

Sunshine Coast Regional Economic
Development Strategy 2013-2033



PATHWAY PLAN:
HIGH-VALUE INDUSTRIES
2019-2023



Sunshine Coast Council would like to thank the signatories and partners of the Regional Economic Development Strategy and acknowledge the valuable contribution they have made to the implementation of the REDS and the continued growth of the Sunshine Coast economy.



ACKNOWLEDGEMENT OF COUNTRY

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



SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2013-2033 PATHWAY PLAN: HIGH-VALUE INDUSTRIES 2019-2023

*One of five implementation plans referenced in the
Sunshine Coast Regional Economic Development Strategy 2013-2033*

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THE SUNSHINE COAST – A GROWTH ECONOMY

The Sunshine Coast Regional Economic Development Strategy 2013-2033 has provided a vision and blueprint for the new economy – a prosperous, high value economy of choice for business, investment and employment, while offering an enviable lifestyle and environment.

The Sunshine Coast Regional Economic Development Strategy 2013-2033 (REDS) was initially accompanied by a five-year implementation plan to 2018 and industry investment plans for each of the seven high-value industries.

Building on the outcomes and achievements of these implementation plans since 2013, the REDS Implementation Plan 2019-2023 prioritises further actions under five critical pathways:

- Leadership, collaboration and identity
- Capital investment
- HIGH-VALUE INDUSTRIES
- Local to global connections
- Investment in talent and skills.

High-value industries produce the goods and services that are predicted to be in high demand from a range of significant international markets

Continued advancement of the new Sunshine Coast economy for the 2019-2023 implementation period will be built on:

- Strong economic leadership and collaboration between government at all levels, industry and the community.
- A recognised, competitive regional identity.
- Securing investment in the region's infrastructure and other project priorities.
- Supporting high-value industries to expand activities, job opportunities and connectivity to markets and supply chains.
- Promoting cross-sector collaboration and engagement on key initiatives and projects.
- Promoting entrepreneurship, innovation, research and digital connectivity.
- Positioning the Sunshine Coast in key national and global markets.
- Supporting local businesses to respond and adapt to market changes and opportunities.
- Developing, attracting and retaining a suitably skilled workforce.
- A regional education and training offering that aligns to the demands of the changing economy.

As these priorities align to the critical pathways, five-year action plans have been developed for each pathway, which will be reviewed and updated annually to ensure they remain responsive to the factors shaping the regional economy.

The region's high-value industries were identified in 2013 and continue to present the greatest potential for success to leverage off major capital investments. At the start of this plan there is \$12.5 billion in public and private investment underway or in the pipeline. Continued focus on growing high-value industries will deliver further economic benefits right across the region – from the rural hinterland to the urban coastal areas.



Growing industry and business capabilities to respond to demand from national and global markets is a major priority for the region

ABOUT HIGH-VALUE INDUSTRIES

High-value industries generate a range of enduring career opportunities and higher paying jobs for the local community. Many are also regarded as clever, innovation-oriented industries which attract a workforce with high levels of knowledge and skills and generate unique intellectual property with significant commercial value.

Capital investment in the Sunshine Coast since the start of the Regional Economic Development Strategy (REDS) in 2013 has delivered a significant boost to high-value industries. The number of high-value industry jobs in the region has grown from 59,000 in 2013 to 82,600 in 2017, exceeding the target for the first five years of the REDS implementation by 26%.

The region's high-value industries identified in 2013 continue to present the greatest potential for success to leverage off major capital investments and for producing the goods and services that are predicted to be in high demand from a range of significant international markets.

High-value industries are estimated to employ more than 80,000 people, an increase of 21,000+ since baseline estimates in 2013.



The types of jobs created through the expansion of high-value industries are likely to attract and build a highly skilled and knowledge-based workforce



THE SEVEN HIGH-VALUE INDUSTRIES IN THE SUNSHINE COAST ARE:

FOOD AND AGRIBUSINESS

The Sunshine Coast's food and agribusiness industry is characterised by a diverse range of sectors including horticulture, dairy and specialty dairy production, premium quality seafood, nurseries and value-add producers.

The industry is valued at A\$701 million with a 13% annual growth rate in value add (food processing) (University of the Sunshine Coast Food Research Group, 2019).

AVIATION AND AEROSPACE

The region provides exciting and diverse opportunities in the Australasian aviation market with the expansion of the Sunshine Coast Airport to be completed by 2020 and the development of an Aerospace Hub, combined with the complementary asset of Caloundra Aerodrome. Sunshine Coast Airport experienced more than 1.2 million passenger movements in 2018 (BITRE, 2019), placing it in the category of being the Australia airport with the highest rate of passenger growth for that year.

CLEAN TECHNOLOGIES

The clean technologies industry on the Sunshine Coast employs 1494 people (AEC Group, 2018) and contributes an estimated A\$228.2 million to the Sunshine Coast economy annually. This industry includes renewable energy, water, waste and recycling, construction materials, energy efficiency, carbon trading and environmental services. With one of the highest concentrations of clean technology businesses in Queensland, the Sunshine Coast has developed credentials in sustainability and clean technology innovation and is home to award-winning applications and research capabilities.

