, and health and wellbeing.
- Undertake community sustainability reporting.
- Provide leadership, education programs and support for our community to transition to a low carbon way of living and embed sustainability.
- Implement the Sunshine Coast Biosphere in partnership with the community and investigate other complementary protection mechanisms.
- Implement the Sunshine Coast Recreation Parks Plan strategic actions to maintain and enhance our resilient park network over the next 10 years.

A reputation for innovation and sustainability

- Deliver innovative and sustainable initiatives towards a zero-net emissions organisation.
- Attract sustainable industries and businesses.
- Review community education opportunities to encourage behavioural changes that contribute to a liveable, sustainable and resilient future.
- Create demonstration projects that showcase sustainable design and development.
- Deliver education programs that make a difference to household waste behaviours.
- Investigate opportunities for Food Organics Garden Organics collection and processing services to reduce waste that goes into landfill and reduce greenhouse gas emissions.
- Investigate opportunities for innovative waste treatment and processing options and advanced waste resource recovery operations.

SERVICE OUTPUTS

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

PROGRESS INDICATORS

- Maintain the size of the Regional Inter-urban Break to its 2017 extent.
- 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.
- Waste diversion from landfill.

Strategy in action 2023-2027

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 Sunshine Coast which seeks to protect the most critical areas of the Maroochy River floodplain in partnership with the State government and Unitywater as well as a commitment for funding as part of the South East Queensland City Deal agreement.

In 2022, the Sunshine Coast officially gained recognition as a UNESCO Biosphere, recognising our region as an international site of excellence and an area of natural beauty. The designation demonstrates the commitment of our community to protect and enhance our region, our communities, our economy and our natural assets. Our Sunshine Coast Biosphere is a special place where responsible development and people living sustainably sit alongside active conservation to care for our beautiful natural environment, leverage economic opportunities and create a legacy for our children and future residents.

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 the 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, sport, recreation and flood management outcomes.

Continue to plan for our growing region and future communities

Our population will continue to grow as people continue to be attracted to the Sunshine Coast as a highly desirable place to live and invest. 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 new major 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 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 can 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 as 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 that considers our Sunshine Coast climate.

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 Sunshine Coast 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 implement its award-winning Sunshine Coast Recreation Parks Plan which aims to create a resilient network of recreation parks that provide equitable open spaces, connect people and nature, plus promote healthy and creative lifestyles.

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.

In 2021, Council formally recognised that we are in a state of climate emergency that requires urgent and sustained effort to achieve zero-net emissions by 2041. We will continue to ensure climate change adaptation is embedded into all our organisational business, increase our organisation's adaptive capacity and resilience of the services and functions that we are responsible for and ensure our community is prepared and able to contribute.

By delivering greater energy and resource efficiency, and reducing its own greenhouse gas emissions, Council aims to demonstrate regional leadership by continuing to adopt sustainable practices now and into the future 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.



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 proactively respond, plan for and adapt to the associated disruption and changing circumstances. As our climate changes, we expect our natural environment, public places and built environment to be impacted by more frequent and/or intense weather events, including those from bushfire, extreme heat, drought, storms, flooding and seawater inundation.

Through the development and implementation of a range of integrated assessments, strategies and programs (including the Coastal Hazard Adaptation Strategy, Strategic Bushfire Risk Assessment, Regional Climate Action Road Map, Blue Heart Sunshine Coast, Our Biosphere), community engagement and operational capacity building, Council and the community will proactively plan, respond and adapt to our changing climate hazard risk.

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.

As we implement 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 including sea level rise. 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.

Council is also working collaboratively with the University of the Sunshine Coast to better understand urban and regional hot spots and quantify the urban cooling benefit of green infrastructure and other design parameters ensuring that future development appropriately considers the use of green infrastructure to mitigate urban heat. Implementation of the Street Tree Master Plan will help green our streets in priority locations and provide shady pathways for our community.

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 recycle green waste for mulching trees and gardens and 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.

