



Sunshine Coast
Regional Economic Development Strategy
2013-2033

2023 Refresh and Five-Year
Implementation Plan



| Our region.
Healthy. Smart. Creative.

Edition August 2023

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Acknowledgements

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Reference document

This document should be cited as follows:

Sunshine Coast Regional Economic Development Strategy 2013-2033.

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Traditional Acknowledgement

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 peoples.

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 peoples and the Jinibara peoples.

We wish to pay respect to their Elders — past, present and emerging, and acknowledge the important role First Nations peoples continue to play within the Sunshine Coast community.

Together, we are all stronger.





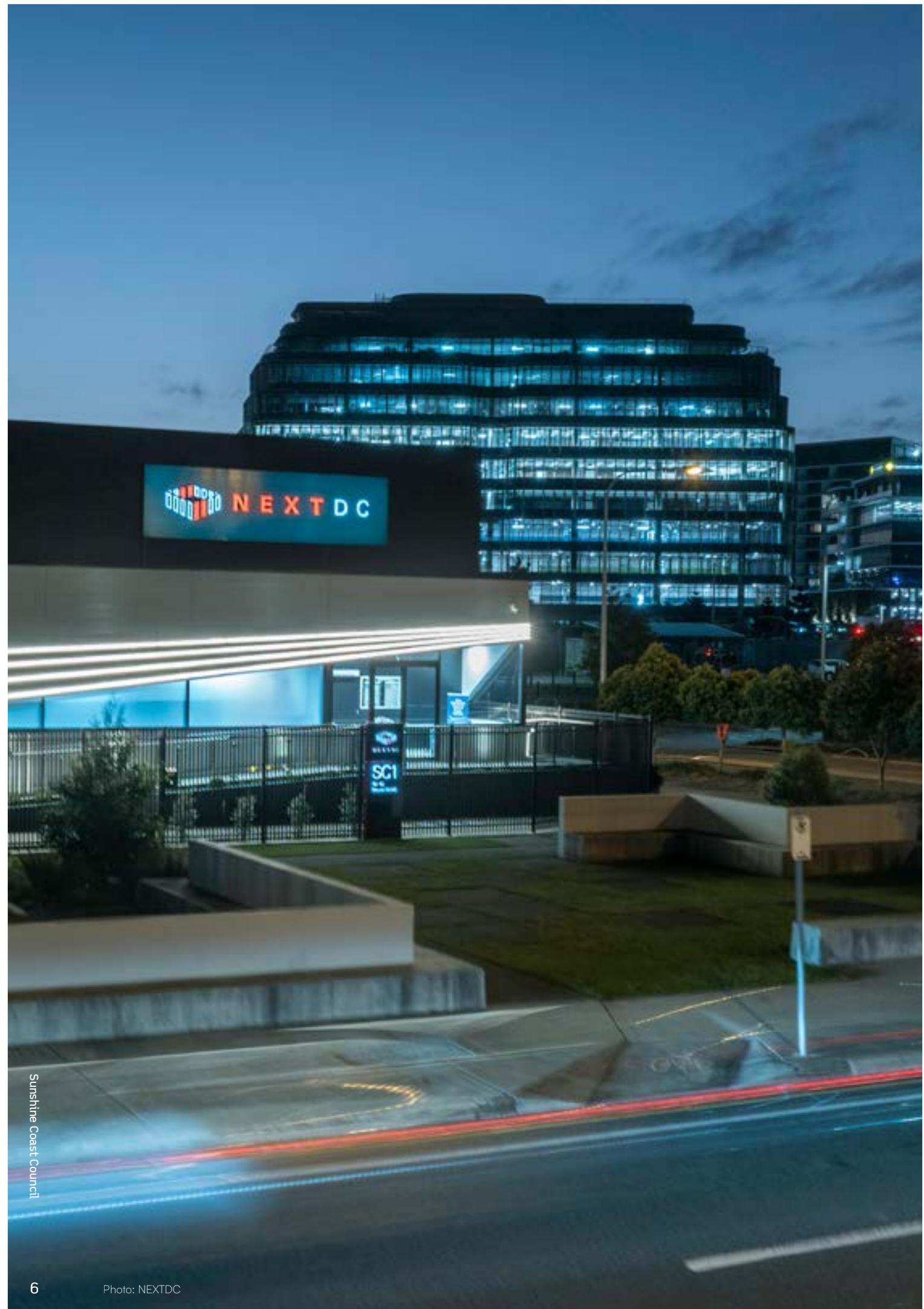


Photo: Element Photo and Video Productions.



Contents

Foreword from Mayor Mark Jamieson	7
One Vision - Three Strategies	8
1. Introduction	10
2. The First 10 Years.....	12
3. The Drivers of Change.....	15
4. Where We Are Today.....	18
4.1 Recent Events.....	18
4.2 Current Economic Context	19
4.3 Significant Assets and Competitive Advantages.....	22
4.4 Current Challenges and Barriers	24
4.5 Future Growth.....	26
4.6 Advancing Our Region Projects	28
4.7 Fabric of Collaboration.....	30
5. The Next 10 Years	31
5.1 Leadership, Sustainability and Equity.	38
5.2 Investment and Growth.....	39
5.3 Business Retention and Expansion	40
5.4 Innovation, Technological Advancement and Scaling Up	41
5.5 Talent and Skills	42
6. Implementation Plan 2023-2028	43





Mark Jamieson
Mayor

Foreword from Mayor Mark Jamieson

The Sunshine Coast is one of Australia's fastest growing regions, offering an unrivalled mix of quality investment opportunities, prime commercial locations, a dynamic innovation ecosystem, pristine environment and an idyllic lifestyle.

Since 2013, the Sunshine Coast Regional Economic Development Strategy (REDS) has been providing a 20-year vision and blueprint for sustainable economic growth.

As we close out the Five-Year Implementation Plan (2019-2023), we are proud to see our commitments and bold thinking are paying off, propelling us into the ranks of one of the nation's strongest regional economies.

By staying the course on our commitments, we are evolving from a traditional economy to one that is innovative, adaptive, resilient and climate ready.

Our region is fast developing into a more sustainable and equitable economy, attracting investment and supporting local businesses to innovate, grow and enable diverse employment opportunities.

This pivotal 10-year midpoint of the REDS and five-year review of the implementation plan marks a time to acknowledge our remarkable achievements and progress, such as:

- Our quest to become a \$33 billion economy by 2033 is well on track, with our economy currently valued at \$21 billion
- Our high-value industries have generated approximately 92,000 jobs, driving us toward our goal of achieving 100,000 jobs by 2033
- Significant progress has been made as we prepare for our role as a key delivery partner of the Brisbane 2032 Olympic and Paralympic Games, which will see our region hosting seven Olympic and two Paralympic events and establishing an athlete's village in the Maroochydore City Centre
- Our historic UNESCO Biosphere Reserve designation in June 2022 has provided a competitive advantage to facilitate sustainable growth along with a range of benefits to our natural environment, our lifestyle and economy

- The Maroochydore City Centre is progressing well with several projects completed, under construction, or currently under detailed planning
- The Sunshine Coast International Broadband Network and establishment of the SC1 Edge Data Centre by NEXTDC, providing unprecedented digital connectivity and a unique asset for future economic growth
- The construction of the new Sunshine Coast Airport international runway in 2020 has significantly enhanced its appeal to the aviation industry, as well as providing a direct gateway to the region from a variety of locations
- The Sunshine Coast has earned recognition as one of the world's Top7 Intelligent Communities for the fourth time in five years, a testament to our unwavering commitment to digital innovation, workforce development, sustainability, and business investment.

The combination of our region's competitive business environment, award-winning reputation for innovation, accessibility to new and existing markets, highly skilled workforce and envied lifestyle makes our Sunshine Coast a location of choice for business and investment.

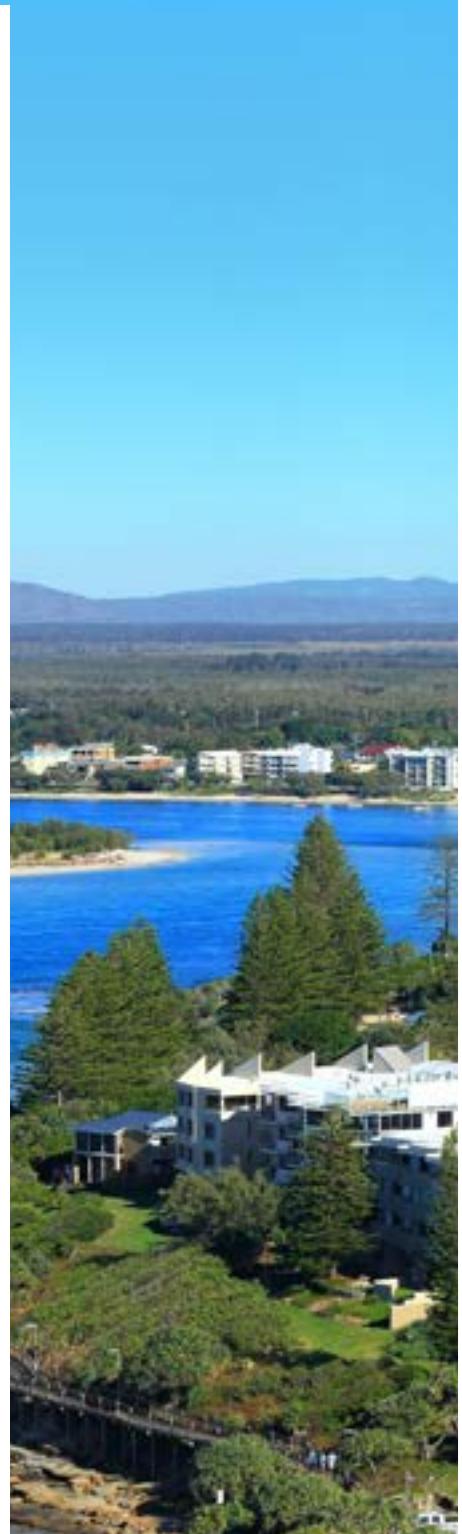
As our region and economy continue to evolve, so too does our strategy. Our focus on a diversified economy through our seven high-value industries will remain strong, however our ability to adapt and support new emerging industries as they arise will be critical to our long-term success.

Our new economy will be driven through technology and innovation, knowledge and talent plus an underlying principle of equity and prosperity for our entire community, further cementing our vision to be Australia's most sustainable region. Healthy. Smart. Creative.

One Vision – Three Strategies

Our vision is supported by three long-term strategies that have been developed in consultation with our community. These regional strategies collectively provide the strategic framework and desired outcomes for Council to work collaboratively across our community, with business and other tiers of government to advance our vision as Australia's most sustainable region. Healthy. Smart. Creative.

To achieve the vision for the region, it is critical to progress our community, environment and economic objectives, understanding that all three are integrated and critical to the success and overall sustainability and liveability of our region.



Regional Economic Development Strategy 2013-2033

The Regional Economic Development Strategy (REDS) provides the strategic pathways to transition into a regional economy that is innovative, adaptive, resilient and climate ready. It encourages a more sustainable and equitable future economy, attracting investment and supporting local businesses to innovate, grow and enable diverse employment opportunities.

Sunshine Coast Community Strategy 2019-2041

The Sunshine Coast Community Strategy provides the strategic pathways towards a future where together we thrive. We thrive through connection with people, places and spaces and where we stay true to our values as a welcoming, caring and vibrant community, with opportunities for all to participate.