Our region is a leader in renewable energy with 40% of dwellings having solar power (compared to a 21% average across Australia) and council's own solar farm offsetting 100% of council's electricity needs.

EDUCATION AND RESEARCH

The education and research industry is an important employer and driver of economic growth which also supports the broader economy and will continue to assist in the ongoing evolution to higher value, more knowledge intensive and more sophisticated economic activities.

In 2018, the education and training sector provided more than 12,580 jobs and contributed A\$1 billion to the Sunshine Coast's economy (AEC Group, 2018).

HEALTH AND WELLBEING

The health and wellbeing industry is the Sunshine Coast's largest employer, providing an estimated 24,992 jobs (AEC Group, 2018).

There are almost 2000 healthcare related businesses registered in the region, providing the foundation for a dynamic and fast-growing sector with significant capability within the Australian health industry (ABS, 2018).

It comprises health, medical and specialist wellness services supported by clinicians, researchers and ancillary businesses. The industry is predicted to double its share of the employment market by 2033 and continue to be the region's largest employer.

TOURISM, SPORTS AND LEISURE

This industry is a significant feature of the regional economy and authentic characteristic of the region, underpinned by a strong regional reputation for staging international and home-grown events and supported by significant investment in key regional infrastructure.

The Sunshine Coast tourism region attracted A\$3.3 billion in visitor expenditure in 2018 (TRA, 2019).

There were more than 11 million visitors to the Sunshine Coast region in 2018 with the region recording its highest levels of domestic overnight and international visitors (TRA, 2019).

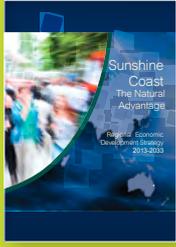
KNOWLEDGE INDUSTRIES AND PROFESSIONAL SERVICES

The Sunshine Coast is home to many innovative, knowledge-based businesses and is regarded as a national hub for entrepreneurs. The industry provides approximately 21,479 jobs in the region, with employment growth in managerial and professional services expected to exceed 135% over the next 20 years.

Innovation, entrepreneurship and digital technologies

The deployment of new and enabling technologies, including the Sunshine Coast International Broadband Network infrastructure, will support innovation and transformation across high-value industries and companies. The SEQ City Deal will enable the Sunshine Coast to participate in a whole of region and whole of state solution around research and development, innovation and technology drivers.

DELIVERING A NEW ECONOMY

2013	<p>Launch of Regional Economic Development Strategy 2013-2033</p>	<ul style="list-style-type: none"> → Growing the economy to \$33 billion → Increasing the number of high-value jobs to 100,000 → Expanding exports of goods and services to 20% → Achieving household incomes above the state average 	
2014	<p>Launch of seven Industry and Investment Action Plans 2014-2018</p>	<ul style="list-style-type: none"> → Focus on attracting and developing high-value industries → Achieving a regulatory environment that encourages investment and growth → Promoting innovation, research and digital participation → Establishment of industry led High Value Industry Taskforces 	
2018	<p>Release of Regional Economic Development Strategy Implementation Report Card 2013-2018</p>	<ul style="list-style-type: none"> → \$17.2 billion economy → 17.9% of goods and services produced for export outside the region → 82,633 high-value industry employment opportunities → 9.33% household income below Queensland average 	
2019	<p>Launch of Regional Economic Development Strategy Implementation Plan 2019-2023</p>	<ul style="list-style-type: none"> → Strong leadership embracing collaboration, agility and a sustained commitment to succeed → Essential infrastructure to support growth and competitiveness → Investment in high-value industries that generate enduring employment → A focus on national and global markets where the region has an identifiable competitive advantage → The talent and skills of its workforce and the contribution of community members 	
2019	<p>Launch of five year action plans for each pathway</p>	<ul style="list-style-type: none"> → Leadership, Collaboration and Identity → Capital Investment → HIGH-VALUE INDUSTRIES → Local to Global Connections → Investment in Talent and Skills 	
2023	<p>Evaluate impacts, review and modify strategy</p>	<ul style="list-style-type: none"> → Evaluate 2019 to 2023 actions and outcomes → Develop and deliver 2024-2028 action plans 	

THE PAST FIVE YEARS: PROGRESS OF HIGH-VALUE INDUSTRIES (2013-2018)

An exciting future for the Sunshine Coast is being developed on the back of strong economic foundations, valuable capital assets including award-winning health, education and aviation infrastructure, and a culture of innovation.

During 2013-2018 the growth of high-value industry jobs was facilitated by:

- attracting and developing high-value industries
- providing a regulatory environment that encourages investment and growth
- promoting innovation, research and digital participation.

The region's seven high-value industries afford the opportunity for local, domestic and global investors to expand an existing business, invest in a new venture and/or relocate or expand a business from elsewhere to the Sunshine Coast

Industry and investment plans for each high-value industry were developed and aggressively implemented to **attract and develop these industries** – focusing on addressing impediments to growth, workforce requirements, supply chains, market opportunities and identification of key investment targets. This was supported by the development of a clear investment proposition and compelling marketing materials for each high-value industry to attract and generate new investment.