KEY STRATEGIES

Regional Economic Development Strategy 2013-2033

Sunshine Coast Major Events Strategy 2018-2027

STRATEGIC PATHWAYS

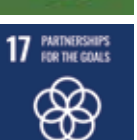
Strong economic leadership, collaboration and identity

New capital investment in the region

Investment and growth in high-value industries, innovation and entrepreneurship

STRATEGIC PRIORITIES 2023-2027

- Provide the local and regional policy and program settings to facilitate the region's economic growth and resilience.
- Strengthen and drive a nationally competitive regional identity.
- Position the region, and promote its opportunities, to key investment decision makers.
- Continue to strengthen the region's competitiveness as a location for public and private sector 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 local industry ideas, solutions 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.
- Encourage and promote increased consumer and business expenditure within the economy by locals, visitors and businesses.





Strong local to global connections

- Strengthen the region's export profile to expand trade opportunities in domestic and global markets.
- Work with high value industries to 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 to new opportunities.
- Support the resilience and growth of micro, small and medium sized businesses and their capability to export their products and services nationally and internationally.

A natural, major and regional event destination

- Facilitate growth in the major and regional events sector.
- 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.
- Leverage opportunities of the Brisbane 2032 Olympic and Paralympic Games to attract and secure 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 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 2023-2027

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 34 per cent to over \$18.5 billion in 2022. Council continues to focus 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 easy 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.

Driving opportunities for investment

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. Building 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 resilience 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.

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 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 more than 15,000 jobs during the life of the project. The Maroochydore City Centre will continue to 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.



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 improve 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.

The landing of the Sunshine Coast International Broadband Submarine Cable and subsequent investment by NextDC in an edge data centre named SC1 in Maroochydore. SC1 introduces a new era of low latency connectivity, data capacity,

speed and reliability to regional businesses. This edge site facilitates the critical connectivity between people and businesses to the country's major networks and digital services providers across Australia.

Council will work with other tiers of government to establish 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 the opportunities that exist for them on the Sunshine Coast and the careers of the future.

We are focussed on attracting, retaining and developing talent and skills in the region and will continue to work with our industry partners and other key stakeholders to ensure we have the workforce and talent pipeline that will enable our economy to grow both now, and into the future.



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 economic and social 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 enhancing 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 will be leveraged to 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 inclusive and responsive to the needs of our community and deliver positive experiences for our customers.

DELIVERY PATHWAYS

Engage with our customers to design inclusive, contemporary and sustainable community services

Deliver consistent services that provide positive experiences for our community

Assess service performance using data driven insights to inform sustainable service delivery

STRATEGIC PRIORITIES 2023-2027

- Review asset management plans to establish desired standards that guide future investment.
- Learn from our interactions with customers to design services that are accessible, inclusive and provide community value.
- Enhance accessibility of services and information through smart tools and platforms.
- Develop and implement a revised ten-year capital works program that realises key regional outcomes and identifies strategic priorities for our community through to 2032 and beyond.
- Establish and publish desired service standards and monitor our service performance.
- Embed customer experience as a key element to the design of our services and roles.
- Develop and monitor output statements that better inform our community on delivery and performance.
- Implement a service planning and review program to maintain a focus on sustainability and efficiently and effectively responding to community need.
- Mature the asset management system to deliver quality data that provides the basis for more strategic asset planning and maintenance.





Optimise our services through operational excellence, digital enablement and agile delivery models

- Leverage technology options to better support service delivery as the region continues to grow.
- Unlock opportunities for enhanced service delivery.
- Explore smart technologies and establish data integrity arrangements that support real time decision making.

SERVICE OUTPUTS

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

PROGRESS INDICATORS

- Asset sustainability ratio.
- Development assessments undertaken within statutory timeframes.
- Deliver positive customer experiences.
- Customer satisfaction with Council services.
- Delivery of the capital works program.

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

Strategy in action 2023-2027

Council is committed to delivering inclusive and positive experiences for our customers and value to our community. To achieve this we must understand the changing needs of our customers, what our community values as a lived experience and adopt contemporary approaches that will optimise operational excellence and service performance.