Environment and Liveability Strategy 2017

The Environment and Liveability Strategy provides strategic pathways to guide growth and shape the Sunshine Coast for future generations to 2041. It focuses on the natural environment and how it can be preserved and enhanced, as well as the liveability of the region. It enables a good quality of life for all residents, while supporting a strong economy in an accessible and well-connected built environment.

The 2023 REDS refresh recognises the importance of sustainability and the environment. It embraces circular economy principles and the requirement to address climate change. Additionally, it seeks to champion sustainability and support local businesses to move to a more circular and low-carbon operating model.



1. Introduction

The REDS was officially adopted in 2013, with a forward-looking twenty-year timeframe. With a decade now passed since its adoption, a comprehensive review of the REDS has been conducted and the direction redefined. The review included detailed economic research, thorough analysis, benchmarking against key indicators and extensive engagement with various business and industry stakeholders across the region.

The 2023 REDS Refresh at the current 10-year midpoint assesses the progress made toward achieving the goals set, considers numerous important developments since the REDS was adopted and provides an updated framework to continue the transformative journey to 2033.

In 2012, the world was a different place in many respects. The Sunshine Coast region included Noosa as a result of the amalgamations of 2008. The memory of the Global Financial Crisis (GFC) was still lingering, particularly on the minds of businesses in finance and banking. The mining investment boom was in full swing, pouring billions into liquefied natural gas, coal and iron ore projects across Australia, however, some commodity prices began to tumble, signalling the potential end of the boom. Snapchat and Instagram had only recently been released.

Despite the economic slowdown associated with the GFC, in 2012, the Sunshine Coast region had experienced considerable population growth, becoming one of the

fastest growing regions in the country.

The strong population growth had spurred on the local construction sector and the economy performed relatively well. It was amongst this setting that the development of the REDS took place.

The REDS set forth a visionary 20-year blueprint aiming to transition the traditional economy to a new economy that is resilient and globally competitive. The strategy was unique and bold, setting four ambitious goals to achieve the new economy by 2033:

- \$33 billion economy
- High-value industries representing at least 100,000 jobs
- 20% of goods and services produced locally for export outside the region
- Household income levels above the State average.

As highlighted in the original document, the Sunshine Coast Regional Economic Development Strategy 2013-2033 seeks to transition the economy from its traditional base into a new, innovative and sustainable economy.

Transition to the New Economy



The Sunshine Coast Regional Economic Development Strategy 2013-2033 has identified four key outcomes (indicators) to define the new economy desired for 2033.

Outcome Indicators

2013 → 2033

Outcome 1: Economic Growth

A \$13.8 billion economy → A \$33 billion economy

Outcome 2: High-value Employment

59,000 high-value jobs → 100,000 high-value jobs

Outcome 3: Regional Exports

13.6% of output exported → 20% of output exported

Outcome 4: Household Income Growth

22.3% below State median → Above State average

2. The First 10 Years

In 2013, the REDS provided a unified vision for the region and a clear focus on seven high-valued industries to drive the transition to the new economy and away from its reliance upon population growth and tourism.

The REDS identified five game changer projects:

- Sunshine Coast University Hospital and health precinct
- A new city centre in Maroochydore
- An expanded Sunshine Coast Airport
- An expanded University of the Sunshine Coast (UniSC)
- Upgrade to the Bruce Highway from Caboolture to the Sunshine Coast.

Additional region-shaping projects included a solar farm, completed in 2017 and the Sunshine Coast International Broadband Network, completed in 2020.

In 2018, a five-year review of the REDS placed greater emphasis on the five pathways identified:

- Leadership, collaboration and identity
- Capital investment
- High-value industries
- Local-to-global connections
- Investment in talent and skills.

Over the last decade, the region's economy has undergone structural changes, moving away from its traditional reliance on tourism and population growth and becoming more sophisticated and increasingly focused on knowledge-intensive activities, fostering innovation. While traditional sectors like construction, retail trade and tourism (accommodation and food services) have continued to grow, other sectors such as healthcare, professional services, finance, and insurance have experienced rapid growth, now representing a much larger portion of the economy and job market. This has resulted in a proportional decline in the contribution of traditional industries to the overall economy, indicating a shift towards a more diverse and robust economic landscape.

This transition has delivered outcomes that show the region is on track to reach the goals identified in the REDS.

Sunshine Coast REDS Outcomes and Progress

	2013*	2018	2022	2033
	Actual			Target
Gross Regional Product (\$b)	\$13.8	\$17.3	\$20.9	\$33
High-value jobs (No.)	59,000	74,693	91,847	100,000
Exports (% of Output)	13.6%	16.4%	18.0%	20.0%
Household income (% below State)	22.3%	9.1%	4.8%	0.0%

Source: Economy ID (2023), Lucid Economics (2023), ABS (2022)

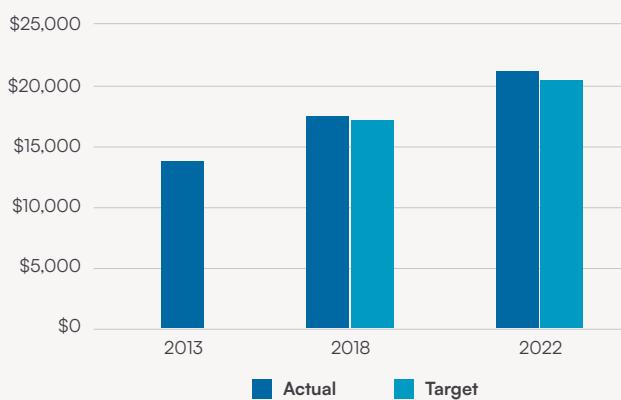
* 2013 figures include Noosa and Sunshine Coast LGA

Tracking Progress (REDS Targets vs Actual)

The below figures show how the REDS is performing against the targets set in 2013. The dark blue columns show actual indicators over time, while the light blue columns indicate where the metric should be at a specific time for the region to reach its goals in 2033. As highlighted by most of the figures, the region is exceeding the target level, except for the case of household income, which tracks how far the region is below the State average.

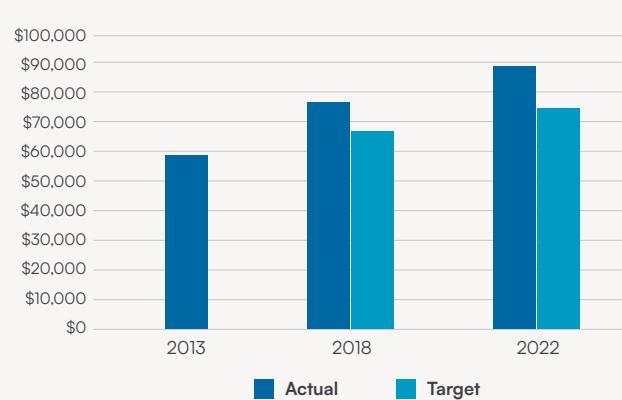
Gross Regional Product (GRP) on the Sunshine Coast is growing at a faster rate than what is required to meet the target of \$33 billion in 2033.

Gross Regional Product (\$m)



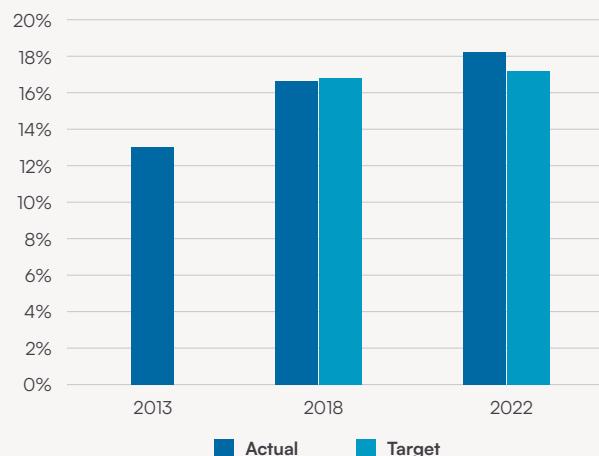
High-value jobs are growing at an even faster pace and on the current trend will reach the goal of 100,000 high-value jobs potentially five or six years early.

High-valued Jobs (No.)



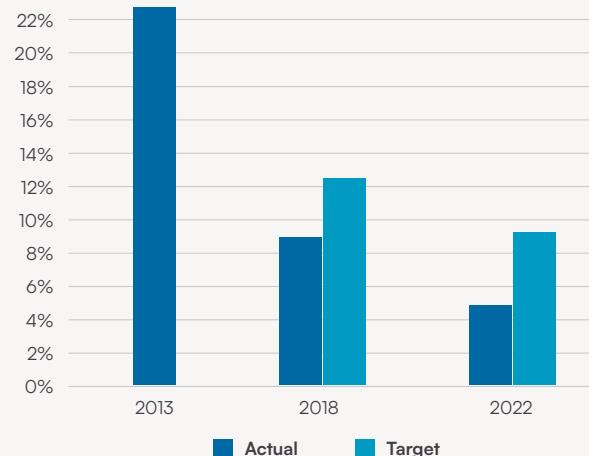
Regional exports have grown solidly recently and are now exceeding the growth required to reach the goal of 20% regional exports by 2033.

Exports (% of Goods and Services Produced)



Median household income levels are now just 4.8% below the State, having made significant progress towards the goal of being above the State by 2033.

Household Income (% below State)



Source: Economy ID (2023), Lucid Economics (2023), ABS (2022)

There are a variety of factors that have aided in the effectiveness of the REDS to achieve its stated goals, including:

- Commitment to the REDS: Council and other partners have repeatedly dedicated resources to the REDS annually over the last 10 years, demonstrating a long-term commitment to implementing the strategy which has delivered results over the longer term (10 years).
- Collaboration: the REDS was initially developed through collaboration with business and industry and this collaboration has continued in terms of the implementation of the REDS. The REDS also unified the

region through common purpose and dedication to the goals of the REDS.

- Investment into catalytic infrastructure: Council has invested heavily into region building projects, which have contributed directly to the success of the REDS over the last 10 years and created a strong foundation for continued success.

Continued collaboration and commitment to implementing the REDS, as well as additional regional building projects, will set a positive scene for continued success.





3. The Drivers of Change

The drivers of change have been identified for the region, providing alignment on the key challenges and opportunities facing the region's economy, community and environment.

The shift in the economy over the last decade brings both challenges and opportunities. To ensure that the strategic direction is relevant and robust, a considered and responsive approach is required, which includes careful research, policy development, planning, and decision-making.

The 2023 REDS Refresh has been developed through the lens of six major drivers of change:

- Population
- Community
- Climate
- Environment
- Technology
- Economy.

Consideration is also given to the region's history and achievements, as well as existing economic, social, and environmental strategic directions.

As the Sunshine Coast continues to grow and adapt, this 2023 REDS Refresh will play a vital role in driving the region's sustainable economic success.

Population

Population growth has been a significant driver of change for the Sunshine Coast economy over the last two decades and is expected to continue. The increase in population has created additional demand for a range of products and services across the economy, including retail trade, healthcare, and education. One of the most significant impacts of population growth is the demand for new housing, shops and infrastructure, creating a significant stimulus for the local construction sector. A growing population also brings with it new skills, new traditions, diversity and innovation to the region, which further supports the growth of the economy.

The region's population is expected to add another 200,000 people over the next 20 years, requiring an additional 90,000 homes and changing the demographic make-up of the region.

Community

Community wellbeing encompasses a multitude of factors, from work and recreation to health, culture and spirituality.

