

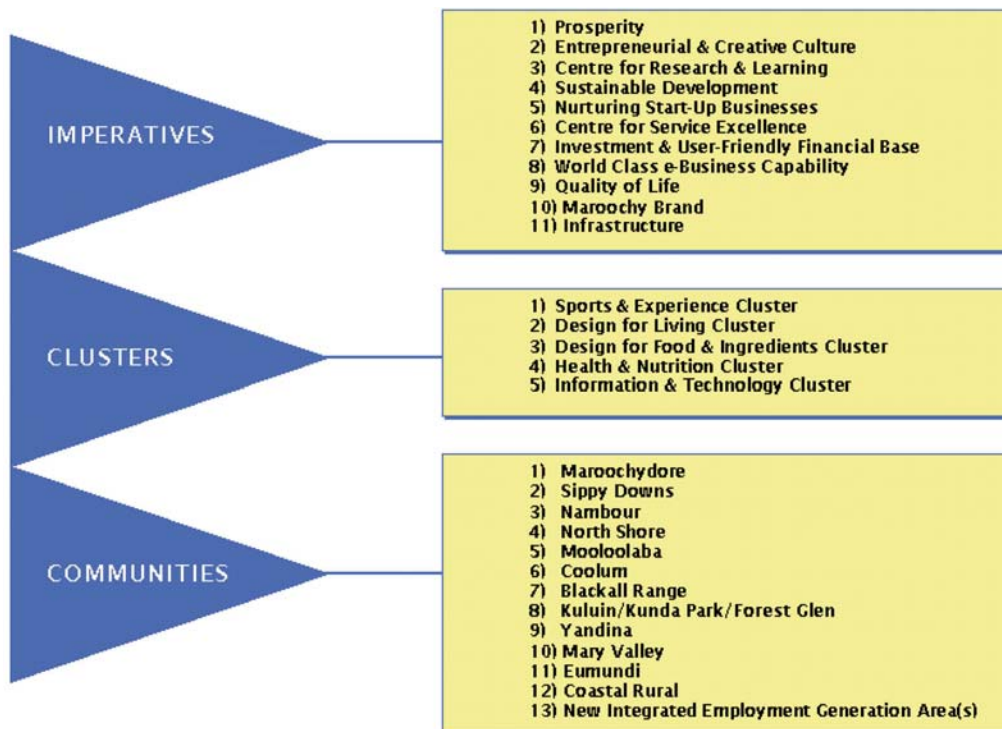
## 2.0 THE STRATEGY

The integrated economic development strategy combines three key elements:

- 11 Economic Imperatives;**  
**5 Economic Activity Clusters; and**  
**13 Economic Communities.**

These elements are illustrated in the figure below.

**FIGURE 6: INTEGRATED ECONOMIC DEVELOPMENT STRATEGY ELEMENTS**



The **Economic Imperatives** identify the key objectives for economic development within the Shire and the Sunshine Coast region. The following section provides a description of the intent of each imperative. The imperatives are used as the framework for the Maroochy Economic Plan Implementation Program, a five year financial and human resources model for the implementation of actions and objectives identified in the blueprint.

The **Economic Activity Clusters** identify the industry and business clusters that have the greatest potential to be developed to generate a mature, sustainable economy and a broad range of employment opportunities for a rapidly growing population with diverse employment needs.

The **Economic Communities** are the geographic locations of the Maroochy economy. These should not be confused with the residential communities. The function of the Economic Communities is to focus Council, State and industry resources to the development of businesses supported by the Economic Clusters and Imperatives in the MEP.

## 2.1 LEADERSHIP STATEMENT

The following leadership statement has been prepared to encapsulate the intent of the Maroochy Economic Plan:

*'Maroochy – Leading and creating a prosperous economic climate through diverse, sustainable job opportunities and community partnerships'.*

## 2.2 ECONOMIC IMPERATIVES

The following imperatives are the economic development objectives for Maroochy. They provide the necessary framework to organise the concurrent priorities of Maroochy Shire, the business community and associated institutions.