As a growing region, our delivery of service excellence must focus on improving the activities that support positive customer experiences and delivering value to our ratepayers. We will continue to learn from our interactions with our customers to understand what is most important to them and whether our service levels are appropriate, effective and sustainable 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 embrace greater use of data to support decision-making. This strategic approach will ensure excellence in service delivery through more agile delivery models and support 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 an ongoing engagement model on service delivery 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 but an ongoing human-centred approach that builds confidence and trust. This rich insight will further enable Council to continuously improve end to end experiences and to design solutions that can meet a range of preferences and accessibility requirements.

Council will establish a coordinated approach to community surveys to ensure valuable feedback

informs how we invest our resources to progress the services our community needs and deliver benefits to those it values most.

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 data and insights that smart cities technologies can provide will help improve our asset utilisation, urban planning, and the creation of great places and spaces. Council's development of a 3D Digital Twin of the Sunshine Coast which replicates our physical region, will support advanced planning, design visualisation and disaster management.

Council's Smart Cities Framework is evolving the architecture for capture and integration of data necessary for Council to be more responsive to the growing needs of our region. It provides a proactive approach to contemporary service delivery in the digital age. Embracing new technologies and the Internet of Things enables access to real time data, presenting opportunity for rapid problem evaluation to resolve challenges as they emerge. A key imperative of the next phase of the Smart Cities Framework is to establish business rules and governance arrangements that ensure quality, reliability and integrity in the discovery, exploration and correct application of the real-time data Council uses.

Our organisational culture encourages curiosity and exploring of opportunities, and through this we will continue to identify, test and deliver smart technologies that realise benefits for our customers and community.

As a Council committed to sustainability, we understand that new and improved solutions

are critical to deliver service excellence in a growing region while maintaining financial sustainability now and into the future. Optimising services through digital migration and exploring contemporary business models will provide important catalysts for change that enable us to adjust delivery approaches and enhance our focus on our strategic outcomes.

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 of the assets that Council manages on behalf of our community and all contribute to the lived experience of our community.

As our region grows so does the volume and value of assets that Council holds. 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 how assets are consumed over their useful life to efficiently manage whole of life costs, plan for and deliver effective maintenance schedules and deliver community value through appropriate levels of service.

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 improve 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.

As Council resets its strategic planning trajectory beyond 2041 it will also prioritise a review of the 10-year capital works program to plan regional priorities to be realised in a timely, staged and sequenced manner.



Increasing trust through our people and actions

Service excellence is not just about enabling technology, tools and processes. Our people and organisational culture shape our practices and 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 equally important to the delivery of service excellence as they are either serving our customers directly, or serving colleagues that are.

We aim to improve our service performance by having published service standards that set clear expectations and providing the tools and resources for our employees to meet these standards. 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 educate and empower our customers, residents and visitors so they can access our services in smart and convenient ways and self-serve for greater convenience.

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 listen to what our community tell us is most important, learn, evolve and adjust. We will embed service excellence principles across all our services, business units and major contracts.

Knowledge of what our community values is an important lens that will be considered at regular intervals alongside our financial capacity, risk and performance to help prioritise our resources and achieve an enhanced focus on sustainability across the full suite of Council services.

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 two-way SMS. We appreciate that people are busy and we are committed to delivering services that are simple and easy to find and 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.

We will develop service output statements so that both our community and staff know what is being delivered and we will use these to monitor and adapt our service planning and performance and enhance the connection between our strategies, services and resource allocation. Council will implement an approach to prioritise and undertake service reviews and inform service improvement plans.

Reviews will seek to identify the ongoing appropriateness of our service offerings and find opportunities to enhance effectiveness and maximise efficiencies. We will trial changes, monitor cost-benefit outcomes, and continue to learn and improve as we work together to enable the sustainable delivery of Council's services.