It is a driver of change and the overall outcome we all seek, as it contributes to a better quality of life for all. Moving forward, it will be crucial for governments, businesses, and communities to collaborate to create inclusive, socially cohesive, and resilient communities that offer equitable access to services and opportunities. Investing in human and social capital can strengthen communities and enable individuals to adapt to social, environmental and economic changes. Through ongoing dialogue about our strengths, opportunities and a shared vision for the future, we can create a brighter, more prosperous tomorrow for all.

Climate

Climate change is recognised by multinational corporations, governments, and major international organisations as a serious threat. Business and industry understand their responsibility to contribute positively to the climate. As consumers become more informed about the issue, they are demanding more action on climate change.

In recognition of the latest climate science and the need for urgent local action on a global issue, Council formally recognised in November 2021 that we are in a state of climate emergency that requires urgent and sustained effort to achieve net zero emissions by 2041.

As part of the formal recognition Council accepted the Sixth Assessment Report of the United Nations Intergovernmental Panel on Climate Change which in 2021 outlined the impacts of climate change, how we can adapt and where we are most vulnerable. The report identified the importance of responding to the cascading impacts of climate risks on cities and settlements and the need to strengthen organisational governance.

Environment

A healthy natural environment underpins thriving communities and prosperous economies. Maintaining the natural environment on the Sunshine Coast will be critical to the future sustainable development of the region. Managing future development and conserving the land in a proactive manner do not have to be mutually exclusive principles. Using a range of innovation and technology, future development can aid in environmental conservation through utilising carbon neutral materials, generating renewable energy and implementing smart construction techniques.

Technology

Technology has emerged as a critical catalyst for providing innovative solutions to everyday challenges. Its impact on the economy and social change has been (and will continue to be) significant.

Since the industrial revolution, technological innovation has changed business and industry by increasing productivity, allowing us to do more with less. The pace of technological change is ever increasing, driving innovation and the development of new products and services. The future economic development of the region will be impacted by artificial intelligence and machine learning as well as cyber security and virtual reality. Technology and innovation will continue to support the evolution of the Sunshine Coast economy.

Economy

A prosperous and sustainable economy is essential to support the wellbeing of communities and the environment in a continuously changing world with new technology and environmental concerns. Access to employment and economic resources is vital for residents' full enjoyment of the Sunshine Coast's enviable lifestyle and natural beauty.

By creating new jobs, embracing new technology, and ensuring our youth have pathways to the future workforce, the community can maintain, grow and share economic prosperity. The economy of the Sunshine Coast is already becoming more innovative and outwardly focused. As the economy continues to evolve, it can drive positive change across the community and the environment.

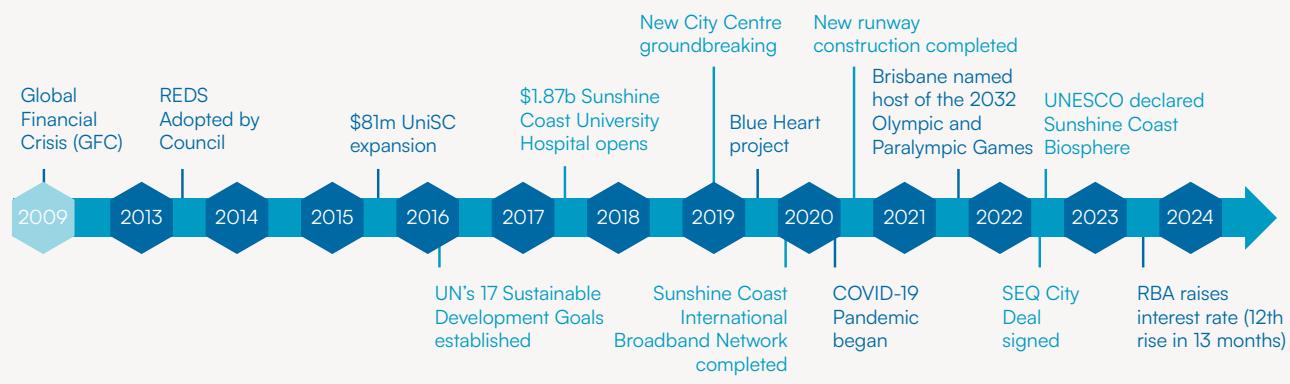


4. Where We Are Today

4.1 Recent Events

The economic environment on the Sunshine Coast today is markedly different from 2013 as a result of notable events over the past 10 years.

Figure 4.1 Timeline of Significant Economic Events on the Sunshine Coast



Source: Lucid Economics

4.2 Current Economic Context

The Sunshine Coast is a growth region. The population is growing rapidly, making the region one of the fastest growing in the nation. As many people are attracted to the area by the region's enviable lifestyle and stunning natural environment, the pace of growth creates both opportunities and challenges.

Population growth drives demand for a variety of goods and services across our economy but has also outstripped the availability of housing.

Like most of the country, the Sunshine Coast is experiencing a housing crisis. The region needs more housing and a greater diversity of housing types. Increasing supply and focusing on different housing models will assist housing affordability.

The Sunshine Coast economy is the fastest growing economy in Queensland, expanding at an average annual rate of 5.4% over the last five years. In 2021-22, our economy grew by 8.1%. While population growth has provided a significant stimulus for many sectors (such as construction and retail trade), our economy is also evolving and becoming more sophisticated and less reliant upon population growth and tourism, the traditional drivers of the economy. Professional services, finance and insurance, food and agribusiness, advanced manufacturing and numerous niche sectors are all contributing to this evolution towards a more knowledge and value driven economy that is supported by technology and innovation.

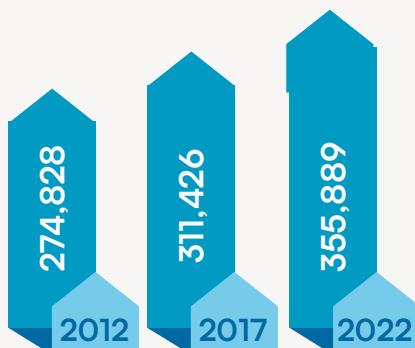
Recent events are also shaping change to the regional economy. The COVID-19 pandemic and the 2022 flood event greatly disrupted the Sunshine Coast economy with many businesses still affected. The tourism industry on the Sunshine Coast has recovered from these adverse events, however, visitation is still below pre-COVID levels. Despite these challenges, the tourism sector continues to make an important contribution to the regional economy, generating \$3.4 billion in visitor expenditure for the region and representing the second largest export sector (behind manufacturing).

More recently, the announcement of the Brisbane 2032 Olympic and Paralympic Games, signing of the SEQ City Deal and the declaration of the Sunshine Coast as an UNESCO Biosphere will support future economic development. Despite these positive developments, the regional economy faces a range of challenges including rapidly rising interest rates, increasing cost of living and global uncertainty in many of the world's major economies.

Both these micro and macroeconomic factors will affect the Sunshine Coast region's economic development over the next 10 years.



Population



Gross Regional Product

(2021-22)

\$21 BILLION

Fastest growing economy in Queensland over the last five years.
LGAs with more than 5000 population

Average annual growth (10 years)

Sunshine Coast	2.6%
South East Queensland	1.9%
Queensland	1.5%

Source: EconomyID (Oct 2023)

5-year Average annual growth (%)

Sunshine Coast	5.4%
South East Queensland	2.8%
Queensland	2.4%

Source: EconomyID (2023)

The Sunshine Coast is one of the fastest growing regions in Australia

Future Population



Largest Industries

Gross Regional Product (\$m)
Employment (No.)

Healthcare	\$2,491	Construction	\$2,110
	31,868		19,986
Education and Training	\$1,364	Professional, Scientific and Technical Services	\$1,288
	16,917		
Retail and Trade	\$1,165	Accommodation and Food Services	\$14,071
	15,718		

1 The icons represent the five largest industries in terms of both employment and contribution to Gross Regional Product (GRP). Professional, scientific and technical services is not in the top five in terms of employment. Accommodation and food services is not in the top five industries in terms of contribution to GRP.



Tourism

(YE March 2023)



Day trip
4.3 million



Domestic Overnight
2.7 million



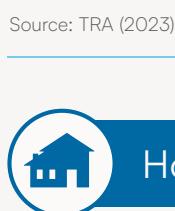
International
107,000

Total visitors: 7.1 million
Total visitor nights: 10.5 million

Visitor Expenditure
\$3.4 billion



“ Visitor expenditure on the Sunshine Coast is at an all-time high, eclipsing pre-COVID levels by \$1 billion. ”



Housing

(March 2023)

Median House Price Sunshine Coast: **\$951,262**
Queensland: **\$650,000**

House prices on the Sunshine Coast have increased by over 60% over the last five years.

Median Unit Price Sunshine Coast: **\$425,000**
Queensland: **\$412,000**

Source: QGSO (2023)

Residential vacancy rate ranges between 1% and 2% across the Sunshine Coast region.

Source: SQM research (2023)



Agricultural Production

(2021-22)

Significant crops:



Strawberries
\$32 million (23% of State)



Turf
\$23 million (21% of State)



Poultry
\$118 million (19% of State)



Pineapples
\$10 million (15% of State)

Gross Value of Production: \$369 million

Source: AgTrends (2023)



The Sunshine Coast produced \$369 million of agricultural products in 2022.

Data and telecommunications



The Sunshine Coast provides the fastest data and telecommunications connection point from Queensland and Eastern Australia to Asia.

Top 7 Intelligent Communities



The Sunshine Coast has been named as one of the world's Top 7 Intelligent Communities (four times) and a Smart21 community (nine times).

4.3 Significant Assets and Competitive Advantages

The region's significant assets and competitive advantages will be the foundation for future growth and the continued transition to the new economy.

Based on feedback from the business community, the most significant economic asset and competitive advantage for the Sunshine Coast is the local lifestyle, which includes enjoyment of the natural environment and other local amenities in the region.

The region also has significant assets that offer points of differentiation and can be used to grow and expand the economy:

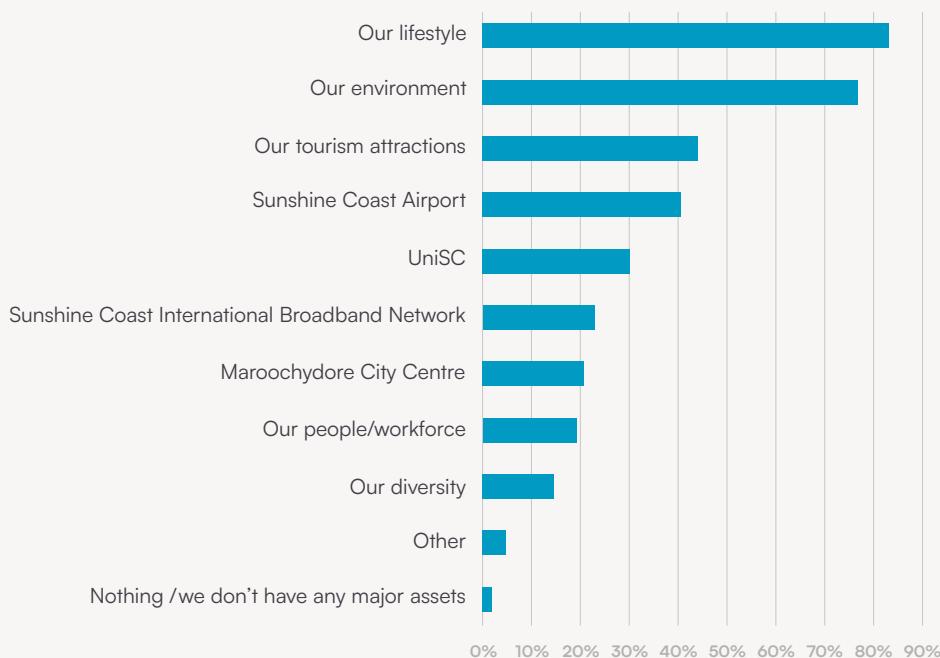
- Sunshine Coast Airport including the completion of the new runway
- UniSC
- Sunshine Coast International Broadband Network
- The Sunshine Coast Biosphere designation

- The Blue Heart project
- The announcement of the Brisbane 2032 Olympic and Paralympic Games
- Maroochydore City Centre
- Caloundra Aerodrome.