An Enterprise Corridor was established in the Sunshine Coast Planning Scheme to **provide a regulatory environment that encourages investment and growth**. Public transport corridors for future connectivity along the Enterprise Corridor were also identified and preserved.

Local regulatory fees and charges relating to development of high-value industries were kept at a competitive level compared to other regions in Queensland and the east coast of Australia.

A Sunshine Coast Digital Economy and Participation Plan for business and industry was developed and implemented to **promote innovation, research and digital participation**. Support was targeted to include professional mentoring and angel investor programs.

All the achievements of 2013-2018 were the result of a truly collaborative process. Over the past five years, leaders from across business and industry contributed significantly as members of High-Value Industry Taskforces. These industry leaders now fulfil an important role as representatives for each of the high-value industries under an Invest Sunshine Coast Ambassador Program aimed at attracting, retaining and expanding investment in high-value industries.

In December 2017, council completed a feasibility study for an International Broadband Network, which found the project and associated facilities will deliver, among other benefits:

- Enhancements to the seven high-value priority industries across the region through access to Horizon 3 solutions, and
- New calibre of investment and high value jobs in technology based enterprises, innovative design and applications development ventures, industries dependent on high volume online transactions and businesses in the banking and finance sectors.

FURTHER PROGRESSING HIGH-VALUE INDUSTRIES (2019-2023)

The focus in the immediate future is to build on the achievements of the past five years and continued aggressive pursuit of high-value industry growth; strengthened profiling of industry advancements and achievements; and maximising benefits of the new economy for industry and the region.

For 2019-2023, the core areas of activity to further progress high-value industries are:

- 1 Establish and facilitate open forum sessions with representation from key industries and other tiers of government to discuss, promote and acknowledge economic development issues and improvements across the region.
- 2 Support industry groups across the seven high-value industries as they deliver programs and services linked to the region's five priority pathways and 2033 goals.
- 3 Articulate and promote the productivity benefits to the region and its place across the state and nationally, linked to the region shaping projects.
- 4 Establish a process of collaboration and sharing of workforce planning issues across the high-value industries ensuring the region is well placed to grow.
- 5 Investigate ways to facilitate and encourage the growth and expansion of HVI activities, including the identification of specific land uses, precincts and activity areas that support these activities.
- 6 Leverage the region shaping projects and regionally significant projects to support supply chain development and ripple effect benefits across the high-value industries.
- 7 Deliver high-quality active transport connections to activity centres, educational institutions and public transport hubs.
- 8 Ensure each high-value industry has associated high value infrastructure and region shaping connectivity to realise its potential.
- 9 Investigate the economic benefits and marketing opportunities arising from a potential UNESCO biosphere designation for the Sunshine Coast, with a view to encouraging investment and expansion in the seven high-value industries, with a specific focus on agribusiness, tourism and clean tech industries.
- 10 Ensure local regulatory fees and charges relating to development of high-value industries remain at the forefront of contestability with those of other regions in Queensland and the east coast of Australia.
- 11 Ensure the regulatory settings outside the Enterprise Corridor do not inhibit or constrain investment in high-value industries with a focus on agribusiness, tourism and leisure experiences.

INNOVATION AND ENTREPRENEURSHIP PRIORITY ACTIONS

- 1 Continue to support and enhance SCRIPT as a key regional platform to support innovation and entrepreneurship.
- 2 Support the foundational elements of innovation and entrepreneurship through program support and delivery specifically targeted at young people (up to 21 years of age).
- 3 Position the Sunshine Coast as an innovation, entrepreneurship and digital leader through the international submarine network and associated infrastructure. Enhance and connect to 5G capability to future-proof the region.
- 4 Lead the SEQ City Deal action which aims to establish a digital trade hub by leveraging the Sunshine Coast International Broadband Network.
- 5 Develop a regional test and innovation showcase to support local business connect to government contracts (government as a customer not a grant for new businesses).
- 6 Attract and support accelerators and programs that foster innovation and entrepreneurship in high-value industries and/or are connected to region shaping projects.
- 7 Ensure the soft (funding) and hard (space) infrastructure is tailored to fully support local market conditions and local entrepreneurs.

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

“Locating our business on the Sunshine Coast was an easy decision. The Sunshine Coast is in close proximity to export infrastructure such as major roads, airports and international ports. This has allowed us to easily reach investor markets in America, the United Kingdom, Ireland and New Zealand. We’ve also been able to tap into the expertise of the Sunshine Coast business community and a council which focuses on providing excellent customer service and advice.”

Henry Gosling,
Director COYO Corporate Pty Ltd

Winner, Australian Organic Awards –
2019 Export Market Leader
Winner, Sunshine Coast Business Awards –
2018 Large Agribusiness of the Year

FRAMEWORK FOR THE FUTURE

The REDS Implementation Plan 2019-2023 sets out 11 key actions for high-value industries. These actions sit alongside a suite of other pathway actions that will be implemented simultaneously due to a dependency across the different pathways.