Our Outstanding Organisation

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

DELIVERY PATHWAYS

Maintain a sustainable organisation that is well placed to respond to the needs of our growing region

Embrace a safe, values based workplace culture that attracts and retains high performing and engaged people

Maintain a contemporary governance framework that inspires trust and confidence in the operations of Council

STRATEGIC PRIORITIES 2023-2027

- Maintain robust and responsible financial planning that guides service levels and resource decisions which deliver value to our residents now and into the future.
- Embed outcomes based resource management and performance monitoring to progress the things that matter most to our community.
- Better position the region for the future by extending the strategic planning horizon for Council to 2050.
- Provide the technology architecture and digital solutions that support business productivity and service delivery.
- Understand, monitor and protect our information systems and assets from cyber security threats.
- Enable data driven intelligence and analysis to inform evidence based decision making.
- Develop and implement a People Plan which seeks to embed a workplace culture which encourages people to work for Council and contribute to achieving the vision for the region.
- Create a safety culture underpinned by a workforce that is engaged and empowered to deliver a healthy, caring and safe place to work.
- Provide workplaces that encourage our people to explore new ideas, be curious and be their best.
- Contemporise Council's governance framework to support decision making that is evidence based and responsive to strategic risks and the changing needs of our community.
- Embed the United Nations Sustainable Development Goals and Council's sustainability commitment in the strategies, plans and operations of Council.
- Embed climate change adaptation into our everyday business to work towards a zero-net emissions organisation.
- Promote transparency in the decisions of Council and the information relied on to inform our decisions and actions.





Partner with community, business and other tiers of government to fulfil the needs of our region

- Proactively advocate for solutions that help our community secure essential infrastructure and service investments by State and Federal governments.
- Develop and deploy integrated approaches to keep our community informed on what is important to them, through a medium they prefer.

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.

OUR VALUES

Care

We care for people and places

Respect

We respect everyone

Trust

We trust and empower

Curious

We explore possibilities

Connected

We are better together

Strategy in action 2023-2027

Council is proud of the reputation it has of being innovative 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 community's expectations of our performance, explore opportunities, adjust, align our plans and evolve.

Our dedication to contemporary corporate governance remains inherent in all we do. Not only is it important that Council continue to meet its legislative obligations, but we must also act with integrity and be an organisation that inspires the confidence of our community.

Our approach will be focused on building the capability and capacity required to continue to be a high performing organisation into the future. Through our people and culture, leadership, sustainability commitment, effective communication, information management, coordination, collaboration and performance, Council will continue to advance our vision as Australia's most sustainable region – Healthy. Smart. Creative.

A focus on sustainability in everything we do

Sound resource management underpins how we provide value to our community in the delivery of Council's strategic objectives and the daily services our community needs. The changing fiscal environment requires a focus on productivity and efficiency gains across our business, along with strategic investment in projects that build confidence in the region and attract new infrastructure and service investment from the Federal and State governments and the private sector.

Council intends to maintain its proud record of receiving unmodified audits from Queensland Audit Office since 2008 as it reflects the robustness of core elements of our corporate governance framework. Long term financial sustainability is critical to enable the organisation to deliver balanced community, environment and economic outcomes for the region. We will continue to ensure our decisions are supported by good financial modelling and we will maintain robust long term financial planning so that our levels of service adapt to the changing needs of our community and financial capacity of Council.

Contemporising our governance framework

Everyone is responsible for the governance of our organisation and it is only through having a robust and contemporary governance framework in place that Council's vision and objectives will be realised. Our Council is a diverse organisation operating in a dynamic and rapidly changing environment. Our region, like many around the world, is responding to challenges such as population growth, a changing climate, increased demands on our assets, rising complexities and costs of delivery, changing community expectations, and a complex statutory environment. Council will revise its governance framework to enable its agility to respond to change in a timely manner to effectively mitigate risk and realise opportunities that are in the best interests of our community.

We will continue to provide the elected Council, management and staff with a current and clear view of risk exposure in the organisation's operating environment, and our capacity to manage risk.

A key focus moving forward will be on climate risk to ensure our governance arrangements facilitate the organisation's adaptive capacity across all aspects of its business to maximise the resilience of our services and functions we deliver for and on behalf of our community.

Developing our information security and monitoring capabilities

The Sunshine Coast has been named one of the world's top intelligent communities and Council will build on this reputation by continuing to evolve our organisation's digital capabilities and innovation as we strive to maintain and protect the integrity of our data and information assets.

