

# Environment and Liveability Strategy 2017 Part B: Five-Year Implementation Plan

September 2020 edition



# Acknowledgement of Country

Sunshine Coast Regional Council acknowledges the traditional Country of the Kabi Kabi Peoples and the Jinibara Peoples of the coastal plains and hinterlands of the Sunshine Coast and recognise that these have always been places of cultural, spiritual, social and economic significance. We wish to pay respect to their Elders – past, present and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander people continue to play within the Sunshine Coast community.

Council is committed to ongoing communications and consultation with the Traditional Owners and the broader Aboriginal and Torres Strait Islander community of the Sunshine Coast in the implementation of the strategy.

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## **Acknowledgements**

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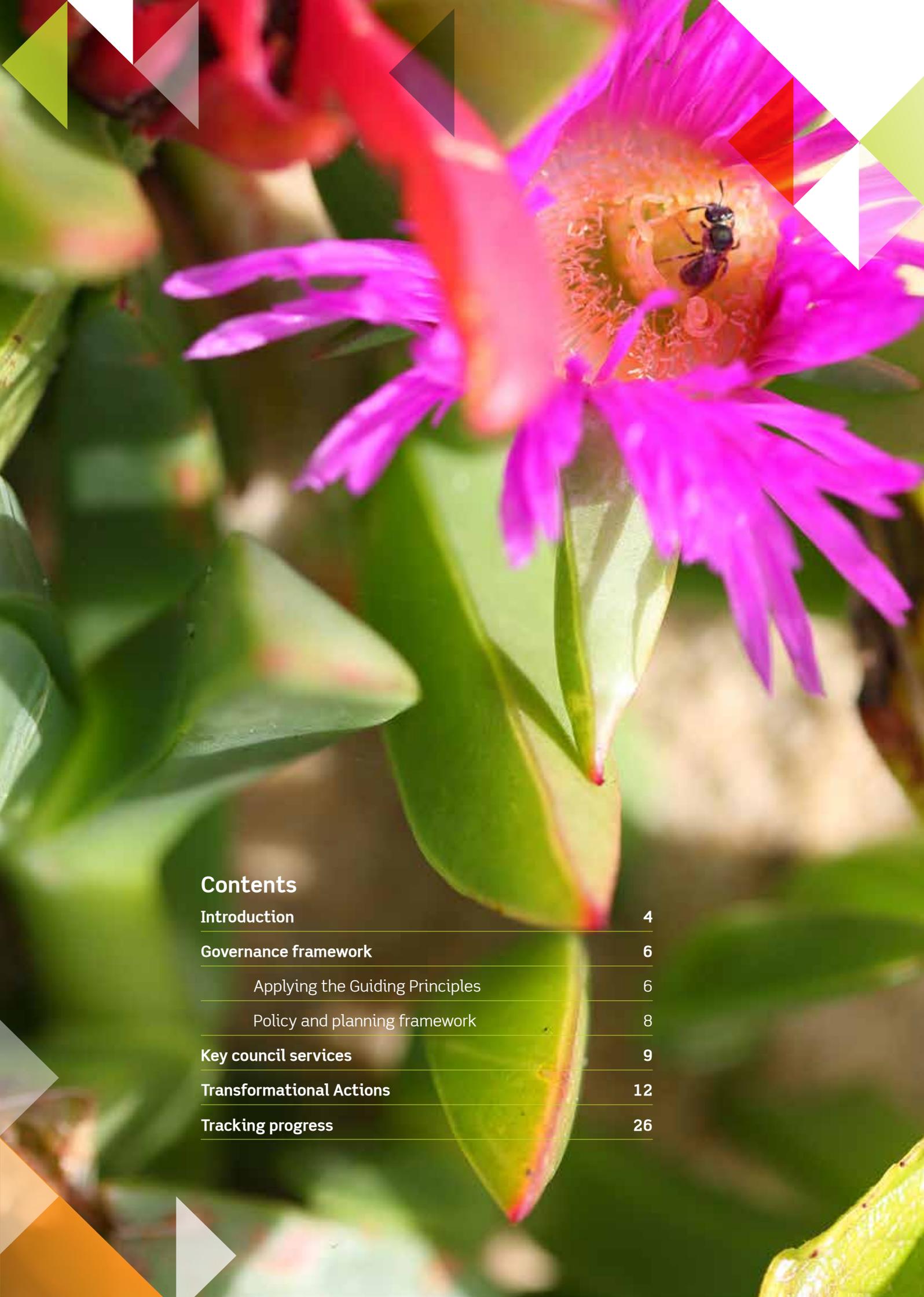
## **Disclaimer**

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 Regional 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.

## **Reference document**

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# Introduction

This document (Part B) forms part of the Environment and Liveability Strategy which is made up of:

- Part A: Strategic Directions
- Part B: Five-Year Implementation Plan
- Part C: Network Plan.

Part A outlined the vision and strategic directions for the Sunshine Coast community in 2041 and beyond.