Other competitive advantages include:

- Entrepreneurial spirit and/or start-up culture in the region which includes a supportive and collaborative environment that differs from capital cities
- Local agri-business sector and craft food and beverage industry
- A good climate/soils and high-quality agricultural production
- Strong tourism and major events industry
- Size and scale of the region as well as accompanying local services (such as education, healthcare and other services)
- Strong local talent pool and innovative people doing great things
- Access to broader South East Queensland, including the Port of Brisbane.

Sunshine Coast Major Economic Assets



Source: Sunshine Coast Business Survey 2023



4.4 Current Challenges and Barriers

The Sunshine Coast has some significant economic barriers and challenges affecting businesses in the region. The lack of affordable housing and the limited diversity of available housing options are making it incredibly challenging for companies to attract and retain top talent. At the same time, there are serious issues with transportation infrastructure that are impeding both movement within the region and access to the region as a whole. Heavy rail connections do not reach major centres and mass transit options are insufficient, leaving many residents struggling to get around or access jobs without a motor vehicle. Addressing these key challenges will be essential to promoting sustainable economic growth and development in the Sunshine Coast in the years ahead.

There are a range of secondary challenges that affect many businesses and specific industries, including:

- **Lack of available and suitably skilled staff** (which is linked to the housing issue, i.e. staff can be identified and hired but can struggle to find local housing so cannot take up the position)
- **Lack of visitor accommodation**, including branded, full-service hotels
- **Absence of a large-scale convention centre** (and the hotels to support it) creates a gap in the tourism and business events offering that could bolster visitation and support mid-week travel
- **A deficiency of night time economy activities** which includes a lack in diversity of night time activities, such as restaurants, cafes and bars but also various art and cultural activities

There is a strong connection between arts and culture, the night time economy and talent attraction. Increasing the arts and cultural offerings can support an increase in the night time economy, which can aid in future talent attraction.

- The challenges from **climate change** are significant, and the current response in terms of renewable energy and other mechanisms to support sustainability is not enough
- **Lack of a breadth and depth of industry** (more diversity), but also including larger firms that would provide benefits including allowing for career progression within the region and a critical mass to support more commercial development
- **Retaining the region's unique character**, which locals highly value, is a challenge due to the influx of new residents as well as the sheer size of the region (and its projected future size)
- Some **planning restrictions and other regulatory aspects** have provided a barrier to some business growth and expansion
- Potential **conflict with parts of the community** that do not believe growth is required
- **Not all parts of the community have benefited from the economic growth** over the last 10 years and it will be important to be more inclusive and ensure that economic benefits flow to all parts of the community
- **Pockets of poor mobile phone coverage or internet connectivity** limiting productivity and growth potential.

Many of these issues are connected and interrelated. The liveability of the region can be enhanced through addressing transportation issues within the region (Mass Transit) and increasing the attractiveness of various Gateway Precincts through place making.

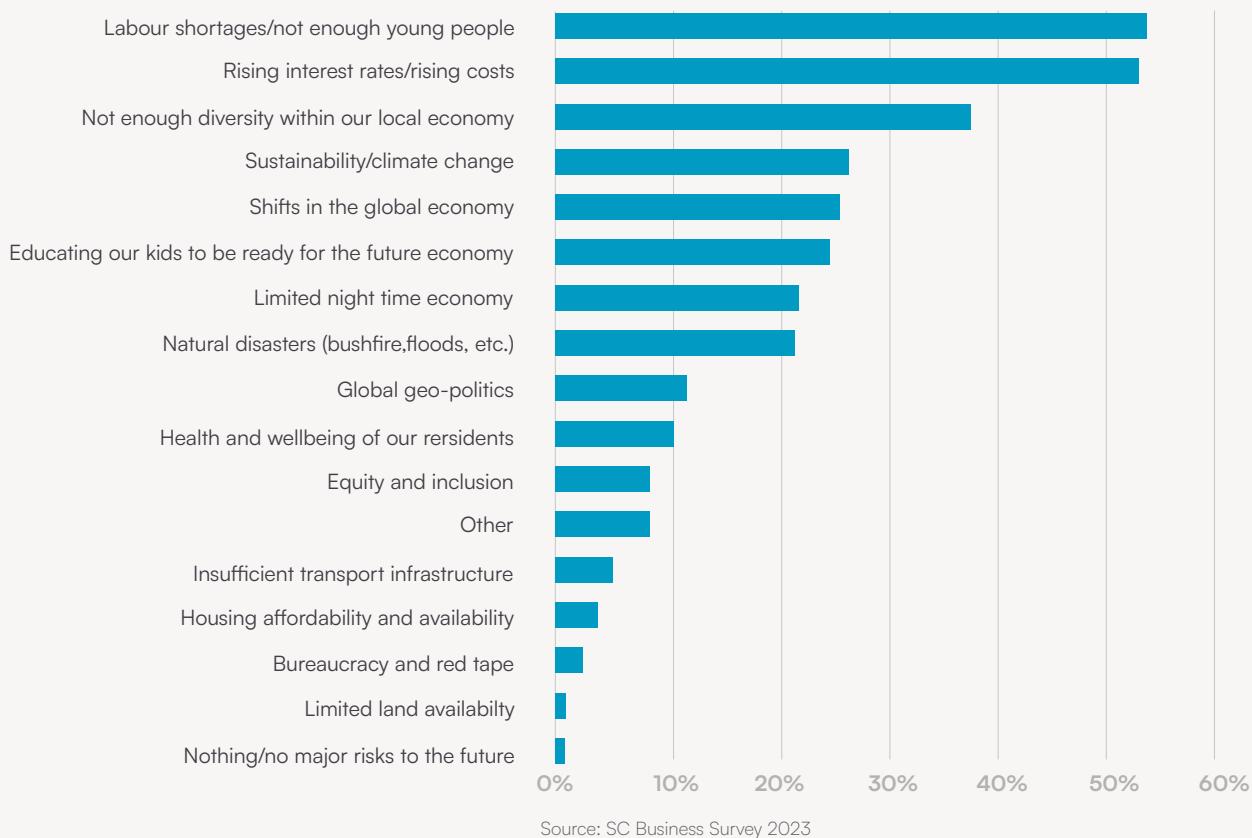
These challenges combined (if left unmanaged) can erode the region's competitive advantage created by the lifestyle and amenity.

Similarly, addressing these issues have the potential to reinforce and underpin the continued pace and scale of positive economic evolution. Various strategies have been developed to manage many of these challenges and others are currently being planned. No singular, 'silver bullet' solution exists to these challenges and they can only be dealt with over time.

What the Business Community Told Us - Challenges and Barriers for Economic Growth on the Sunshine Coast



Key Risks to the Future Sunshine Coast Economy



4.5 Future Growth

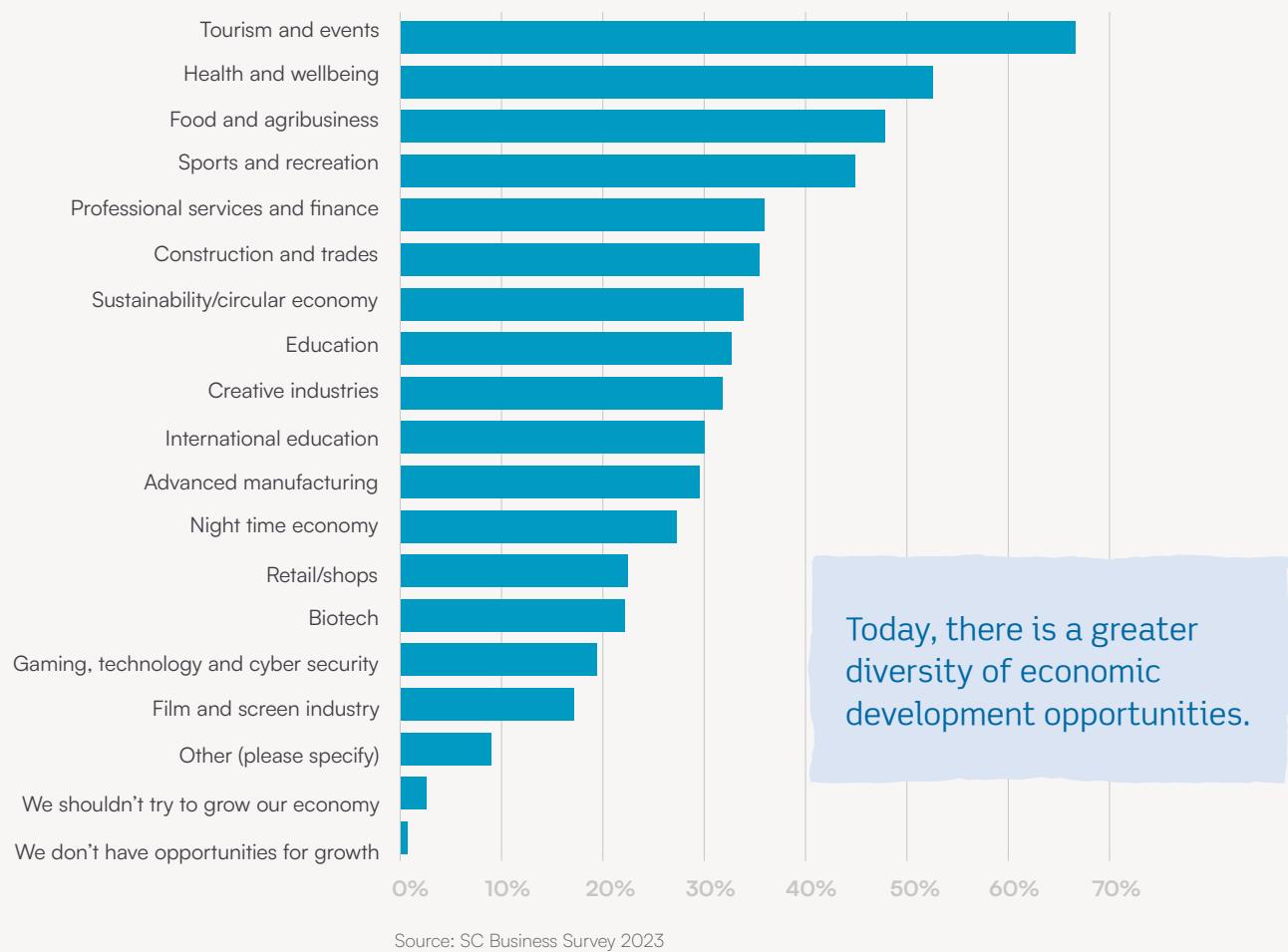
Future growth opportunities have been identified based on the Sunshine Coast's competitive advantages, existing economic assets and broader, macro-economic trends. The seven high-value industries identified in the original REDS remain important focal points for future growth to drive value, knowledge and innovation (as they have over the last decade). However, as the local economy has evolved and become more sophisticated, the depth and breadth of future economic growth options have expanded to include many more emerging or niche opportunities.