Information and communication technology underpins Council's processes and enables the services we provide to our community. We will continue to invest in robust technology architecture, safe and secure data, and digital solutions that support business productivity and

service delivery. This will better position our organisation and our people to make appropriate decisions, deliver projects and services to meet the needs of our growing community and manage cybersecurity risks.

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.



Focusing on our people, our culture and our workplaces

Council's reputation and the trust the community holds in us is shaped by our people and our shared values and behaviours. Council will continue to proactively engage our people in embedding a shared organisational culture that positively influences our behaviours, the way we collaborate across the organisation, how we interact with each other and our community and how we make decisions. Our new People Plan will support sustainability, diversity and inclusion, wellbeing, health and safety.

The People Plan will provide a focus on our employee experience, our culture, new ways of working and how we can be our best selves in delivering services to our community. It will shape and influence how Council will invest in its people and continue to build a positive culture, personal capability, organisational capacity and deliver high standards of wellbeing, health and safety that make Council a great place to work now and into the future.

As part of our region-wide approach to improving efficiency and services to our community, we are focused on 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 as the Sunshine Coast continues to experience one of the highest growth rates of any region in Queensland. By 2041 our region's population will grow beyond 500,000 people, so we must be an organisation that is agile and responsive to escalating demand for our services.

New ways to keep our community informed

Keeping our community informed is more important than ever before. Evolving operating environments, technology and changing expectations means that change is happening at an unprecedented rate and is not always predictable. New and contemporary approaches to communication will be explored to provide clear and timely messaging to our community on the issues that matter most to them, through a medium they prefer so that our diverse community is 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 and outcomes 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.



Advocacy and partnerships

Several critical success factors to managing our growth and achieving our vision are outside Council's control. To successfully position the region for the future requires partnerships and support from other stakeholders, including other tiers of government.

Council's role as a delivery partner in the Brisbane 2032 Olympic and Paralympic Games is a genuinely unique opportunity to secure necessary infrastructure investment to deliver benefits prior to and following the Games.

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 tiers of government, which have access to considerably more revenue sources to fund such projects and services. Our focus as a Council will be on presenting a compelling proposition to other tiers of government and the services sector to prioritise investment in our region that fulfill the needs of our rapidly growing community.

Council will implement a strategic and long-term funding partnerships framework to better leverage funding opportunities, develop an infrastructure project pipeline anchored in an evidence-based methodology for project prioritisation, and ensure auditable project reporting.

A sustainable region cannot be achieved without the support and commitment from our community. Our efforts will continue to focus on encouraging adaptation to a more sustainable future across our operations, in local businesses, and promoting behaviour change in our community.



Managing for outcomes

Council's vision - Australia's most sustainable region – Healthy. Smart. Creative. provides a clear and purposeful direction for the region and the organisation. The community engagements Council undertakes each year continue to provide valuable feedback on the extent to which the lived experience of our community reflects and advances this vision.

By adopting a managing for outcomes approach in our resource planning, delivery and reporting arrangements we will be able to promote greater transparency for our community and our partners on the things that matter most to the future of our region.

Our annual strategic review processes will continue to identify trajectories of change necessary in our regional strategies and organisational policy directions to refine and adapt the corporate plan where necessary. These decisions will guide our budget and operational planning processes every year.

We will also begin to extend our long-term strategic planning trajectories beyond 2041 as we look out to 2050 and beyond.