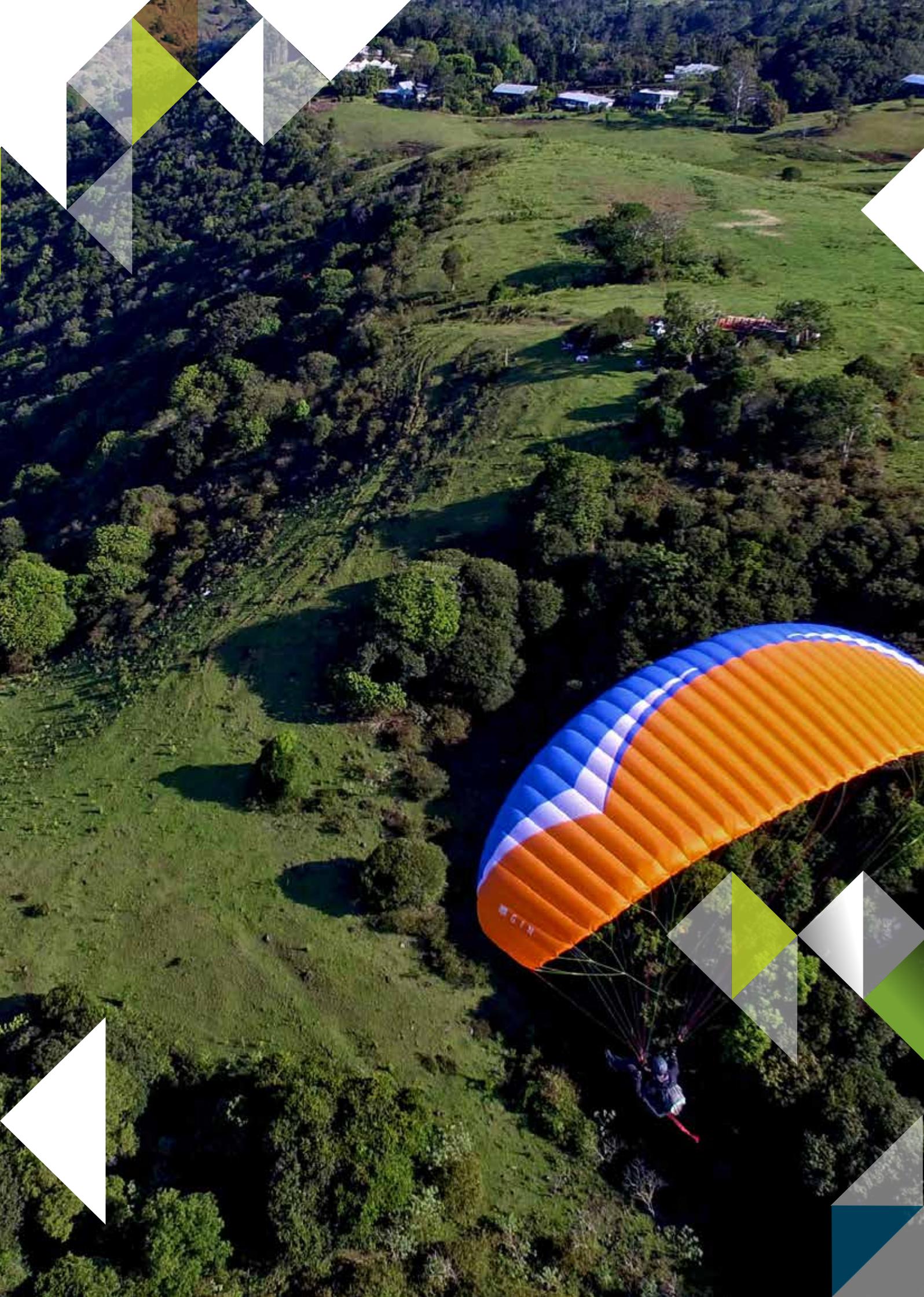
To effect change and ensure we achieve this vision requires much more than policy and planning. The strategy needs action and commitment and a clear and concise implementation plan to embed these strategic directions into Sunshine Coast Council's (council) business and to influence the operations of key stakeholders and partners.

**Part B, the Five-Year Implementation Plan**, provides an integrated and targeted approach, and explains how council's contributions to the strategic directions will be implemented and delivered. It is intended that the plan will be updated annually to retain its relevance and maintain a current five-year implementation horizon. The plan identifies:

- a delivery and reporting governance framework
- key council services that contribute to the strategy's delivery
- Transformational Actions to be delivered through five strategic pathways.

Part B will also guide the implementation of Part C of the strategy, which contains technical standards and specifications, the Desired Standards of Service (DSS) and infrastructure recommendations outlined in the Network Blueprints.







## Governance framework

The governance framework in which the strategy will be delivered utilises the council organisational structure, systems and processes and adopts an integrated approach.

An **integrated delivery model** utilising integrated teams and the establishment of multi-disciplinary project teams from across departments will complement council's organisational processes.

On an annual basis integrated teams review the collective actions that have been delivered as part of the implementation of the strategy to inform reporting. These teams also prioritise tasks for implementation in the following financial year for consideration during the budget development process.

The integrated teams include:

- Integrated Property Strategy team
- Integrated Property Management team
- Integrated Environment team
- Integrated Open Space team
- Integrated Asset Management team
- Integrated Community Facilities team
- Integrated Sustainability team<sup>1</sup>.

**Project lead** – to ensure accountability and delivery, a branch will be identified to lead the project development, delivery and monitoring and reporting of progress.

**Project planning** – detailed project planning will be undertaken by the lead branch and informed by the teams, identifying opportunities and benefits, barriers and constraints, project viability, required resources and agreed timelines for delivery.

**Project delivery** – a range of mechanisms and tools will be used in the delivery of the Transformational Actions and tasks.

**Tracking progress** – annual review and reporting of the action plans progress.

**Community involvement** – ongoing community involvement and engagement is fundamental to the integrated delivery model, including reference groups to provide feedback on delivery of actions and the strategy's implementation.

## Applying the Guiding Principles

The purpose of the Guiding Principles, outlined in Part A of this strategy, is to set the intent for how council and its partners deliver strategic directions. The principles are to be applied when implementing actions and making significant decisions. When leading, planning, delivering and monitoring projects the relevant integrated teams and responsible council departments should reference the following checklist (Table 1) to ensure that the Guiding Principles have been applied.

<sup>1</sup> to be established

Table 1: Guiding Principles checklist

How the Principle could be applied – some questions to think about



**Lead**

Leading by example, we engage our community, we listen, we make the difficult decisions and inspire, and enable community empowerment.

- Are we leading by example?
- Are we setting a good example?
- How would a leader approach this challenge?
- Have relevant stakeholders been engaged and had their voice heard?
- Are we sharing responsibility with the community?
- Does the community have the knowledge and capacity to share the responsibility?



**Connect**

Connecting, partnering and integrating, we draw on the collective skills, knowledge and strength of our region.

- Has the decision been made through a collaborative and informed process?
- Have the collective skills, knowledge and strength of our region been drawn upon?
- Could we partner to get a better outcome?



**Adapt**

Adapting to change, we make proactive, evidence-based and responsive decisions in a timely manner, informed by changing environmental conditions and community needs.

- Do we have supportive evidence to make this decision?
- Have changing environmental conditions and community needs been considered?
- Will this hold us in good stead for the future?
- Have we learnt from previous experiences?



**Balance**

Balancing the environmental, social, and economic needs of today, without compromising the ability to meet the needs of future generations.

- Have we considered a range of different perspectives?
- Can a triple bottom line outcome be delivered?
- Will the needs of future generations be compromised?



**Embrace**

Embracing change, we boldly respond to the challenges ahead, actively seeking new ideas and opportunities.

- What new ideas and opportunities can we incorporate?
- What are others doing in this space?
- Are we sharing information and knowledge?
- How can we make this a positive outcome?



**Create**

Creating productive partnerships and alliances, we explore and trial innovative approaches and new technologies.

- Can we do this differently to get a better outcome?
- How can we pilot and trial new approaches and concepts?
- Have productive partnerships and alliances been created?
- How can new technologies be used?



## Policy and planning framework

In addition to the strategic directions set out in this strategy, the following planning documents (Figure 1) will contribute to the vision of the strategy and provide additional information to inform tactical planning. These documents will be further complemented through the development of a range of additional plans, organisational policies and guidelines.