Figure 4.3 Future Growth Opportunities, Sunshine Coast

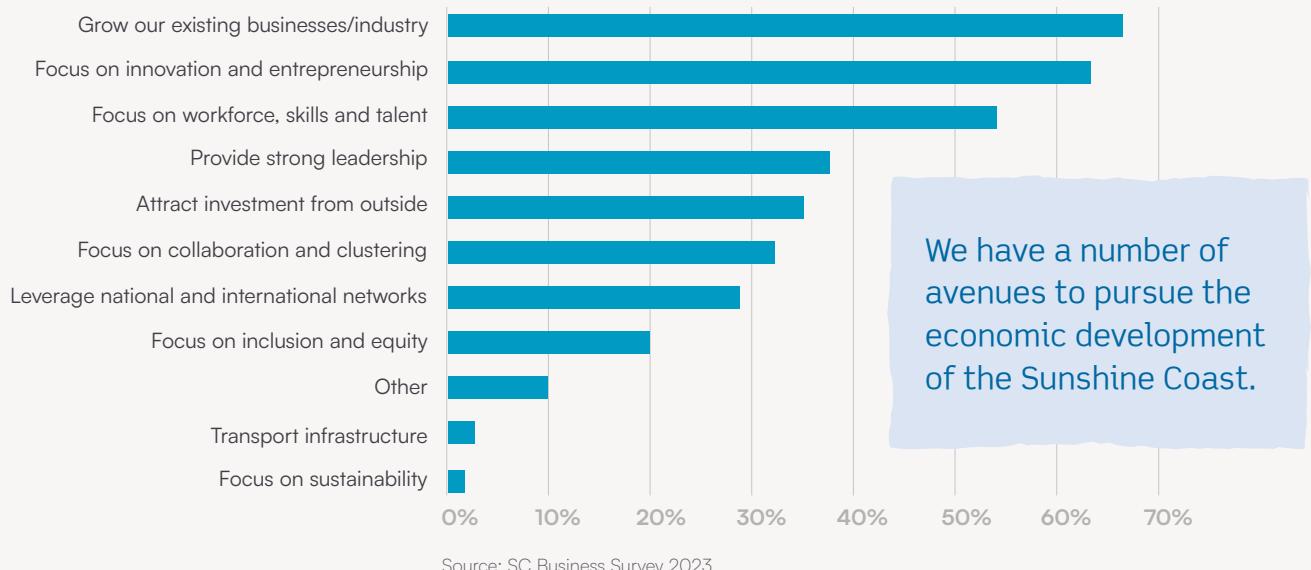


Source: Lucid Economics

What do you think is our economy's key opportunity(ies) for future growth?



How to Grow the Sunshine Coast Economy



4.6 Advancing Our Region Projects

The Sunshine Coast's commitment to sustainability that is represented through the Biosphere designation is focused on maintaining a balanced approach to community wellbeing, economic development and active conservation.

From this perspective, there are a number of region-shaping projects (see next page) that will be important to the future of the region's economic development, and they must be carried out in a sustainable manner, with a balanced approach to economic growth, community wellbeing and environment conservation.

Building on Success

There were a number of region-shaping projects identified in the REDS since its adoption in 2013 that have been completed or significantly progressed, including:

The \$81 million dollar expansion to the UniSC campus highlighted in the first phase of the REDS was completed in 2015

The Sunshine Coast University Hospital (SCUH) was completed in 2017

The Sunshine Coast Council was the first local government in Australia to build, own and operate its own solar farm, which was completed in 2017

The Maroochydore City Centre is now well established with a number of projects completed, under construction or currently in detailed planning

The Sunshine Coast International Broadband Network was completed in 2020 and provides unprecedented digital connectivity and has created another unique asset for future economic growth

The Sunshine Coast Airport Expansion Project constructed a new runway at the airport, which opened in 2020, greatly increasing the attractiveness of the airport for the aviation industry, which will increase accessibility into the future

A number of improvements have been made to the Bruce Highway, including the Maroochydore Road and Mons Road Interchanges as well as the Caloundra Road to Sunshine Motorway upgrade.

Advancing Our Region Projects

Digital Connectivity	<p>The Sunshine Coast International Broadband Network provides the fastest data connection from the east coast of Australia to Asia and a unique opportunity for thought leaders and visionaries to design technology which does not yet exist.</p> <p>A digital hub and screen studio represent a catalytic infrastructure project that can catapult the Sunshine Coast's digital, animation and production industry into a nationally leading cluster.</p>
Transportation Connectivity	<p>The Direct Sunshine Coast Rail Line (Beerwah to Maroochydore) Project will expand the South East Queensland rail network through a proposed spur line from the North Coast Line at Beerwah to Maroochydore, via Caloundra, greatly enhancing the connectivity of the Sunshine Coast to the rest of South East Queensland.</p> <p>Sunshine Coast Public Transport Project will provide greater connectivity inside the Sunshine Coast, linking major centres and other travel modes, connecting more people with less vehicles.</p> <p>Continued expansion of the Sunshine Coast Airport will see a redeveloped terminal as well as an extension to include international freight services.</p>
Health and Knowledge Hubs	<p>The Sunshine Coast Health Precinct provides significant opportunities for expansion that will leverage and provide synergies with the Sunshine Coast University Hospital, Sunshine Coast Private Hospital and the Sunshine Coast Health Institute.</p> <p>UniSC is one of Australia's fastest growing universities and has additional capacity at its main campus in Sippy Downs to accommodate future growth.</p>
Event, Convention and Hotel Facilities	<p>A large-scale convention and exhibition venue would not only attract business and industry events to the region but also create the catalyst for new, high quality short-term accommodation in the region.</p>
Brisbane 2032 Olympic and Paralympic Games Legacy Infrastructure.	<p>Brisbane 2032 Olympic and Paralympic Games legacy infrastructure will provide on-going assets that can be utilised further for major events and economic development (including sports tech):</p> <ul style="list-style-type: none"> • Expanded capacity for Sunshine Coast Stadium at Kawana Indoor sports centre • Sunshine Coast Mountain Bike Centre
Smart Connected Centres	<p>The Maroochydore City Centre can accommodate a range of additional growth and investment, creating a focal point of activity on the Sunshine Coast.</p> <p>Master-planned communities such as Aura, Harmony and Beerwah East can provide much needed housing stock as well connected and vibrant centres</p>
Advanced Manufacturing Hub	<p>The Turbine Precinct would provide Australia's first purpose built, end-to-end food and beverage manufacturing and education precinct, unlocking growth, accelerating innovation and creating a blueprint for collaborative manufacturing.</p> <p>The Caloundra Aerodrome Masterplan 2042 seeks to provide a platform for the emergence of an innovative, high-value advanced manufacturing and research and development cluster.</p>

4.7 Fabric of Collaboration

The local economy of the Sunshine Coast is made up of a collection of precincts, centres and destinations. Equally, there are a range of stakeholders that play an important role in the economic development of the Sunshine Coast. Some stakeholders are focused on a specific geographic area within the Sunshine Coast or a specific sector across the region. All stakeholders provide a collaborative approach to economic development in the region and contribute to the region's success.

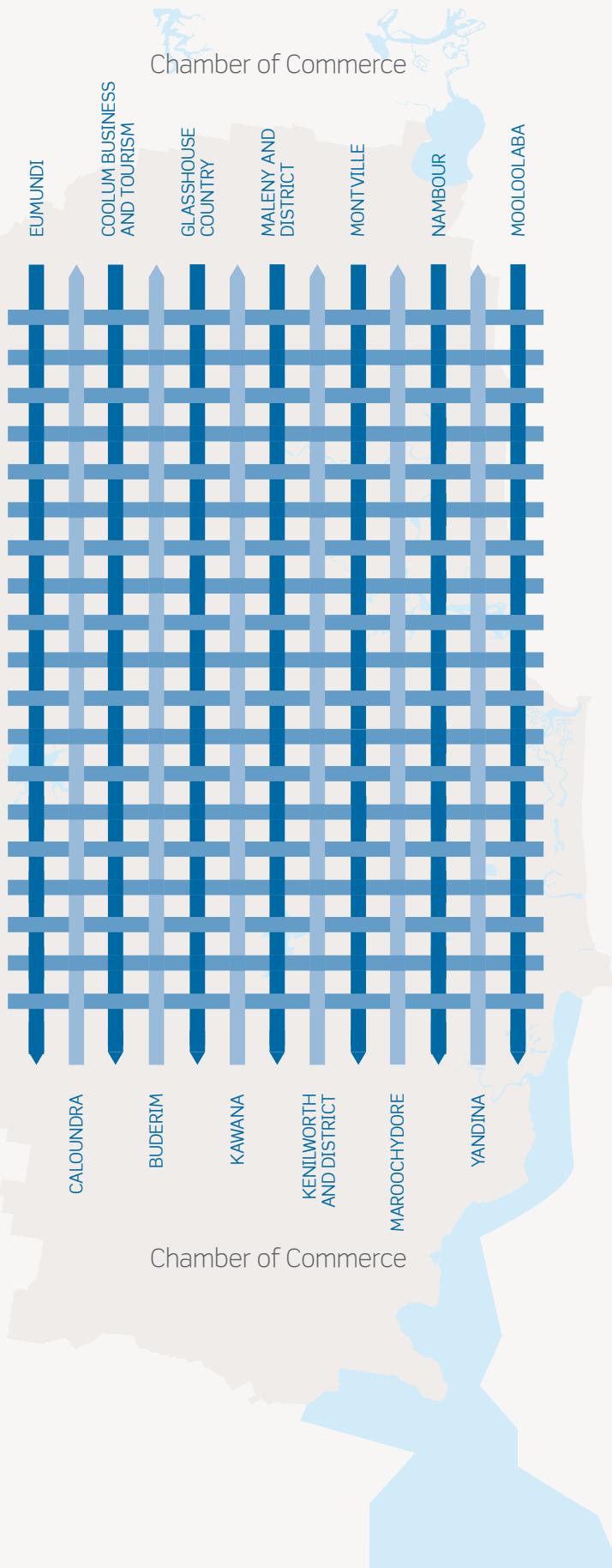
Regional Advocacy Groups

- **RDA** — working with three tiers of government to support industry
- **Sunshine Coast Business Council** — key regional economic and industry advocate
- **Construction Industry advocacy groups** — (Master Builders and HIA)
- **Property Industry advocacy groups** — (UDIA and PCA)
- **Australian Institute of Architects**

Sustainable Development Goals



Through working in partnership with multiple stakeholders, collaboration has been a key component to the region's success and will continue to play a lead role in economic development.



5. The Next 10 Years

The new economy described in the original REDS remains a worthy aspiration. As the four key goals of the original REDS have been a strong benchmark of the success over the last 10 years, they remain relevant in the new economy.

Since 2013, the approach to achieving these aspirations have evolved (as highlighted on the next page). In 2013, the REDS championed the identified seven high-value industries and the game changer projects. In 2018, after the five-year review of the REDS, a greater emphasis was placed on the five pathways identified. Today, with a more diversified and sophisticated economy, a more holistic approach to economic development is required that expands upon the seven high-valued industries to include six broad economies within the larger regional economy:



Knowledge Economy: the knowledge economy includes the high-value industries of professional services, education and research as well as health and wellbeing. These industries have delivered value for the region and will continue to aid in the region's transition.



Digital Economy: the digital economy consists of a range of high technology businesses leveraging the Sunshine Coast's digital infrastructure and includes cyber security, ICT, defence, screen and others.