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

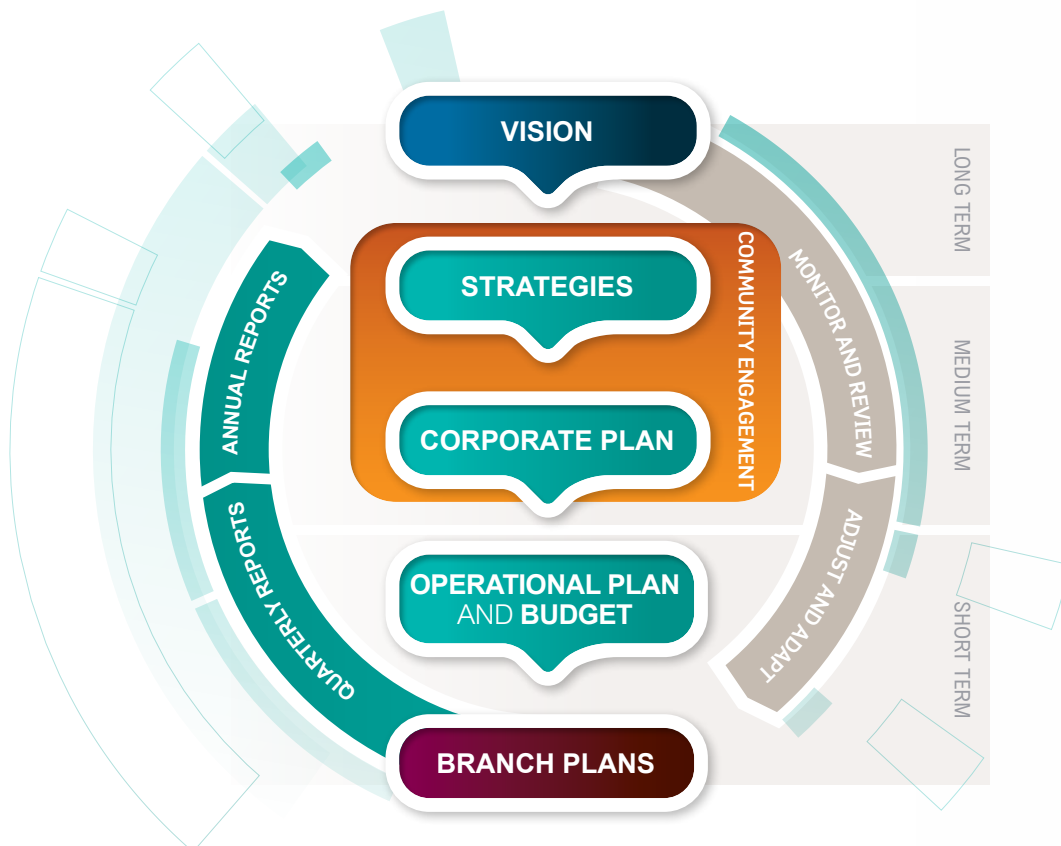
Our corporate plan is a statutory document that establishes the strategic priorities for the next five years. Council's corporate planning and reporting function brings the corporate plan to life by cascading our vision and long term strategic directions into our medium and short-term plans. The strategic 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.

Council is committed to embedding sustainability in everything we do and is progressively incorporating the United Nations Sustainable Development Goals (UNSDGs) into our corporate planning and reporting framework to support a balanced approach to monitoring progress toward our vision.

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

Council's Corporate Planning and Reporting Framework



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.

Council conducts many forms of community engagement. Engaging with the community creates important opportunities for dialogue, which allows Council to share in meaningful conversations and understand community views. This helps to:

- identify shared issues and opportunities
- assist with decision making
- create partnerships
- build confidence, relationships, trust and mutual respect between Council and our diverse communities.

Extensive community engagement was undertaken during the development of our long term strategies, including the: Regional Economic Development Strategy 2013-2033; Environment and Liveability Strategy 2017; Integrated Transport Strategy and the Community Strategy 2019-2041. Council regularly engages and invites community feedback on a range of activities.

Council conducted a community satisfaction survey in 2022 to gather information regarding the satisfaction, importance and utilisation of Council services through 1000 randomly selected interviews.

The development of the Corporate Plan 2023-2027 has been informed by community engagement undertaken as part of the regional strategies, the Sunshine Coast Planning Scheme as well as the Living in Place and Community Satisfaction surveys.

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 live-streams, 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.**

sunshinecoast.qld.gov.au
mail@sunshinecoast.qld.gov.au
T 07 5475 7272 F 07 5475 7277
Locked Bag 72 Sunshine Coast Mail Centre Qld 4560

2200893B 02/23 Printed on environmentally responsible paper