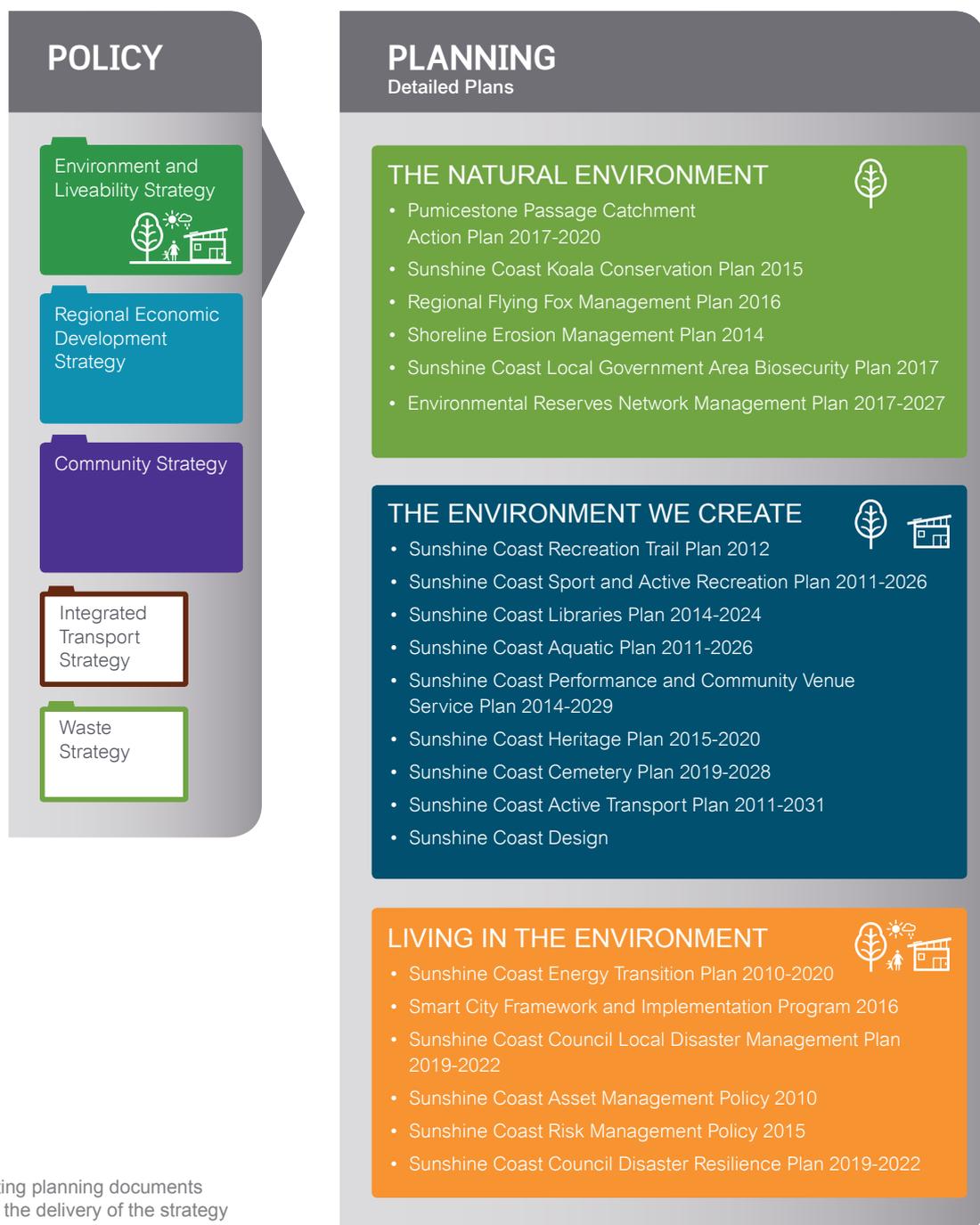


Figure 1: Existing planning documents contributing to the delivery of the strategy

## Key council services

A range of key council services are central to the delivery of the strategy and will be informed by the strategic directions outlined in Part A. These key services are outlined in Table 2.

Primary contribution/influence	<input type="checkbox"/>
Secondary contribution/influence	<input type="checkbox"/>

Table 2: Key council services

Key council services	Description
<b>Airport</b>	Aeronautical operations, passenger related services and management services for Sunshine Coast Airport and Caloundra Aerodrome.
<b>Beaches, foreshores, coastal infrastructure and canals</b>	Dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps.
<b>Bushland conservation and habitat</b>	Partnerships and education programs to protect and enhance biodiversity assets, pest animal and plant mitigation, natural area reserve networks protection, enhancement and management, fire management programs.
<b>Cemeteries</b>	Providing and maintaining cemeteries for burial and ashes interment.
<b>Community and cultural development and partnerships</b>	Planning, partnering and supporting the community through a range of community development, civic, cultural programs, and grants.
<b>Community venues</b>	Providing, managing and administering the hiring and leasing of community and cultural venues including The Events Centre and other performance venues.
<b>Customer and community relations</b>	Providing customer contact channels, media and public relations, strategic marketing and reputation management, civic and community events to keep the public informed, engaged and celebrating community life.
<b>Development services</b>	Planning, engineering, plumbing and landscaping approvals, provision of specialist advice to the community on planning requirements, audit of private development works, investigation of complaints from the public around land use or development, management of appeals.
<b>Disaster management</b>	Regional disaster management co-ordination including prevention, preparation, response and recovery.
<b>Economic development</b>	Providing industry and business programs and initiatives to support the growth of the regional economy.
<b>Elected council</b>	Provides community leadership, democratic representation, advocacy and decision-making.



Table 2: Key council services *continued...*

Key council services	Description
<b>Holiday parks</b>	Providing and operating holiday parks including caravan, camping and cabin facilities.
<b>Libraries</b>	Providing access to information and learning opportunities through static and mobile libraries and loanable items.
<b>Lifeguards</b>	Providing regular patrols of beaches to ensure the safety and enjoyment of residents and visitors.
<b>Local amenity and local laws</b>	Maintaining and regulating local amenity through local laws, regulated parking, community land permits and management of animals, overgrown land and abandoned vehicles.
<b>Public health</b>	Protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations.
<b>Public lighting</b>	Providing and managing public lighting assets.
<b>Recreation parks, trails and facilities</b>	Design, maintenance and management of council's public open space for active and passive recreation.
<b>Rivers, streams, estuaries and water bodies</b>	Providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation.
<b>Road network management</b>	Road transport infrastructure planning, design and delivery, road safety and traffic management, public education programs, streetscapes planning and placemaking.
<b>Roads, cycleways and pathways</b>	Maintaining and improving the road network and associated assets (sealed and gravel roads, bridges and pathways), vegetation management, construction and project delivery services, permit fees, private works and levies.
<b>Sporting facilities</b>	Providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields.
<b>Stormwater drainage</b>	Managing and maintaining functional stormwater drainage.
<b>Sustainable growth and network planning</b>	Land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning, environmental initiatives.
<b>Waste and resource management</b>	Collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, community education programs.