LOCAL TO GLOBAL CONNECTIONS

ACTIONS

- Support the ongoing expansion of the export network
- Develop and implement a comprehensive Regional Export Program
- Deliver program of outbound trade and investment missions
- Conduct a review of the sister city agreements
- Work with tourism and food and agribusiness industry to ensure the Sunshine Coast Airport expansion project and opportunity has the required infrastructure
- Continue to foster high level relationships with Austrade and TIQ

IMPACTS

- Stronger profile in international markets
- Increase in exports
- Increase in inward international investment
- Increase in collaboration

INVESTMENT IN TALENT AND SKILLS

ACTIONS

- Work with State and Federal Government agencies and local industry to monitor skills and labour shortages
- Work with industry representatives and key growth sectors to identify the skilled work requirements to grow and expand the industry's market footprint
- Investigate partnership opportunities between the public and private sector
- Develop local business support programs
- Leverage opportunities in key markets to increase the intake of international students
- Leverage the sport connection, talent and skills pathways to enable national and international connectivity

IMPACTS

- Increase in economic resilience
- Strong Regional Competitive Effect for target industries
- Higher wages
- Improved self-containment (employment) and retention of talent
- Increase in accolades and awards for industry members
- The level of imports in target industries

TRACKING IMPACTS: HIGH-VALUE INDUSTRIES

Each pathway action plan outlines the programs and projects, lead agents and timeframes that fall under each of the pathway actions set out in the [Regional Economic Development Strategy Implementation Plan 2019-2023](#).

To ensure that the Implementation Plan 2019-2023 delivers the necessary change and growth of the Sunshine Coast economy, each pathway action plan includes a structure for collecting, analysing and reporting information on relevant indicators of success.

For the high-value industries pathway, successful intervention is expected to contribute towards an:

→ **Increase in job numbers**

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

→ **Increase in the size profile of businesses**

In 2018 there were 31,498 businesses within the Sunshine Coast Council area - 19,324 (61%) of these businesses do not employ staff. In contrast, there were 504 businesses employing 20-199 staff and 12 businesses with 200 or more employees. While an increase in the total number of businesses operating from the Sunshine Coast can be an indicator of a strong economy, the progression of micro and small businesses to medium and large businesses is an important indicator of business confidence and prosperity. Total business entries and exits, as well as the number of businesses by employee size and by turnover size will be monitored.

→ **Higher wages**

The household income on the Sunshine Coast in 2016 was \$142 per week less than the Queensland average. A 25% increase in job numbers within high-value industries from 2011-2016 should translate to an increase in new higher wage employment opportunities for Sunshine Coast locals, and therefore an increase in household income. As underemployment can also be a contributor to low household incomes, the profile of hours worked will be monitored.

→ **Increase in Gross Regional Product (GRP)**

A region's GRP represents the collective monetary value by all businesses in the local economy that is added to a product or service before it is offered to the end user. In 2018, the Sunshine Coast GRP was \$18.5 billion. As highly skilled, knowledge-intensive high-value industries add significant monetary value to products and services, an increase in the number and productivity of high-value industries should lead to a positive change in GRP over time. As such, GRP will be monitored as an indicator of the impact of the high-value industries pathway plan.

→ **Increase in business confidence in high-value industries**

Business confidence is one of the lead indicators of economic performance. The Sunshine Coast business community participates in an annual Business Confidence survey which provides accurate and important information about trading conditions on the Sunshine Coast. The 2018 results showed that 81% of respondents expected the same or increasing profits in the following six months and 89% expected the same or increased capital investment over the same period.

ACTION PLAN: HIGH-VALUE INDUSTRIES



- 1 Establish and facilitate open forum sessions with representation from key industries and other tiers of government to discuss, promote and acknowledge economic development issues and improvements across the region

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
1.1	Continue delivery of the Industry Engagement Program	<ul style="list-style-type: none"> → A relationship management plan for regular, consistent and purposeful stakeholder engagement and collaboration with industry peak bodies and leadership groups has been developed and adhered to → An annual open industry engagement initiative has been undertaken for each high-value industry → Programs and resources have been directed towards building the capacity of HVI businesses, other targeted industry groups and Chambers of Commerce to lead projects, where appropriate 	1-5	SCC
1.2	Monitor and provide input into all national and state policy frameworks that intersect with the local delivery of economic development reforms	<ul style="list-style-type: none"> → Networks and connections with relevant state and federal agencies are maintained → All opportunities to input into relevant council, state and federal policies are taken up 	1-5	SCC

2 Support industry groups across the seven high-value industries as they deliver programs and services linked to the region's five priority pathways and 2033 goals

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
2.1	Identify and deliver a suite of HVI Advancement program initiatives that facilitate improvements in the profile, capability and productivity of each of the seven high-value industries	<ul style="list-style-type: none"> → Regional representation of each high-value industry has occurred in at least one key local or national exposition per year → Industry specific programs are developed and delivered collaboratively that support growth and prosperity objectives → A minimum of five best practice tours, demo days, training events and/or best practice models with regional industry groups are undertaken annually → Develop case studies that profile the business value (eg cost savings) of adopting sustainable business practices and distributed annually 	1-5	Industry groups
2.2	Establish and implement a supply and demand chain optimisation program	<ul style="list-style-type: none"> → At least one initiative to increase local supply chain and procurement opportunities is fully implemented for all high-value industries, where relevant → Branding and collateral to leverage the region's reputation across the high-value industries 	1-5	SCC
2.3	Develop a business preparedness, resiliency and recovery program	<ul style="list-style-type: none"> → Development of a crisis management response plan and resources and tools for tourism, sport and leisure operators → Industry use of the available manual/tool following a natural disaster, accidents or other incident impacting the tourism industry → Delivery of general emergency economic recovery, disaster management and business continuity support for all industries 	1-5	VSC