Production Economy: the production economy represents the high-value industries of aviation and aerospace as well as food and agribusiness, but is expanded given the increasing diversity of advanced manufacturing incorporating a range of innovation, including the pharmaceutical and biotech production sector, amongst others.



Green Economy: the green economy includes the high-value industry of cleantech as well as adding other emerging areas of circular economy, green energy, smart construction and decarbonisation.



Visitor Economy: the visitor economy encompasses the high-value industries of tourism and sports as well as recognising the important future role that major events, international students as well as new visitor experiences can play in the future economic development of the region.



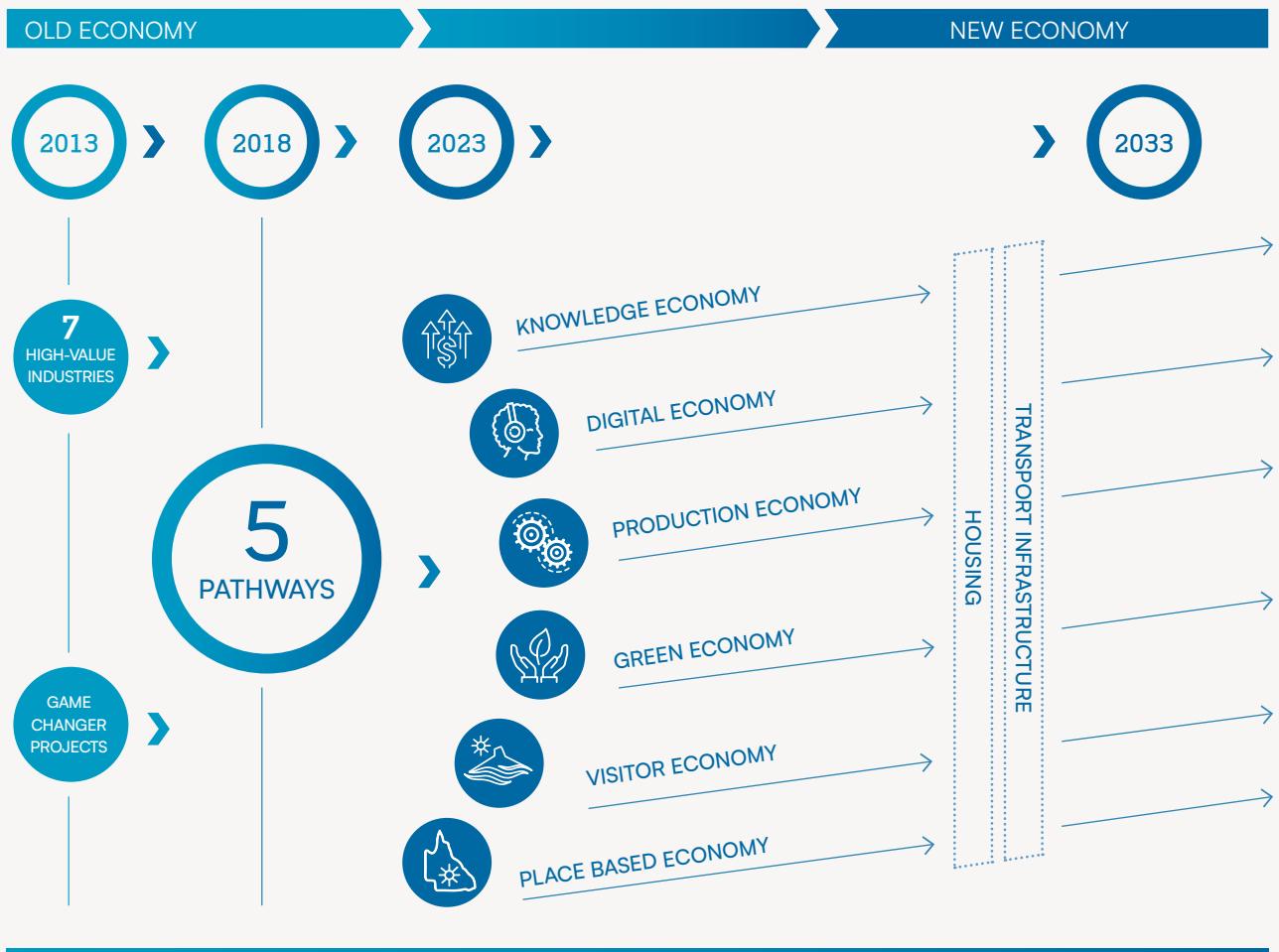
Place Based Economy: the place based economy includes a diverse range of industries and sectors that are necessary to build diverse and activated precincts and places across the region and includes construction and trades, night-time economy, retail and hospitality as well as music and the creative industries.

These six economies are inclusive of new and emerging industries as well as the previous seven high-valued industries. There are strong connections, links and collaborations across the six economies, however, they stand as broad industry clusters capturing a range of supply chain and interrelated relationships.

Resolution of the significant housing and transport infrastructure challenges facing the Sunshine Coast will be critical to reaching the identified 2033 goals.



Evolution of the REDS



The following diagram provides an overview of the holistic approach to the region's economic development and the framework for the 2023 REDS Refresh. It highlights the six economies, the key assets for each as well as key delivery partners. The revised pathways cut across the six economies, supporting all, and are defined further by key actions to transition the economy towards its goals and future aspirations. The revised pathways comprise of:

- Leadership, Sustainability and Equity
- Investment and Growth
- Business Retention and Expansion
- Innovation, Technological Advancement and Scaling Up
- Talent and Skills.

These pathways work across the six economies, providing support and encouragement for the economies to grow, forming a matrix approach to economic development. While some pathways may support some economies more than others, they will provide support to the entire economy. In a similar manner, the six economies will all be supported through the individual pathways. A thriving economy relies on the success of all parts of the economy.



United Nations Sustainable Development Goals

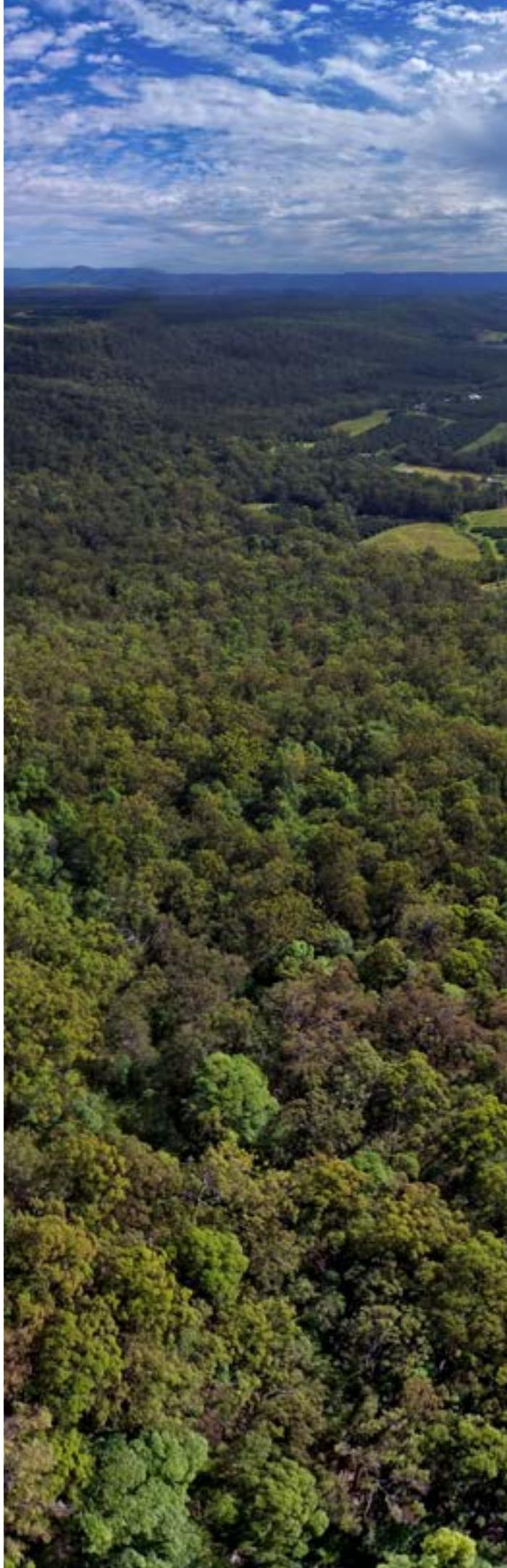
As we advance our vision as Australia's most sustainable region — Healthy. Smart. Creative. the environmental, social, cultural and economic activities across the region must be carefully balanced to ensure we advance our vision sustainably.

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.





Our Global Commitment

This strategy embeds the United Nations Sustainable Development Goals (UNSDGs) into its actions. The UNSDGs for peace, prosperity, people and planet provide a comprehensive and internationally recognised framework to collectively align the way we each live, work, learn and play every day. Specific UNSDGs (as highlighted) have been embedded into the Regional Economic Development Strategy to ensure alignment and provide for a sustainable future.



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.

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

Our Resilient Economy: Driving jobs and prosperity across the region



Knowledge Economy



Digital Economy



Production Economy



Green Economy



Visitor Economy



Place Based Economy

INDUSTRIES⁺

- | | | | | | |
|--|--|--|--|--|---|
| <ul style="list-style-type: none">Knowledge industries and professional servicesEducation and ResearchHealth and Wellbeing | <ul style="list-style-type: none">TechnologyScreenCyber securityDefence | <ul style="list-style-type: none">Aviation and AerospaceFood and AgribusinessAdvanced ManufacturingPharmaceutical | <ul style="list-style-type: none">CleanTechCircularitySmart ConstructionGreen EnergyCircular EconomyDecarbonisation | <ul style="list-style-type: none">Tourism, sport and leisureExperiencesMajor EventsInternational students | <ul style="list-style-type: none">Construction and TradesLocal BusinessNight-Time EconomyMusic IndustryCreative IndustriesRetail and Hospitality |
|--|--|--|--|--|---|

Strategic Pathway

LEADERSHIP, SUSTAINABILITY AND EQUITY

Strategic Pathway

INVESTMENT AND GROWTH

Strategic Pathway

BUSINESS RETENTION AND EXPANSION

Strategic Pathway

INNOVATION, TECHNOLOGICAL ADVANCEMENT AND SCALING UP

Strategic Pathway

TALENT AND SKILLS

KEY DELIVERY PARTNERS

- Allied Health Taskforce
- Health Panel
- Study Sunshine Coast
- Study Queensland

- Sunshine Coast Tech
- Industry Alliance (SCTechIA)
- Silicon Coast
- Sunshine Coast Screen Collective

- Manufacturing Excellence Forum (MEF)
- Food and Agribusiness Network (FAN)

- Clean tech Industries
- Aspire
- Biosphere Community Advisory Group

- Visit Sunshine Coast (VSC)
- Sunshine Coast Events Board
- Sunshine Coast Sports
- Tourism and Events Queensland

- Caloundra Downtown Taskforce
- Nambour Business Groups
- Sunshine Coast Music Industry Collective
- Sunshine Coast Creative Alliance

Sunshine Coast Business Council - Chambers of Commerce - UniSC - TAFE Queensland - Sunshine Coast Airport - Queensland Government Critical Infrastructure - Information Sharing Analysis Center (CI-ISAC) - Regional Development Australia (RDA) - Sunshine Coast Business Awards

Built on the foundations of our region building projects.
Sunshine Coast New Economy (Outcomes by 2033)