Table 2: Key council services *continued...*

Key corporate services	Description
<b>Financial and procurement services</b>	Financial and procurement management and governance, ensuring effective business management and legislative compliance, coordination and development of council's budget process, administration of financial systems, sundry debtors, accounts payable, financial and asset accounting, treasury, procurement, contract and supply functions.
<b>Fleet management</b>	Procurement, maintenance and support for council's light fleet, heavy fleet, trucks and equipment and coordination of externally hired plant and equipment.
<b>Governance</b>	Providing internal leadership and communication, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.
<b>Human resource management</b>	Cross-organisational guidance and support to staff at all levels.
<b>Information and communication technology</b>	Providing agile and transformative information and technology enabling council to be a leader in delivering innovative and sustainable services to its community.
<b>Property management</b>	Comprehensive management of council's land and building assets to ensure that council's property dealings are optimised, centrally managed and support council's objectives.





## Transformational Actions

A suite of Transformational Actions actively respond to the drivers of change and have been intentionally designed to contribute to achieve multiple theme outcomes. The Transformational Actions are presented in Table 3, and include:

### Strategic pathways

The five strategic pathways:

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

### Actions

Transformational Actions, aligned to the five strategic pathways, contribute significantly to the delivery of the strategy's vision and theme outcomes.

### Tasks

The detailed tasks proposed to contribute to the delivery of the Transformational Action.

### Timeframe

Sets out a five-year timeframe for delivering tasks. This indicates the commencement year and the estimated duration of the task. Actions and tasks will be reviewed and updated annually to remain current.

### Cost estimates

The cost associated with delivery of tasks is indicative only. Funding of actions and tasks are subject to council's capital works and operational annual budgetary considerations.

Low cost is \$0–\$100,000

Medium cost is \$101,000–\$500,000

High cost is \$501,000+

**Table 3: Transformational Actions**

Implementation of the strategy commenced 2017/2018.  
Table 3 has been reviewed and updated to maintain a current five-year implementation horizon.

ACTIONS	TASKS	2020/21	Indicative outer years				Five-year cost estimates
			2021/22	2022/23	2023/24	2024/25	Low (\$0-\$100K) Medium (\$101K-\$500K) High (\$501K+)
<b>Strategic Pathway 1. A resilient region shaped by clever planning and good design</b>							
<b>1 Protecting the Regional Inter-urban Break</b>  Protecting the Regional Inter-urban Break in perpetuity to secure the environmental, production and recreation values.	1.1 Continue to promote the values of the Regional Inter-urban Break and advocate for its retention at the current extent and boundaries	•	•	•	•	•	Low
	1.2 Investigate appropriate protection mechanisms for the Regional Inter-urban Break	•					Low
	1.3 Undertake an outdoor recreation plan/study	COMPLETE					Low
	1.4 Identify and acquire strategic lands that protect priority conservation and recreation values of the Regional Inter-urban Break	•	•	•	•	•	High
	1.5 Implement in partnership the Inter-urban Break Outdoor Recreation Plan	•	•	•	•	•	Low
<b>2 A better built environment through sustainable design</b>  Embedding sustainable, liveable and affordable design into our built environment that celebrates the subtropical lifestyle of the Sunshine Coast.	2.1 Develop and implement Sunshine Coast subtropical sustainable design guidelines, tools and standards in partnership	•	•	•	•	•	Medium
	2.2 Develop demonstration sites and open house opportunities in partnership with industry and community	•	•	•	•	•	Low
	2.3 Deliver an education and awareness program to demonstrate cost/benefits of sustainable design	•	•	•	•	•	Low
	2.4 Explore opportunities to incentivise the uptake of sustainable design	•	•				Low
	2.5 Work with industry partners to recognise excellence in design	•	•	•	•	•	Low
	2.6 Delivery of a 5-star/green star (or equivalent) administration building in Maroochydore CBD	•	•	•			High



ACTIONS	TASKS	2020/21	Indicative outer years				Five-year cost estimates Low (\$0-\$100K) Medium (\$101K-\$500K) High (\$501K+)
			2021/22	2022/23	2023/24	2024/25	
<b>3 Housing for the future</b> Demonstrating that we have the capacity in our urban footprint to accommodate a range of sustainable and affordable living options.	3.1 Progress discussions with industry and government on housing diversity, design, barriers, innovation and affordable living options	•	•				Low
	3.2 Prepare a Housing Policy including standards and guidelines to address self-containment and diversity	COMPLETE				Low	
	3.3 Undertake profiling and promotion of existing housing diversity and engagement with community on the transformation of our housing stock	Incorporated into Task 3.11				Low	
	3.4 Undertake modelling regarding implications and opportunities for reduced car parking provision and shared and active transport options	Incorporated into Task 3.11				Low	
	3.5 Partner with the not-for-profit sector to secure investment into affordable housing on the Sunshine Coast	Incorporated into the Community Strategy Action Plan				Low	
	3.6 Prepare a Housing Benchmark Report		•			Low	
	3.7 Investigate implications of tourist accommodation on housing	Incorporated into Task 3.11				Low	
	3.8 Continue to refine council's 2041 Growth Management Strategy to respond to emerging issues, challenges and opportunities, with an emphasis on integrating land use and public transport outcomes	•	•	•	•	•	Medium
	3.9 Continue to investigate and plan for the infrastructure requirements (transport, schools, open space, social infrastructure) including the financial investment to support the future population growth (both residential and visitors)	•	•	•	•	•	Medium
	3.10 Plan for the strategic increase in density and jobs along the enterprise corridor and for the light rail infrastructure	Incorporated into Task 3.11				Medium	
	3.11 In consultation with the community, develop an urban transformation strategy for the coastal corridor from Maroochydhore to Caloundra	•	•	•			Medium