3 Articulate and promote the productivity benefits to the region and its place across the state and nationally, linked to the region shaping projects

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
3.1	Establish tactical plans for each high-value industry to leverage region shaping project opportunities	<ul style="list-style-type: none"> → Leveraging opportunities for each industry have been identified and documented. A minimum of three tactical actions are undertaken in partnership with industry, eg The Curated Plate and hotel report → An increase in local businesses that have awareness of and access to opportunities that flow from region shaping projects 	1-5	SCC

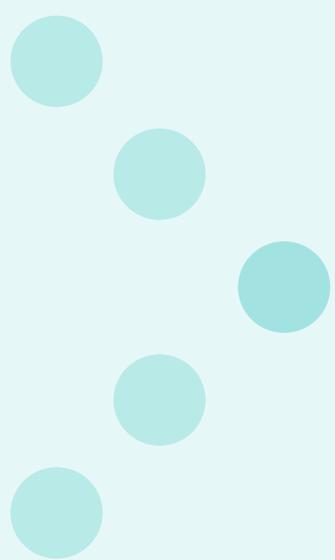
ACTION PLAN: HIGH-VALUE INDUSTRIES *continued*

4 Establish a process of collaboration and sharing of workforce planning issues across the high-value industries ensuring the region is well placed to grow

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
4.1	Industry workforce action plan	→ Identify workforce issues in collaboration with industry groups and leading employers and deliver an action plan	1-5	EdSC
4.2	Provide supply chain support to high-value industries	→ Link and support local businesses to increased opportunities in government delivered supply chain projects, eg defence, telecommunications and large infrastructure projects	1-5	SCC

5 Investigate ways to facilitate and encourage the growth and expansion of HVI activities, including the identification of specific land uses, precincts and activity areas that support these activities

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
5.1	Identify and facilitate needs and opportunities to enable and encourage specific land uses, precincts and activity areas for high-value industries growth	→ Work with with council’s Strategic Planning and Development Services to investigate ways to facilitate dedicated precincts and planning scheme elements aligned to the region’s competitive advantages	1-5	SCC



6 Leverage the region shaping projects and regionally significant projects to support supply chain development and ripple effect benefits across the high-value industries

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
6.1	Ripple Effect program	→ Develop and implement Ripple Effect program across all region shaping projects	1-2	SCCA SCBC
6.2	Apply the relevant elements of the Supply and Demand Chain Optimisation Program towards region shaping project opportunities	<ul style="list-style-type: none"> → Map supply chain capability across high-value industries against demand from major infrastructure projects → Identify industry-specific impediments to growth and leveraging major projects → The Business Plan/Masterplan for Caloundra Aerodrome is finalised and marketed → A gateway for international freight of agribusiness products is supported and aligned with airport capacity 	1-5	SCC
6.3	Establish a suite of resources that position the region as a destination of choice for business, sports and medical tourism	→ Promotional material is published and website content established that showcase the Sunshine Coast as a world-class destination for high-performance training and recovery	1-5	SCC
6.4	Leverage the ICN Gateway concept regionally	→ Increased use and improved data collection through leveraging the Sunshine Coast Regional Business Gateway through ICN	1-5	SCC

7 Deliver high-quality active transport connections to activity centres, educational institutions and public transport hubs

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
7.1	Integrated Transport	→ Support and leverage integrated transport solutions able to enhance the regions evolving transport, economic and workforce needs	1-2	USC
7.2	Mass transit project	<ul style="list-style-type: none"> → Provide economic support to the mass transit project team to finalise the business case → Support detailed planning in the Enterprise Corridor to inform potential amendments to the Planning Scheme that support mass transit connections 	1-5	SCC

ACTION PLAN: HIGH-VALUE INDUSTRIES *continued*

8 Ensure each high-value industry has associated high value infrastructure and region shaping connectivity to realise its potential

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
8.1	Investment attraction plan	→ Develop infrastructure priority matrix and investment attraction plan	1-5	SCC

9 Investigate the economic benefits and marketing opportunities arising from a potential UNESCO biosphere designation for the Sunshine Coast, with a view to encouraging investment and expansion in the seven high-value industries, with a specific focus on agribusiness, tourism and clean tech industries

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
9.1	Research and develop programs associated with Biosphere designation linked to high-value industries	→ Targeted research with opportunities identified and supported	3-5	SCC

10 Ensure local regulatory fees and charges relating to development of high-value industries remain at the forefront of contestability with those of other regions in Queensland and the east coast of Australia