The 11 Economic Imperatives relate directly to the Implementation Program and provide the foundation for the Economic Communities and Economic Activity Clusters.

Each imperative is listed below with a detailed description. The actions identified in the Implementation Plan demonstrate the activities that will be undertaken over the coming five years to realise the delivery of each imperative. The imperatives are not listed in a particular order.

- IMPERATIVE 1: Prosperity and economic development through a specific focus on sustainable job growth**
- IMPERATIVE 2: Inventive, highly entrepreneurial and creative culture**
- IMPERATIVE 3: World class research and learning**
- IMPERATIVE 4: Sustainable development capitalising on our clean environment**
- IMPERATIVE 5: Nurturing start-up micro and small business**
- IMPERATIVE 6: Australian centre for service excellence**
- IMPERATIVE 7: Provision of an investment and user-friendly financial base**
- IMPERATIVE 8: To have world class e-business capability**
- IMPERATIVE 9: Celebration of our renowned quality of life**
- IMPERATIVE 10: A brand that reflects and enhances Maroochy's status in the global environment**
- IMPERATIVE 11: Provision of adequate hard and soft infrastructure**

## **IMPERATIVE 1: PROSPERITY AND ECONOMIC DEVELOPMENT THROUGH A SPECIFIC FOCUS ON SUSTAINABLE JOB GROWTH**

**Intent:** The creation of wealth and prosperity within the region can be achieved through the economic development of the Shire. Sustainable job growth to meet the needs of existing and future residents is a key priority of this imperative. The challenge for Maroochy and the Sunshine Coast over the coming decades will be a balance between the protection of environmental characteristics and fostering an increasingly diverse and robust globally competitive economy. It will also be imperative to cultivate an export growth culture by enhancing the Shire's international relations and trade activities.

### **Imperative 1: Action Plan (from the Implementation Plan)**

- 1.1 Identify and encourage sustainable job (industry sectors and regions) growth areas within the Shire, including (absolute) competitive advantages i.e. what is our unique value proposition?**
- 1.2 Develop Sunshine Coast Knowledge Precinct consistent with the recommendations of Maroochy Economic Development Advisory Board and the endorsement of Maroochy Shire Council.**
- 1.2a Complete the remaining stages of the study to identify sustainable employment industries within the Shire to match community aspirations, consistent with the cluster development model and viable business practice (i.e. what is our unique value proposition?).
- Sports and Experience Cluster (from tourism and sports)
  - Design for Living (from woods products cluster)
  - Food and Ingredients Cluster (from farming and fishing industry)
  - A Health and Nutrition Cluster (from current health industry)
  - Creative Industries
- 1.2b Prepare a practical program to attract and/or grow those Economic Activity Clusters.
- Sports and Experience Cluster (from tourism and sports)
  - Design for Living (from woods products cluster)
  - Food and Ingredients Cluster (from farming and fishing industry)
  - A Health and Nutrition Cluster (from current health industry)
  - Creative Industries
- 1.2c Program must be linked to SCKP, SCIC and ArtSYNC.
- 1.3 Urgently identify and develop land bank for Integrated Employment Generation purposes.**
- 1.3a Urgently identify land bank for Integrated Employment Generation purposes and seek refinements to Maroochy Plan 2000 to facilitate increased business confidence, giving particular focus to supporting cluster communities and sustainable industry areas.
- 1.3b Support the integration of Integrated Employment Generation land areas and associated policy changes into the Maroochy Plan 2000.
- 1.3c Seek State Government and private developers to provide adequate Integrated Employment Generation Land in line with the outcomes of the program identified above.
- 1.3d Develop and implement marketing strategies to target identified business types.
- 1.4 Initiate partnership/s to identify and implement uniquely practical and valuable mentoring and skills development programs:**
1. Target micro and small business.
  2. Address small business failure.
  3. Place emphasis on industry sectors supported in Economic Development Strategy.