ACTIONS	TASKS	2020/21	Indicative outer years					Five-year cost estimates
			2021/22	2022/23	2023/24	2024/25	Low (\$0-\$100K) Medium (\$101K-\$500K) High (\$501K+)	
<b>4 Finding the happy medium</b> Create a street-scale demonstration project to showcase sustainability, good urban design and the benefits of medium density living in partnership with government and industry.	4.1 Prepare a planning study and prospectus to develop the proposal for engagement with government and industry and to secure partners to deliver the project		•	•				Low
	4.2 Develop desired standards of service for the provision of adequate infrastructure to support higher density residential neighbourhoods	•						Low
<b>5 Being prepared</b> Proactively planning for the potential impacts of climate change and natural hazards to build the resilience of the region.	5.1 Develop a council-wide climate risk mitigation framework to respond to climate hazards	•						Medium
	5.2 Develop and implement a Coastal Hazard Adaptation Strategy with the community	•	•	•	•	•		High
	5.3 Increase community access to information on risks, resilience and priorities for adaptation investment	•	•	•	•	•		Low
	5.4 Build capacity to positively respond to the impacts of climate change and disasters through education and partnerships with key stakeholders, business, community groups, universities and government	•	•	•	•	•		Low
	5.5 Explore and implement innovative technologies for timely and proactive disaster communications	•	•	•	•	•		Medium
	5.6 Advocate for the removal of barriers to establishing safe refuge levels in homes to improve community safety and reduce the burden on emergency services	•	•	•	•	•		Low
	5.7 Implement the Disaster Resilience Plan	•	•	•	•	•		Medium
	5.8 Capture, record and map significant weather events	•	•	•	•	•		Low
	5.9 Prepare a Stormwater Management Strategy to provide the framework and direction for effective stormwater management	•						Low



ACTIONS	TASKS	2020/21	Indicative outer years				Five-year cost estimates
			2021/22	2022/23	2023/24	2024/25	
Strategic Pathway 2. Protection and enhancement of our natural assets and distinctive landscapes							
<b>6 Connecting nature and people</b> Connecting our valued habitat areas to support our native flora and fauna and providing the community with opportunities to participate in conservation and to experience the natural environment.	6.1 Develop and implement a Conservation Management Plan	•	•	•	•	•	Low
	6.2 Deliver Community Conservation Partnerships Program	•	•	•	•	•	High
	6.3 Continue to implement a strategic land acquisition program	•	•	•	•	•	High
	6.4 Manage council's environment reserves	•	•	•	•	•	High
	6.5 Implement the Koala Conservation Plan	•	•	•	•	•	High
	6.6 Continue to plan for and expand the recreation trails network	•	•	•	•	•	High
	6.7 Continue to investigate and promote an interpretive trails program which tells the story of the Sunshine Coast through the historical pathways	•	•				Medium
	6.8 Investigate and plan for improved fauna movement that seeks to address barriers in the landscape	COMPLETE					Low
	6.9 Develop a macropod conservation plan	•					Low
	6.10 Implement planning for improved fauna movement study	•	•	•	•	•	Low
<b>7 Protecting the green frame</b> Securing and protecting the Regional Inter-urban Break and Sub-regional Inter-urban Breaks in perpetuity to frame our neighbourhoods and strengthen the identity of our community of communities.	7.1 Advocate for the containment of urban development to the defined urban footprint	•	•	•	•	•	Low
	7.2 Identify the key corridors and green frame of the Sub-Regional Inter-urban Breaks and investigate appropriate protection mechanisms and land uses	COMPLETE					Low
	7.3 Continue to advocate for the protection of the green frame of the Sub-Regional Inter-urban Breaks including the review of the planning scheme	•	•	•	•	•	Low

ACTIONS	TASKS	2020/21	Indicative outer years				Five-year cost estimates
			2021/22	2022/23	2023/24	2024/25	Low (\$0-\$100K) Medium (\$101K-\$500K) High (\$501K+)
<b>8 Maintaining the blue by protecting the green</b>  Delivering healthy waterways and beaches that continue to support our lifestyle and livelihoods through integrated catchment management.	8.1 Deliver catchment management planning for the five major Sunshine Coast catchments	•	•	•	•	•	Medium
	8.2 Prepare and implement a Riparian Management Plan to restore waterway health and improve public access and safety	•	•	•	•	•	Medium
	8.3 Design and implement a waterway health monitoring program for the Mary River	•	•	•	•	•	Medium
	8.4 Implement and support riparian, in stream and floodplain habitat rehabilitation activities	•	•	•	•	•	High
	8.5 Determine the preferred direction in regards to offsite stormwater treatment solutions	•					Low
<b>9 Stopping the brown from coming down</b>  Partnering with rural, urban and development industries to reduce the impacts of sediment, nutrients and pollutants on waterway health.	9.1 Develop and implement a comprehensive Urban and Rural Erosion and Sediment Control Program	•	•	•	•	•	High
	9.2 Develop and implement collaborative catchment nutrient reduction projects	•	•	•	•	•	High
<b>10 Celebrating our landscape and character</b>  Identifying and understanding the defining landscapes, character and history of the Sunshine Coast to enable growth and development to be respectful and complementary for the future.	10.1 Prepare a comprehensive Sunshine Coast Landscape and Character Study incorporating a broad community engagement program		•				Medium
	10.2 Complete the Historical Thematic Study to provide the cultural heritage context	COMPLETE					Low
	10.3 Work collaboratively with the traditional owners of the region to inform future planning	•	•	•	•	•	Low
	10.4 Develop and promote a scenic amenity trail – identifying lookouts, vistas and significant view lines with industry partners and community organisations		•	•			Low



ACTIONS	TASKS	Indicative outer years					Five-year cost estimates
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10 Celebrating our landscape and character <i>continued...</i>	10.5 Develop and implement a Sunshine Coast Design Strategy that celebrates our unique identity with relevant guidelines inclusive of public realm, landscape corridors and streetscapes in compact and self-contained neighbourhoods	•	•	•	•	•	Medium
11 <b>A step ahead</b> Providing for the reinstatement of vegetation and habitats that locally offset the unavoidable vegetation clearing required for our critical public infrastructure.	11.1 Develop and implement an Offsets Management and Delivery Program	•	•	•	•	•	Low
<b>Strategic Pathway 3. Responsive, accessible and well managed assets and infrastructure</b>							
12 <b>Growing the natural economy</b> Strengthen the economic base around our natural assets and distinctive landscape features by enhancing a network of nature-based and cultural experiences supported by overnight accommodation and day visitor options.	12.1 Undertake an economic value assessment of our natural assets and landscape and understand the contribution to the regional economy	•					Medium
	12.2 Develop and implement outdoor recreation planning for the major green spaces	•	•	•	•	•	Medium
	12.3 Undertake eco-tourism planning including cultural tourism that investigates opportunities in partnership with community, industry and government	•	•	•	•	•	Low
	12.4 Promote eco-tourism opportunities in partnership with Visit Sunshine Coast	•	•	•	•	•	Low
13 <b>Healthy coast</b> Providing a strategic and coordinated approach to the protection, sustainable use and enjoyment of our dunes, beaches, rocky shores and near-shore marine waters.	13.1 Develop an Integrated Coastal Management Plan	•	•				Medium
	13.2 Continue to undertake coastal rehabilitation activities in partnership with the community	•	•	•	•	•	High
	13.3 Implement the Shoreline Erosion Management Plan	•	•	•	•	•	High
	13.4 Promote and celebrate beach culture and coastal values through community engagement and education	•	•	•	•	•	Low