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
10.1	Monitoring and review of regulatory fees and charges associated with high-value industries in comparison to competitive localities	<ul style="list-style-type: none"> → Monitoring and review undertaken and findings implemented as appropriate → Economic analysis of the value of natural assets and their ability to generate economic uplift for the region 	1-5	SCC

11 Ensure the regulatory settings outside the Enterprise Corridor do not inhibit or constrain investment in high-value industries with a focus on agribusiness, tourism and leisure experiences

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
11.1	Ongoing review and engagement of statutory tools including Sunshine Coast Planning Scheme	→ Economic Development aspects incorporated in new Sunshine Coast planning scheme	1-5	SCC



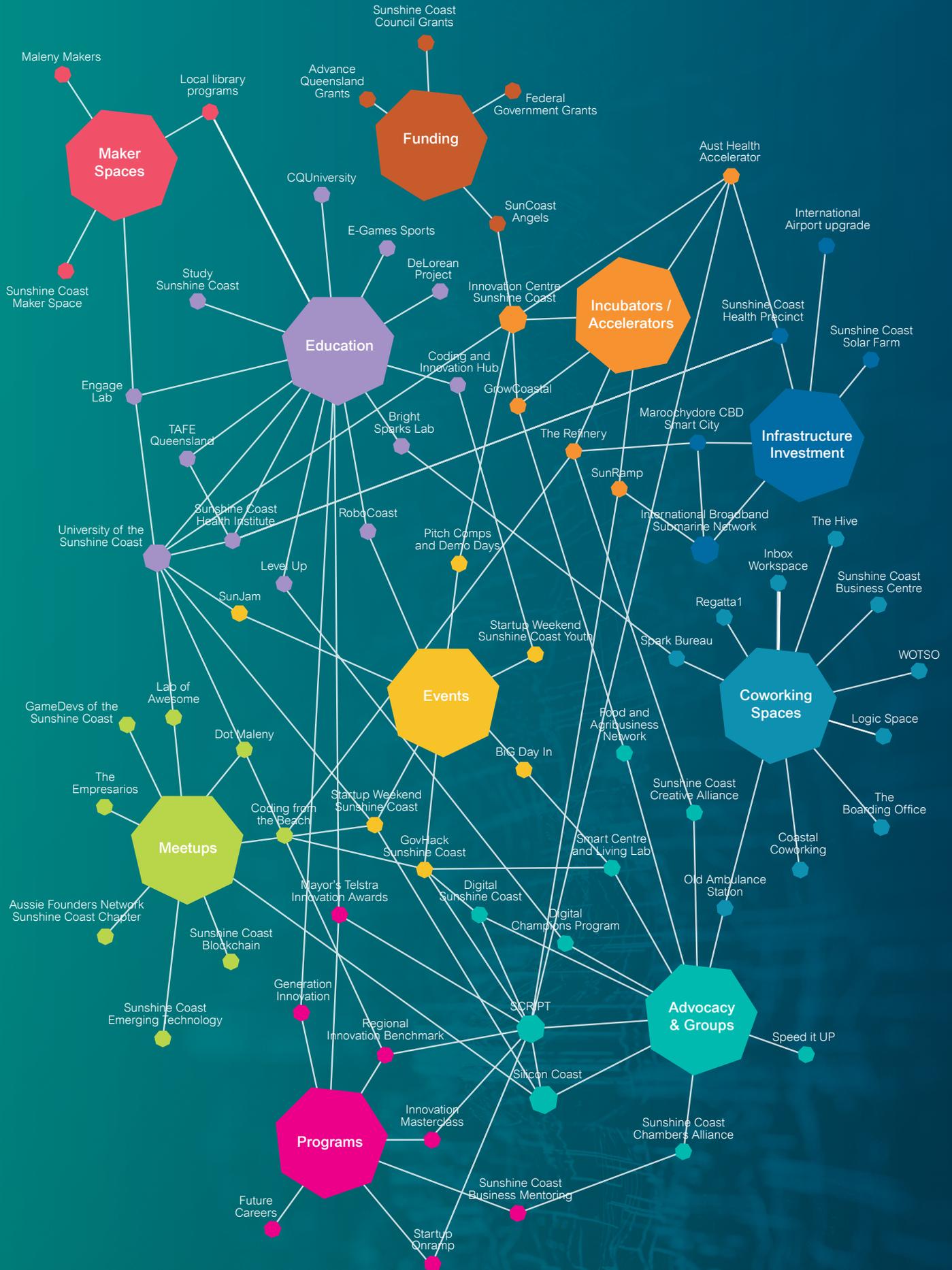
PROMOTING INNOVATION, RESEARCH AND DIGITAL PARTICIPATION



The Sunshine Coast is well positioned to deliver world class innovation and research outcomes. The region has a unique entrepreneurial ecosystem network of education programs, business incubators, coworking spaces, advocacy events and meetups which actively support and encourage innovation, new ideas, entrepreneurs and startups. The Innovation and Entrepreneurship Ecosystem map below highlights the many touchpoints for leadership and collaboration in this space.