\$33 billion in Gross Regional Product

100,000 jobs in the high-value Industries

20% exports from the Region

Household income above State Average



Knowledge Economy



Digital Economy



Production Economy



Green Economy



Visitor Economy



Place Based Economy

Strategic Pathway

**LEADERSHIP,
SUSTAINABILITY
AND EQUITY**

- Advocate to State and Commonwealth Governments to support investment into key catalytic infrastructure
- Deliver strong economic leadership and collaboration by government, business and industry
- Champion the Sunshine Coast Biosphere, sustainability and support circular economy principles
- Support inclusion and equity across the economy for the advancement of First Nations peoples, people with disabilities and residents experiencing socio-economic disadvantage

Strategic Pathway

**INVESTMENT
AND GROWTH**

- Market and promote the region to attract investment and support local businesses to grow export markets
- Ensure sufficient development assets availability and an efficient planning process to support population and business growth while maintaining livability
- Leverage the Brisbane 2032 Olympic and Paralympic Games to create legacy economic assets for the future
- Leverage key assets to elevate the region's key sectors and benefit from the utilisation of the foundation infrastructure
- Providing a regulatory environment that encourages investment and growth

Strategic Pathway

**BUSINESS
RETENTION AND
EXPANSION**

- Support local businesses and key delivery partners to expand on the Sunshine Coast
- Build local business capacity and increase business resilience
- Champion local procurement, including supporting local First Nations businesses through the supply chain
- Support identified Gateway Precincts and town centres through activation and place making initiatives

Strategic Pathway

**INNOVATION,
TECHNOLOGICAL
ADVANCEMENT
AND SCALING UP**

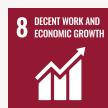
- Promote innovation, research and development activities of local businesses and institutions
- Support local entrepreneurship networks and activities to help scale up local businesses
- Advance Smart City infrastructure to further support local businesses and leverage the Sunshine Coast International Broadband Network
- Identify and expand the Innovation Ecosystem to grow the regions capabilities

Strategic Pathway

**TALENT AND
SKILLS**

- Support local education and training providers to build pathways for local workforce and connect to local businesses
- Conduct talent attraction, development and retention programs to provide a high quality workforce to local businesses
- Support youth development and innovation initiatives that foster talent and skills for the future
- Attract international students and connect local students to opportunities within the Region

Sustainable Development Goals



5.1 Leadership, Sustainability and Equity

Sustainable Development Goals



Reducing inequalities by ensuring prosperity is shared across the entire community



Creating sustainable cities and communities by championing sustainability and embracing circular principles



Acting on climate change through pro-actively addressing carbon reduction and reducing waste

Key Actions

- Advocate to State and Commonwealth Governments to support investment into key catalytic infrastructure (including transportation infrastructure and housing)
- Deliver strong economic leadership and collaboration by government, business and industry
- Champion circular economy principles and support and promote sustainability
- Support inclusion and equity across the economy for the advancement of First Nations peoples, people with disabilities and residents experiencing socio-economic disadvantage.

Leadership, sustainability and equity are crucial elements for the Sunshine Coast's transition towards the new economy. Under the REDS, leadership has already played a significant role in the region's growth and will continue to be essential for the next decade. Regional leaders play a fundamental role in building the perception and reputation of the Sunshine Coast, particularly its competitiveness. Collaboration and partnerships between businesses, industry groups, government, and community organisations will be critical in conveying a coherent and united view of the region's future needs and opportunities, ensuring sustainability and equitable growth for all.

Climate change and sustainability are increasingly significant topics across the globe. From multinational corporations to small business owners, sustainability is at the forefront of business decision-making processes. Sustainability will be ingrained in all future efforts to grow the economy and contribute to achieving the goals of this Strategy.

Inclusive economic growth is also crucial in ensuring prosperity is shared across the community. It is essential that people experiencing socio-economic disadvantage, minority groups, people with disabilities, along with First Nations communities, are considered and opportunities for their involvement in the economy are facilitated to create an equitable future.

5.2 Investment and Growth

Sustainable Development Goals

	Improving energy efficiency and supporting renewable energy
	Supporting investment and economic growth to create meaningful employment for locals
	Encouraging industry growth, infrastructure investment and innovation

The Sunshine Coast is a region with significant potential for growth, but for that growth to be sustainable and meaningful, investment from outside the region will be required. Drawing in businesses and investors will not only lead to job creation (which is required to support future population growth), but also bring innovation and new technology to the area.

The Sunshine Coast is uniquely positioned to offer ‘test and trial’ opportunities and ideation sessions for thought leaders and visionaries to come to the Sunshine Coast and design their future tech worlds.

The region’s ability to leverage recent infrastructure investments, such as the Sunshine Coast International Broadband Network, the Maroochydore City Centre, new airport runway and health precinct, will be key in attracting new investment and talent. By proactively promoting these opportunities to investors and businesses around Australia and the world, the Sunshine Coast can continue to grow.

To enable investment attraction, new lands and areas for businesses are required, together with an overall environment that is conducive to attracting and facilitating investment outcomes.

Key Actions

- Market and promote the region to attract investment and support local businesses to grow export markets
- Ensure sufficient assets availability and an efficient planning process to support population and business growth while maintaining liveability
- Leverage the Brisbane 2032 Olympic and Paralympic Games to create legacy economic assets and businesses for the future
- Leverage current and emerging key infrastructure and other significant projects
- Provide a regulatory environment that encourages investment and growth.

5.3 Business Retention and Expansion

Sustainable Development Goals

 8 DECENT WORK AND ECONOMIC GROWTH	Encouraging local businesses to expand, creating new jobs and supporting economic growth
 11 SUSTAINABLE CITIES AND COMMUNITIES	Creating a more circular economy amongst local businesses and supply chains
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Supporting more sustainable patterns of consumption and production across the economy

A thriving economy relies on the success of its existing businesses, which are responsible for the majority of new investment and job creation.

The seven high-value industries identified in the original REDS have evolved and contributed to the area's transition towards a new economy. Supporting all local businesses to expand will be a crucial step in meeting the aspirational goals established for 2033 and supporting ongoing prosperity. When businesses have the capacity and resources to grow, they can tap into new markets, diversify their revenue streams and become more resilient. Ultimately, this benefits not only the business itself but also the broader supply chain and workforce.

Across the Sunshine Coast, large institutions such as Council, UniSC, the Sunshine Coast University Hospital and others can provide immediate economic benefits to the region's local businesses by prioritising local and social procurement. When these institutions purchase goods and services from local businesses, it ensures that the expenditure flows through and supports the local economy.

Creating vibrant precincts and activity centres across the region can also have a positive impact on existing businesses. By making these areas attractive and welcoming to customers, businesses in these precincts benefit from increased foot traffic and dwell time, which generally leads to increased sales. Furthermore, these areas can become vibrant places where workers and employees want to be, supporting the talent attraction and retention efforts for businesses located in these precincts.

Key Actions

- Support local businesses and key delivery partners to expand on the Sunshine Coast
- Build local business capacity and increase business resilience
- Champion local and social procurement opportunities for local businesses, including supporting local First Nations businesses through the supply chain
- Support identified Gateway Precincts and town centres through activation and place making initiatives.

5.4 Innovation, Technological Advancement and Scaling Up

Sustainable Development Goals

	Improving energy efficiency and supporting renewable energy
	Supporting investment and economic growth to create meaningful employment for locals
	Encouraging industry growth, infrastructure investment and innovation

Innovation is critical to growing world-class businesses and creating a premiere business destination. By fostering collaboration among businesses, industries, and stakeholders, the resulting entrepreneurial spirit on the Sunshine Coast has contributed to the growth of local businesses and the on-going transition towards the new economy. This collaborative culture has created a platform where innovation and business start-ups can develop and grow.

As the entrepreneurial spirit continues to take root, the region can support additional business start-ups and entrepreneurs as well as enable existing start-ups to grow and mature. By leveraging existing innovation infrastructure and collaboration, technological advancements can continue to drive innovation and value across the economy.

Key Actions

- Promote innovation, research and development activities of local businesses and institutions
- Advance Smart City infrastructure to further support local businesses and leverage the Sunshine Coast International Broadband Network
- Identify and expand the Innovation Ecosystem to grow the region's capabilities
- Support local entrepreneurship networks and activities to help scale up local businesses.

5.5 Talent and Skills

Sustainable Development Goals

	Supporting the wellbeing of our local workforce
	Encouraging local learning pathways to future employment
	Improving local places to make them more attractive, inclusive and sustainable

The population is anticipated to continue its high level of growth, adding another 200,000 people by 2046 and half of this increase will be people aged 55 and over, changing the demand profile of the region for consumer goods and services. The increasing population will continue to drive demand across the economy for new housing and a variety of services, creating an impetus for construction, education, healthcare and other industries.

On-going technological advances and innovation will also change the future requirements for skills amongst the workforce.

Addressing the worker and skills shortage through talent attraction, retention and development will be required to enable a thriving economy. Improving liveability and embracing local art and culture will be important to attracting and retaining talent.

Key Actions

- Support local education and training providers to build pathways for local workforce and connect to local businesses
- Conduct talent attraction, development and retention programs to provide a high quality workforce to local businesses
- Support youth development and innovation initiatives that foster talent and skills for the future
- Attract international students and connect local students to opportunities within the region.

6. Implementation Plan 2023-2028

To effectively execute the 2023 REDS Refresh, a comprehensive five-year action plan has been developed. This plan will serve as a roadmap for the implementation of the strategy, carefully laying out the required steps and actions.

As a regional strategy, the delivery requires a collaborative effort and partnerships between different tiers of government, industry and business.

Monitoring our Progress

An annual report will provide an update on progress towards the identified REDS outcomes by 2033:

- Outcome 1: \$33 billion economy
- Outcome 2: 100,000 high-value jobs
- Outcome 3: 20% of output exported
- Outcome 4: median household income above the State average.

The six economies will also be tracked to better understand their evolution and growth path as well as how each of them is contributing to the identified outcomes.

To better understand the on-going evolution of the regional economy, it will be closely monitored through annual tracking and reporting against the following key economic indicators:

- Gross Regional Product
- Employment
- Unemployment
- Industry changes in employment and Gross Regional Product
- Tourism trends
- Property analysis.

In 2028, a comprehensive five-year review will be undertaken to evaluate the progress achieved and determine next steps moving forward.