ACTIONS	TASKS	2020/21	Indicative outer years				Five-year cost estimates Low (\$0-\$100K) Medium (\$101K-\$500K) High (\$501K+)
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13 Healthy coast <i>continued...</i>	13.5 Develop and implement a Healthy Coast Monitoring and Reporting Framework	•	•	•	•	•	High
	13.6 Continue to deliver and improve sections of the coastal path	•	•	•	•	•	High
14 <b>Expanding the green space</b>  Securing and activating space for future generations through accelerated strategic land programs to improve conservation, flood mitigation and sport and recreation opportunities.	14.1 Implement the Network Blueprints and Desired Standards of Service to secure additional environmental, recreation and sporting land	•	•	•	•	•	High
	14.2 Work in partnership with open space land managers to co-locate and expand publicly accessible open space	•	•	•	•	•	Low
	14.3 Advocate, plan and protect five major green spaces: - Blue Heart - Coast - Mountain View - Lower Mooloolah River - Regional Inter-urban Break	•	•	•	•	•	High
	14.4 Establish the Mary Cairncross Ecological Park within the Mountain View green space as a major conservation and recreation destination for the region	•	•	•	•	•	High
	14.5 Investigate future regional outdoor event spaces	•					Low
	14.6 Undertake a demand analysis of sports grounds to better understand prioritisation and sequencing of infrastructure delivery	COMPLETE					Low
	14.7 Continue the master planning and establishment of a new sport and recreation facility to service the Caloundra and district community	•	•	•			Medium
	14.8 Deliver a Blue Heart Sunshine Coast five-year implementation plan	•	•	•	•	•	High



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<b>15 Great places and spaces</b> In partnership with industry and community develop a network of contemporary places and spaces that provide and support opportunities for creative, community and active experiences.	15.1 Implement the Social Infrastructure Network Blueprint and Desired Standards of Service	•	•	•	•	•	High
	15.2 Continue to investigate and deliver feasible options to integrate smart technology into public places and spaces to connect communities	•	•	•	•	•	Low
	15.3 Prepare a 25 year Social Infrastructure Plan that prioritises development and investment and incorporates detailed social infrastructure planning at a precinct level and works required for community refuges	COMPLETE					Low
	15.4 Implement the 25 year social infrastructure planning that prioritises development and investment and incorporates detailed social infrastructure planning	•	•	•	•	•	High
<b>16 Managing our invasive plants and animals</b> Providing a collaborative, effective and efficient response to the management of invasive plants and animals to reduce their social, economic and environmental impacts.	16.1 Implement the Sunshine Coast Local Government Area Biosecurity Plan	•	•	•	•	•	High



ACTIONS	TASKS	2020/21	Indicative outer years				Five-year cost estimates
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Strategic Pathway 4. Transitioning to a sustainable and affordable way of living							
<b>17 Greening our neighbourhoods</b>  Delivering cool and shady streets and places to connect and enhance our neighbourhoods and promote biodiversity, resilience and community wellbeing.	17.1 Undertake an assessment of heat island effects to inform appropriate planning and design	<b>COMPLETE</b>				Low	
	17.2 Prepare an Urban Forest Plan incorporating streetscapes and neighbourhood greening initiatives	•	•	•		Medium	
	17.3 Prepare and implement the Recreation Parks Plan	•	•	•	•	•	Low
	17.4 Develop and implement a Living Infrastructure pilot project to demonstrate the multiple benefits in conjunction with the 'finding the happy medium' Transformational Action		•				High
	17.5 Develop and implement an urban backyard and balcony biodiversity and local food production program		•	•			Medium
	17.6 Establish Flooding and Stormwater Management Guidelines and Desired Standards of Service to improve water sensitive urban design outcomes	•					Low
	17.7 Implement the Street Tree Master Plan	•	•	•	•	•	High



ACTIONS	TASKS	2020/21	Indicative outer years				Five-year cost estimates
			2021/22	2022/23	2023/24	2024/25	Low (\$0-\$100K) Medium (\$101K-\$500K) High (\$501K+)
<b>18 An involved community</b> A major engagement and marketing program to inspire and empower the community to value the environment and play their part in a liveable, sustainable and resilient future.	18.1 Promote a healthy environment and liveable Sunshine Coast that incorporates key theme messages using communication and engagement tools	•	•	•	•	•	Medium
	18.2 Continue community involvement that supports the sustainability, liveability and resilience of the Sunshine Coast	•	•	•	•	•	Medium
	18.3 Investigate and develop engagement opportunities that target our younger generations	•	•	•	•	•	Low
<b>19 Changing our ways</b> Transitioning the Sunshine Coast to a more sustainable, resilient and low carbon way of living.	19.1 Develop community sustainability reporting framework, in consultation with industry and research bodies to enable measurement and tracking of progress over time	•					Low
	19.2 Undertake community sustainability reporting	•					Low
	19.3 Develop a low carbon community plan in consultation with community, government, industry and research bodies		•	•			Medium
	19.4 Facilitate and promote a strategic network of electric vehicle charge points	•	•				Low
	19.5 Investigate options to increase community investment in renewable energy transition projects	•	•	•			Low
	19.6 Deliver a community sustainability engagement program, share knowledge and support community-led activities and pilot projects	•	•	•	•	•	Medium
	19.7 Advocate for the introduction of Environmental Upgrade Agreements in Queensland to improve the sustainability and resilience of local businesses	•					Low