SUNSHINE COAST INNOVATION AND ENTREPRENEURSHIP ECOSYSTEM



ACTION PLAN: INNOVATION AND ENTREPRENEURSHIP



1 Continue to support and enhance SCRIPT as a key regional platform to support innovation and entrepreneurship

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
1.1	Contribute to and participate in the SCRIPT collaboration for regional benefit	→ Successful delivery of SCRIPT projects and processes and enhancement of regional innovation and entrepreneurship outcomes as per SCRIPT objectives	1-3	ICSC SCC

2 Support the foundational elements of innovation and entrepreneurship through program support and delivery specifically targeted at young people (up to 21 years of age)

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
2.1	Support high quality youth entrepreneurship programs	→ Support and delivery of youth entrepreneurship programs such as Generation Innovation, BiG Day In, school-based and extra-curricular programs and events	1-5	SCC
2.2	Deliver the Sunshine Coast Telstra Innovation Awards	→ Successful delivery of awards and mentoring program and outcomes leveraged for broader promotional and business development activities	1-5	SCC

3 Position the Sunshine Coast as an innovation, entrepreneurship and digital leader through the international submarine network and associated infrastructure. Enhance connectivity to future proof the region

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
3.1	Market and promote the Sunshine Coast International Broadband Network (SCIBN)	<ul style="list-style-type: none"> → Targeted investment attraction and business development initiatives and marketing aimed at deriving economic growth → Targeted attraction of complementary digital infrastructure and economic activity → Support initiatives that promote the benefits of the SCIBN to local businesses, the workforce and the wider community 	1-5	SCC
3.2	Technology industry clustering programs	→ Facilitate technology industry collaboration through identification of common challenges and opportunities as well as delivery of actions	1-2	SCC



4 Lead the SEQ City Deal action which aims to establish a digital trade hub by leveraging the Sunshine Coast International Broadband Network

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
4.1	Facilitate local implementation of the SEQ City Deal	<ul style="list-style-type: none"> → Facilitate Digital Trade Hub partnerships, infrastructure and business expansion/attraction outcomes → Attraction of investment in complementary digital infrastructure → Actively promote and leverage City Deal elements 	1-5	SCC SEQ Council Mayors

5 Develop a regional test and innovation showcase to support local business connect to government contracts (government as a customer not a grant for new businesses)

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
5.1	Identify regional innovative companies/ solutions to connect to regional buyers	<ul style="list-style-type: none"> → Deliver a regular regional innovation showcase to support local businesses to connect to government and larger organisations across the region → Promote and connect regional based innovations and solutions to larger organisations and government → Up to three industry best practice trials/education programs are supported and evaluated on the Sunshine Coast over the action plan period 	1-5	SCC

6 Attract and support accelerators and programs that foster innovation and entrepreneurship in high-value industries and/or are connected to region shaping projects

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
6.1	Deliver entrepreneurship programs and support	<ul style="list-style-type: none"> → Identification and adoption of best-practice support and capacity-building for the startup ecosystem including entrepreneurship and innovation focused activities 	1-5	SCC



7 Ensure the soft (funding) and hard (space) infrastructure is tailored to fully support local market conditions and local entrepreneur

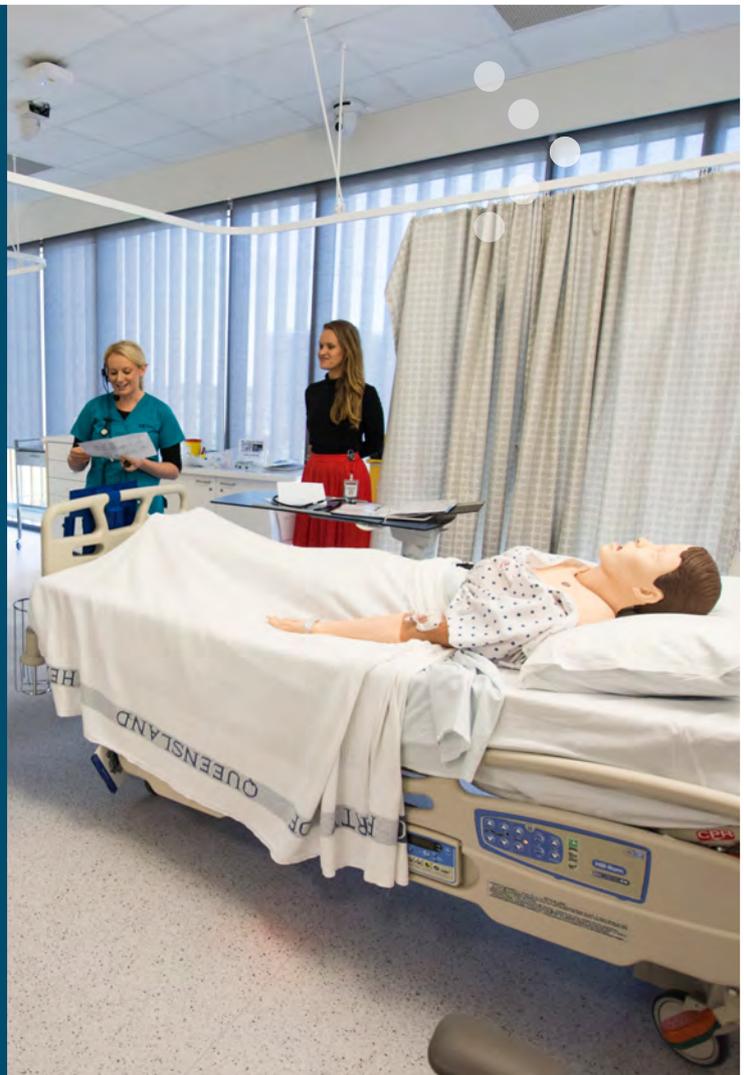
	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
7.1	Facilitate open data access and sharing	<ul style="list-style-type: none"> → Data is available to industry and entrepreneurs to foster innovation for products and services that deliver economic, environmental or social outcomes → Public sector data is connected with companies' business intelligence systems for improved, evidence-based decision making → Maintain demographic and economic systems, promotion and use → Identify and facilitate new collaborative arrangements/ sources/products 	1-5	SCC
7.2	Support Industry 4.0 initiatives and programs	<ul style="list-style-type: none"> → Develop and deliver a program that promotes and encourages Industry 4.0 technology adoption across the high-value industries 	1-3	SCC
7.3	Talent attraction programs	<ul style="list-style-type: none"> → Collaboratively develop and implement talent attraction and retention programs to support entrepreneurs to achieve growth targets 	1-3	SCC