Regional Economic Development Strategy 2023 Refresh Action Plan 2023-2033

Pathway/Initiative/Task	Responsibility
Leadership, Sustainability and Equity	
Advocate to State and Commonwealth Governments to support investment into key catalytic infrastructure	
Actively collaborate with Local, State and Commonwealth Governments and organisations	SCC, QLD Gov, AUS Gov, delivery partners
Provide specialist economic development advice and inputs in relation to key catalytic infrastructure projects	SCC, delivery partners
Gather and analyse relevant economic data and policies to help inform strategic directions and advocacy	SCC
Deliver strong economic leadership and collaboration by government, business and industry	
Work with key industry stakeholders and organisations to secure benefits from regionally significant opportunities and initiatives	SCC, delivery partners
Support the development of industry capability and ecosystems/supply chains which will support sustainable growth and increase productivity	SCC, QLD Gov, AUS Gov, delivery partners
Leverage local business and industry relationships to enhance the collective 'Regional Advocacy Voice' to other tiers of government	SCC, delivery partners
Champion circular economy principles and support and promote sustainability	
Champion circular economy principles and support and promote sustainability	SCC, delivery partners
Educate and support business and industry to enhance sustainability business planning incorporating the Sustainability Development Goals (SDGs)	SCC, delivery partners
Leverage and support the Sunshine Coast Biosphere to enable growth opportunities for regional businesses and broader regional economic growth	SCC
Support the growth of a connected circular economy ecosystem across the regional business community, community based organisations and Council	SCC, delivery partners
Support inclusion and equity across the economy for the advancement of First Nations peoples, people with disabilities and residents experiencing socio-economic disadvantage	
Connect and facilitate community access to aligned State and Federal Government programs and resources	SCC, delivery partners
Provide specialised economic development advice to support identified actions in the Community Strategy and the Environment and Liveability Strategy	SCC
Advocate for accessible and inclusive communities and places that support more equitable economic activity and workforce participation	SCC
Deliver accessible and location specific economic development initiatives to erode locational socio- economic disadvantage	SCC

Legend

AUS Gov — Australian Commonwealth Government (various departments)
 Delivery partners — key deliver partners highlighted on page 36
 QLD Gov — Queensland Government (various departments)
 SCC — Sunshine Coast Council

Pathway/Initiative/Task	Responsibility
Investment and Growth	
Market and promote the region to attract investment and support local businesses to grow export markets	
Identify key regional opportunities and industry capabilities that can be leveraged to achieve investment outcomes	SCC
Develop and share promotional assets that can showcase local business and industry	SCC
Support business expansion and retention opportunities	SCC, QLD Gov, AUS Gov
Support education, connectivity and opportunities to enable business exports out of the region	SCC, delivery partners
Develop out-of-region marketing initiatives and influence the region's business identity and value proposition to target investment audiences	SCC
Support marketing initiatives with evidence-based research and industry leading marketing/communication actions	SCC
Provide and implement a robust and transparent framework for relationships and engagement with international entities and markets	SCC
Attract new events to the region that align with major event categories and the region's sustainability principles	SCC
Ensure sufficient development assets availability and an efficient planning process to support population and business growth while maintaining livability	
Collaborate with key internal and external stakeholders to support actions driving sustainable development and growth scenarios	SCC, delivery partners
Provide specialist economic development input into key policy frameworks and processes to ensure delivery of appropriate commercial and industrial development assets	SCC
Continue to monitor and utilise best practice policies and data to assist in informing pathways to enhanced outcomes	SCC
Leverage the Brisbane 2032 Olympic and Paralympic Games to create legacy economic assets for the future	
Help educate, prepare and build capacity of local businesses to leverage and benefit in the lead up to and following legacy from the Brisbane 2032 Olympic and Paralympic Games	SCC, delivery partners
Advocate and support local procurement and supply chain capabilities aligned to the Brisbane 2032 Olympic and Paralympic Games	SCC
Leverage current and emerging key infrastructure and other significant projects	
Position the region as an investment destination of choice	SCC
Educate and build the capacity of local businesses regarding how to access and leverage key infrastructure assets	SCC
Support the development of enhanced supply and value chains for the region including capability mapping and accessibility to information and data	SCC, delivery partners

Pathway/Initiative/Task	Responsibility
Providing a regulatory environment that encourages investment and growth	
Provide economic development input into processes and reviews aimed at improving regulatory settings	SCC
Support the enhancement of businesses capacity to understand and more efficiently comply with regulatory requirements	SCC
Continue to research and advocate for best practice regulatory settings across all tiers of government	SCC, delivery partners
Investment attraction actions to be supported with Council approved business investment policies and a competitive suite of investment incentives, supported with strong governance and clear reporting	SCC
Business Retention and Expansion	
Support local businesses and key delivery partners to expand on the Sunshine Coast	
Deliver the Local Business Support Program	SCC
Provide ongoing local business support for micro, small and medium sized businesses	SCC
Build capacity and partner with Chambers of Commerce and industry groups to deliver local business support initiatives	SCC, delivery partners
Support existing and new Council sponsored or supported Major Events that drive economic outcomes	SCC
Enhance the sports industry within the region both at grassroots level and elite level including expanding the region's high performance capabilities and sports tech industry	SCC
Build local business capacity and increase business resilience	
Deliver and promote Business Planning and Growth Workshops and a Business Resilience event	SCC, delivery partners
Develop and deliver industry capability programs across the Tourism industry to increase awareness of growing industry capabilities in the region	SCC, delivery partners
Lead economic recovery and resilience preparedness and response related to major weather events and other economic disruptions	SCC
Support business excellence through awards and recognition programs and events that showcase local businesses	SCC
Gather and utilise market intelligence and relevant data to build capacity and resilience	SCC

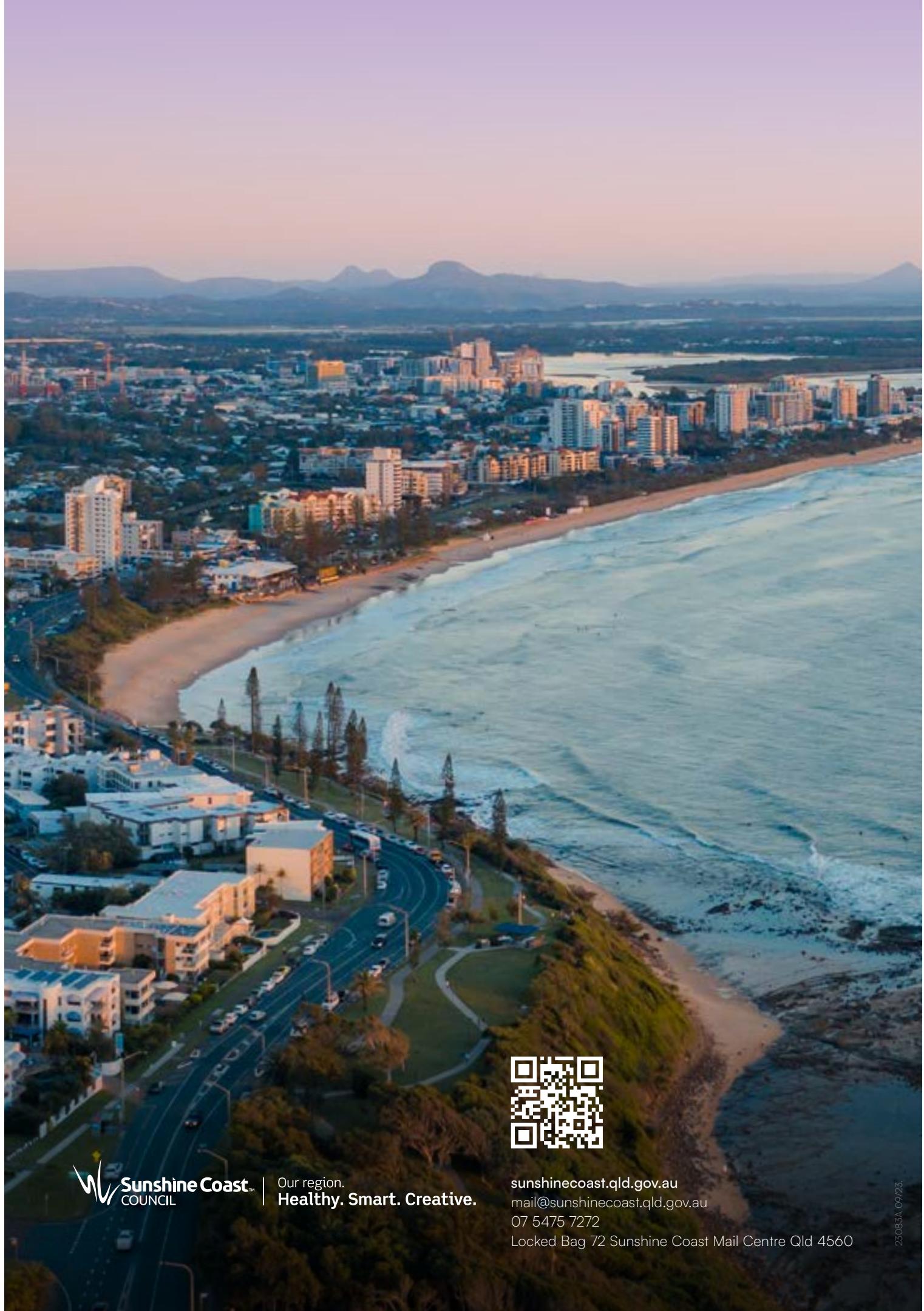
Pathway/Initiative/Task	Responsibility
Champion local and social procurement opportunities for local businesses including supporting local First Nations businesses through supply chain capability development	
Deliver campaigns and initiatives that support local procurement and buy local principles by organisations and the community	SCC, delivery partners
Identify and support connectivity to and leveraging of relevant regional projects	SCC, delivery partners
Work with the First Nations Partnership team to support local procurement opportunities for First Nations businesses	SCC, delivery partners
Advocate and support local and social procurement and supply chain capabilities	SCC, delivery partners
Support identified Gateway Precincts and town centres through activation and place making initiatives	
Collaborate with local stakeholders to deliver strategic initiatives to drive consumer activity, visitation and more economically vibrant and viable precincts	SCC, delivery partners
Collaborate and provide input to leverage major placemaking and strategic projects	SCC
Build capacity and sustainability of locality focussed stakeholders and groups	SCC, delivery partners
Build capacity and sustainability of locality focussed stakeholders and groups	SCC, delivery partners
Innovation, Technological Advancement, and Scaling Up	
Promote innovation, research and development activities of local businesses and institutions	
Advocate for and facilitate digital inclusion and the adoption and awareness of new technologies across local business	SCC
Support programs and initiatives that enable business and industry to differentiate through technology	SCC, delivery partners
Advance Smart City infrastructure to further support local businesses and leverage the International Broadband Network	
Actively market and promote the Sunshine Coast International Broadband Network as a key regional point of difference for investment attraction and business development purposes	SCC
Provide economic development input for current and future Smart City Initiatives	SCC
Identify and expand the Innovation Ecosystem to grow the region's capabilities	
Support and build capacity of key industry groups and key elements of the innovation ecosystem	SCC, delivery partners
Collaborate to implement the outcomes identified in the Sunshine Coast Innovation Ecosystem Mapping Project	SCC, delivery partners
Support local entrepreneurship networks and activities to help scale up local businesses	
Support building capacity and sustainability of local entrepreneurship networks and industry groups to promote and support activities to scale up local businesses	SCC, delivery partners

Pathway/Initiative/Task	Responsibility
Talent and Skills	
Support local education and training providers to build pathways for local workforce and connect to local businesses	
Engage and partner with local education and training providers, schools and government departments to identify and deliver industry linkages via targeted pathway programs	SCC, delivery partners
Provide specialist economic development input to ensure education and training providers have relevant industry information that can inform future training provisions	SCC
Contribute to the Workforce Development and Skills Gap Analysis Project, in collaboration with UniSC and other key stakeholders	SCC
Support connectivity and collaboration opportunities between industry, government and education and training providers	SCC, delivery partners
Conduct talent attraction, development and retention programs to provide a high quality workforce to local businesses	
Undertake and utilise regional workforce studies and research aligned with industry needs and opportunities	SCC, delivery partners
Maintain and promote the Sunshine Coast Jobs Hub and Student Jobs Hub	SCC
Support youth development and innovation initiatives that foster talent and skills for the future	
Partner with local industry groups and businesses in the development and implementation of targeted programs and initiatives	SCC, delivery partners
Attraction of international students and connect local students to opportunities within the region	
Support the delivery of Study Sunshine Coast as the regional study cluster	SCC









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