ACTIONS	TASKS	2020/21	Indicative outer years					Five-year cost estimates
			2021/22	2022/23	2023/24	2024/25	Low (\$0-\$100K) Medium (\$101K-\$500K) High (\$501K+)	
19 Changing our ways continued...	19.8 Develop and implement a suite of sustainable event resources	•	•				Low	
	19.9 Collaborate to deliver cleantech events with industry and key stakeholders	•	•	•	•	•	Low	
20 <b>Switch to a brighter future</b> Leading the way to a more sustainable Sunshine Coast through social infrastructure improvements.	20.1 Continue to support community organisations whom have the responsibility for public assets to transition the infrastructure and management to a more sustainable approach	•	•				Medium	
21 <b>How we live in the environment</b> Increasing our understanding of how people interact with the natural environment.	21.1 Investigate mechanisms to provide long-term protection of core environmental areas and green spaces and promote approaches to minimise the impacts of human use and activities across the region	•					Medium	
	21.2 Continue to plan for a Sunshine Coast Biosphere	•					Low	
<b>Strategic Pathway 5. A reputation for innovation and sustainability</b>								
22 <b>Zero emissions organisation</b> Delivering a zero-net emissions organisation and transitioning to a renewable energy future.	22.1 Report annually on organisational environmental sustainability performance	•	•	•	•	•	Medium	
	22.2 Pilot and implement emission reduction and sustainable energy projects and quantify their cost effectiveness	•	•	•	•	•	Medium	
	22.3 Develop an organisational zero-net emissions plan including reduction targets	•	•				Low	
	22.4 Continue to implement organisational awareness and education programs relating to emissions reductions	•	•	•	•	•	Low	
	22.5 Develop and implement an integrated clean energy program	•	•	•	•	•	High	
	22.6 Develop an organisational emissions offsetting policy that is aligned with the clean energy program and zero-net emissions planning		•				Low	



ACTIONS	TASKS	2020/21	Indicative outer years				Five-year cost estimates Low (\$0-\$100K) Medium (\$101K-\$500K) High (\$501K+)
			2021/22	2022/23	2023/24	2024/25	
22 Zero emissions organisation <i>continued...</i>	22.7 Explore and implement feasible innovative waste recovery and treatment options, including waste to energy opportunities and partnerships	•	•				Low
	22.8 Establish an Integrated Sustainability Team within council to coordinate sustainability activities and behaviour change across departments	•					Low
23 <b>Attracting sustainable industries/businesses</b>  Strengthening our region's sustainability vision by attracting and nurturing research and sustainable industries and businesses.	23.1 Establish partnerships with business and research organisations to develop new and trial emerging technologies and products that reduce carbon emissions, build sustainability and create business opportunities	•	•	•	•	•	Low
	23.2 Identify external funding opportunities for low impact construction materials research and collaborative projects		•	•			Low
	23.3 Identify options for the establishment of sustainability industry and business hubs including circular economy strategies		•				Low
24 <b>Building our knowledge</b>  Enabling evidence based decisions for a healthy environment and liveable Sunshine Coast.	24.1 Undertake targeted monitoring, modelling, research and other data collection	•	•	•	•	•	High
	24.2 Create and manage strategic information assets	•	•	•	•	•	Low
	24.3 Develop and maintain a user-friendly interface to enable the provision of accessible, current and accurate data	•	•	•	•	•	Low

ACTIONS	TASKS	2020/21	Indicative outer years				Five-year cost estimates Low (\$0-\$100K) Medium (\$101K-\$500K) High (\$501K+)
			2021/22	2022/23	2023/24	2024/25	
24 Building our knowledge <i>continued...</i>	24.4 Maintain and enhance partnerships with research institutions, government and non-government organisations to grow our collective knowledge	•	•	•	•	•	Low
	24.5 Develop and trial new and emerging tools and technologies to improve knowledge	•	•	•	•	•	Low
	24.6 Understand the employment and business opportunities and community outcomes of Transformational Actions	•	•	•	•	•	Low
25 <b>The living lab</b> Demonstrating design options and the way we live in self-contained neighbourhoods that deliver affordable and sustainable lifestyles.	25.1 Investigate opportunities to establish a pilot eco-neighbourhood utilising a living lab approach, including the use of Smart City technologies to advance a range of neighbourhood sustainability and affordable living initiatives		•				Low
	25.2 Explore potential partnerships with industry, community and research institutions	•	•	•	•	•	Low
26 <b>Kicking goals with living infrastructure</b> Creating demonstration projects that showcase the benefits and opportunities of the co-location of open space and flood and stormwater infrastructure to deliver complementary natural and built environment outcomes.	26.1 Review and implement the Meridan Plains Master Plan incorporating opportunities to develop sports grounds and recreation elements in conjunction with water sensitive urban design stormwater treatment	COMPLETE					High
	26.2 Continue to investigate opportunities in the Maroochy and Mooloolah River catchments taking a resilience in design approach to enhance both the function of the coastal floodplains and community outcomes	•	•	•	•	•	Medium



## Tracking progress

Monitoring and tracking progress is a critical element for the effectiveness of the strategy. A number of annual performance measures and theme based targets and supporting 'indicators of change' enable regular and meaningful reporting.

### Annual performance measures

The following performance measures aligned to strategic pathways inform annual corporate reporting and council's progress towards delivering a 'Healthy Environment'.

- 1. A resilient region shaped by clever planning and good design**
  - No loss of the Regional Inter-urban Break in its current extent.
- 2. Protection and enhancement of our natural assets and distinctive landscapes**
  - Hectares of land per 1000 residents acquired through environment levy for conservation and preservation purposes maintained.
- 3. Responsive, accessible and well managed assets and infrastructure**
  - Hectares of land per 1000 residents for sport and recreation purposes maintained.
- 4. Transitioning to a sustainable and affordable way of living**
  - Renewable energy capacity increased.
- 5. A reputation for innovation and sustainability**
  - Council's greenhouse gas emissions reduced.



## Theme based targets

Theme based targets provide an indicator of performance and enable progress towards achieving the theme outcome. Collectively the theme based targets track progress towards achieving a healthy environment and liveable Sunshine Coast by 2041. Supported by a number of 'indicators of change' for each theme, these targets are reported on a three to five-year basis which enables comprehensive data collection and assessment to be undertaken.

- **Landscape and Character:**

No loss of the Regional and Sub-regional Inter-urban Breaks in their current extent by 2041. Other 'indicators of change' may include monitoring the Heritage Register listings, number of scenic amenity/public lookouts, development of local character style guides.

- **Biodiversity:**

Maintain the 2016 extent of native vegetation (no net loss) by 2041. Other 'indicators of change' may include changes in extent of core and connecting habitat areas, threatened plants and animals, conservation estate, vegetation extent and composition.

- **Waterways and Wetlands:**

Maintain and improve the ecological health of waterways and wetlands across each of the river catchments to a good or excellent grade by 2041. Other 'indicators of change' may include specific changes in physical and chemical water quality parameters, changes in extent of riparian areas, threatened plants and animals.

- **Coastal:**

Maintain and improve the health of our coast to good or excellent grade by 2041. Other 'indicators of change' may include specific changes in beach profiles, extent of protection works, water quality, and abundance of marine debris.