CASE STUDY 1: SUNSHINE COAST HEALTH INSTITUTE

The Sunshine Coast Health Institute (SCHI) is a dedicated education, training and research facility providing a range of educational tools and training to develop and improve the skills of doctors, nurses, allied health workers, health professionals and vocational students.

Teaching and research are integral to the Sunshine Coast University Hospital and the SCHI plays a vital role in training the next generation of staff, fostering innovation and maintaining a culture of ongoing clinical audit, redesign and clinical practice improvement to support excellence in the delivery of care.

www.schealthinstitute.com.au



CASE STUDY 2: MEDIFARM

MEDIFARM is the first company in Australia to be fully licenced to cultivate and manufacture medicinal cannabis.

MEDIFARM formed an exclusive partnership with the Israeli global pioneer in medicinal cannabis, TIKUN OLAM, to provide the most advanced medicinal cannabis product for the Australian market and take advantage of the export opportunities within this \$70 billion global market.

MEDIFARM provides Australian doctors and patients with leading medicinal cannabis research, information on prescribing protocols, and medical education to assist in enabling health practitioners to make the best informed clinical decisions on patient care.

www.medifarm.com.au

GLOSSARY

Economic impact modelling

A tool which assesses the impacts of major projects and policy changes on the local economy.

Region shaping projects

Major projects nominated in the Regional Economic Development Strategy that are predicted to have transformational effects on business, employment and investment growth in the region.

Gross Regional Product (GRP)

Measures the total value of goods and services produced in a region.

High-value industries (HVI)

The seven industry sectors identified in the Strategy that have the greatest potential to generate enduring career opportunities and higher-paying jobs for the local community.

Horizon 3 solutions

Solutions which can significantly transform an industry or area.

Regional competitive effect

Comparison of how a local industry performs against benchmark trends.

Regional Economic Development Strategy 2013-2033 (REDS)

In November 2012, Sunshine Coast Council initiated a collaborative process with key business, industry and government organisations to develop a 20-year blueprint to support the region's future economic sustainability and prosperity. This was endorsed and brought into effect in 2013 to guide future actions.

Sunshine Coast Regional Innovation Project Team (SCRIPT)

A collaboration of local entrepreneurs, businesses, government stakeholders and community members dedicated to growing innovation and business capacity in the region.

SEQ Regional Plan

Provides a regional framework for growth management and sets planning direction for sustainable growth, global economic competitiveness and high-quality living across 12 councils, including the Sunshine Coast.

Sunshine Coast International Broadband Network (SCIBN)

The investment by Sunshine Coast Council to bring an undersea cable to the region, enabling the co-investment in additional broadband infrastructure by multiple parties that will ensure the region is highly connected both nationally and internationally.

Sunshine Coast Enterprise Corridor

Stretching between Sunshine Coast Airport and Caloundra South, this is the key regional location for commercial and residential growth over the next 20 years.

Transforming SEQ City Deal

Sets out the shared ambition of the Queensland Government and local governments to identify many of the key opportunities for strategic investments and stronger partnerships between governments, civic leaders, community and industry.

ACRONYMS AND ABBREVIATIONS

Austrade	Australian Trade and Investment Commission
FAN	Food and Agribusiness Network
HVIs	High Value Industries
ICSC	Innovation Centre Sunshine Coast
SCA	Sunshine Coast Airport
SCC	Sunshine Coast Council
SCCA	Sunshine Coast Chamber Alliance
SEQ	south east Queensland
SSC	Study Sunshine Coast
TIQ	Trade and Investment Queensland
UAV	Unmanned aerial vehicles, eg drones
USC	University of the Sunshine Coast
VSC	Visit Sunshine Coast



Sunshine Coast Regional
Economic Development Strategy 2013-2033

**PATHWAY PLAN:
HIGH-VALUE INDUSTRIES
2019-2023**



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