- **Open Space:**

Maintain the rate of 5 hectares per 1000 residents and ensure an equitable distribution of publicly accessible open space by 2041. Other 'indicators of change' may include monitoring the development of a quality and expanding network which includes increased access to sports and recreation opportunities with a high level of satisfaction and ensures access to open space for every household.

- **Flooding and Stormwater:**

All urban areas have local area drainage models by 2041. Other 'indicators of change' may include monitoring the effectiveness of trunk stormwater quality treatment, development in the floodplain and the currency of flood models, data and mapping.

- **Neighbourhoods and Housing:**

Increase the diversity of affordable living options by 2041. Other 'indicators of change' may include monitoring the delivery of different housing types seeking to increase the percentage of semi-attached, attached and medium density, affordable, adaptable and social housing in self-contained neighbourhoods.

- **Social Infrastructure:**

The principal and each major activity centre host a suite of social infrastructure including a community venue, library, aquatic centre and indoor sport and recreation facility to meet community needs by 2041. Other 'indicators of change' may include monitoring community access and delivery of social infrastructure at a local, district and council wide level in accordance with the adopted standards of service for community use, sport and recreation and community health and safety facilities.

### Theme based targets *continued...*

- **Sustainable Design:**

Increase the number of developments which are verified as achieving a minimum Green Star Rating of 5 and/or NABERS rating of 5, or equivalent nationally recognised sustainability rating, by 2041. Other 'indicators of change' may include monitoring the number of verified developments in relevant rating tool categories (e.g. communities, building performance, interiors, design and as built categories), changes in urban tree canopy cover and areas of impervious surfaces.

- **Energy and Resources:**

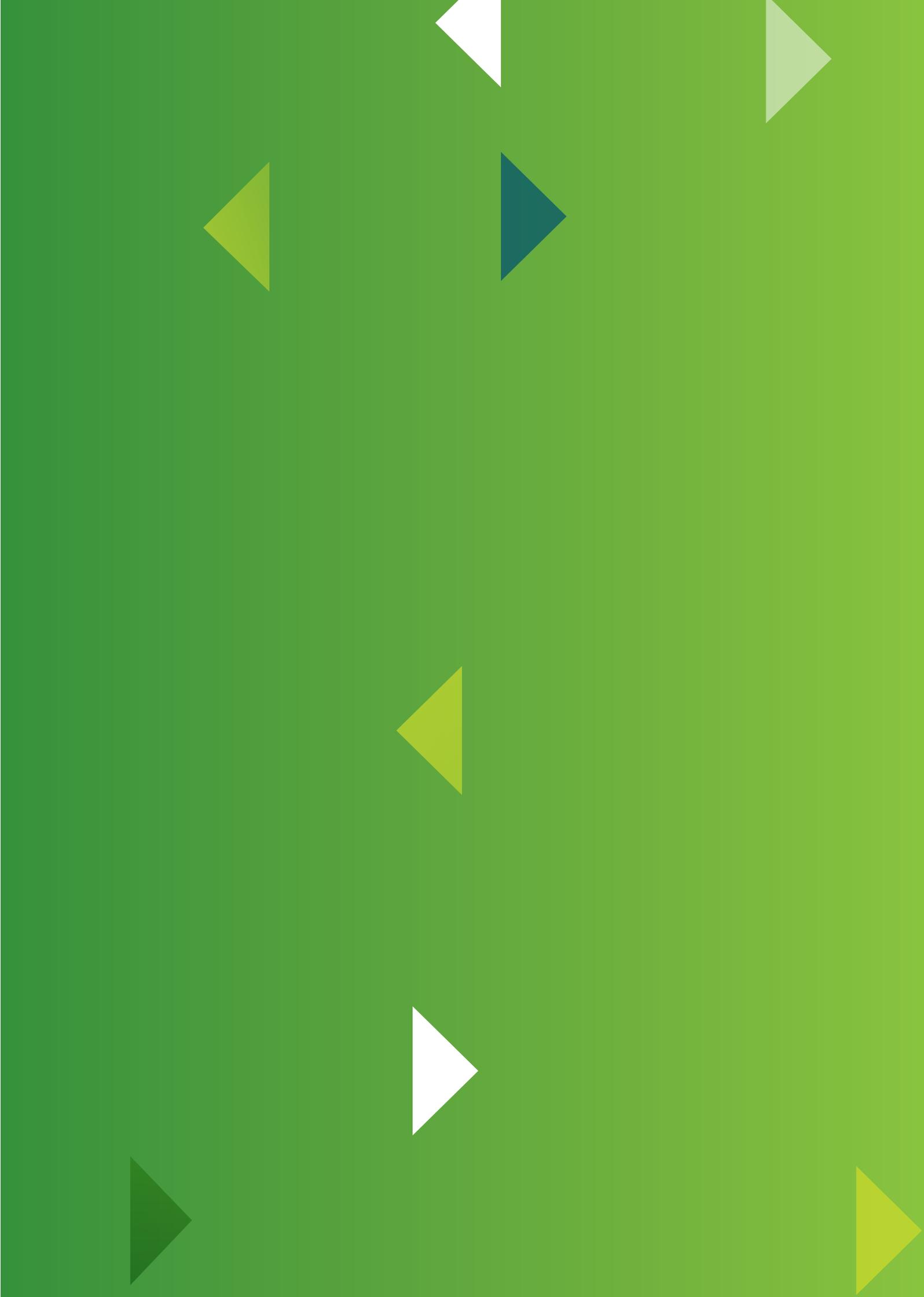
Sunshine Coast Council is a zero-net emissions organisation and the community is low carbon by 2041. Other 'indicators of change' may include monitoring emissions from landfills, council's energy (electricity and fuel) consumption, liquid petroleum gas, street lighting and other relevant emission sources will be measured to track council's greenhouse gas emissions. Community's emissions may be monitored by tracking energy consumption and waste sent to landfill. Other factors that may be monitored for both council and community will include renewable energy capacity, water consumption, and waste diverted from landfill and number of vehicles.

- **Sustainable Living:**

Increase community understanding and adoption of sustainable living practices by 2041. Other 'indicators of change' may include monitoring changes in the sustainability culture of the Sunshine Coast community (ie attitudes, awareness, perceptions, behaviour, barriers) will be measured along with other factors such as the number of sustainability events and programs offered to community and the number of people who attend these.

- **Adaptation and Resilience:**

Maintain or increase community resilience by 2041. Many of the potential 'indicators of change' proposed for other themes and associated targets may be used to indicate social, economic and environmental resilience of the region. Other frameworks that measure resilience or disaster management, such as the Australian Government's Socio-Economic Index for Areas (SEIFA), may also be included.





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