**1.5 *Implement and maintain a positive regulatory and business climate.***

- 1.5a Review regulatory environment to identify unnecessary and outdated regulations at a State, Commonwealth and local level.
- 1.5b Fund or seek funding sources to assist in the implementation of regulatory reform at a State, Commonwealth and local level.
- 1.5c Implement regulatory reform at a State, Commonwealth and Local level.
- 1.5d Prepare and implement a marketing plan to address potentially incorrect industry perceptions about the regulatory environment and generally inform industry of local requirements.

**1.6 *Facilitate the creation and promotion of a DIMIA regional sponsoring authority to assist in facilitating business strategies aimed at attracting proven, successful entrepreneurs to Maroochy.***

**1.7 *Identify and facilitate structured linkages with other organisations:***

- University of the Sunshine Coast.
- State and Commonwealth government departments.
- Local government authorities.
- Non government organisations.
- Chambers of commerce.

**1.8 *Promotion of incentives for interstate partnerships, importation of interstate business to the region (and internationally).***

- Review previous work by Spiller Gibbins Swan for Maroochy Shire Council and other recent studies.
- Target incentives to industries and locations emphasized in the Economic Development Strategy.
- Seek businesses to match the maturing and diversification of the economy towards global competitiveness.
- Identify Commonwealth Research Centres to match sustainability industry development and seek relocation to the Maroochy Shire.

**1.9 *Initiate partnerships to provide youth development programs to address youth unemployment within the Sunshine Coast region:***

- Year 12 completion
- Skills development (CSIT and USC and other industry training providers)
- Business skills and entrepreneurship

**1.10 *Initiate partnerships to provide employment opportunities within cluster development programs in the Sunshine Coast Knowledge Precinct and associated employment generation areas.***

- Facilitate traineeships, work experience and other appropriate training programs.
- Respond to age demographics.

**1.11 *Initiate partnerships to provide life skills development programs.***

- Financial management including business and personal investment.
- Personal development.
- Career and family priority development.

**1.12 *Initiate partnerships to provide small business development programs.***

- Knowing small business skill, market research, staff management, taxation issues and making a profit.

**1.13 Build upon the initial identification of the economic communities within the Maroochy Economic Plan 2004-2009. Considerations and decisions must be guided by the following conditions that will ensure a competitive and prosperous economic environment:**

- efficient and effective 'hard' infrastructure, including appropriate land use policy;
- good physical and functional links that support social, cultural and economic interaction and exchange;
- a skilled and flexible workforce;
- low cost business structures;
- a supportive governance structure including ready access to business support services;
- strong links between business, government, research and learning institutions to innovation;
- an urban (or rural) quality that engenders 'liveability'; and
- in consultation with stakeholder groups, prepare & implement economic community plans.

**1.14 Work with State and Commonwealth Government to develop Maroochydore as Key Regional Centre. Note: The Maroochydore Regional Centre Development Strategy (MRCDS) contains documented and supported actions for the development of Maroochydore.**

1. Identify actions within the MRCDS that Maroochy Economic Development Advisory Board has the capacity to fund resource and implement.
2. Identify actions within the MRCDS that Maroochy Economic Development Advisory Board has the capacity to lobby for the funding and implementation of actions out of the scope of MEDAB influence.

## **IMPERATIVE 2: INVENTIVE, HIGHLY ENTREPRENEURIAL AND CREATIVE CULTURE**

**Intent:** The development of knowledge economy for the Sunshine Coast region will require the creation of a new culture. The characteristics of this new culture will be inventiveness, entrepreneurship and creativity. The aim is to create an environment where this culture can grow and flourish and be adapted by existing and future industry sectors.

### **Imperative 2 Action Plan (from the Implementation Plan)**

#### **2.1 Promote citizenship of global economy (i.e. International partnerships and linkages).**

1. Support strong relationships with our overseas partners and sister cities to assist in bringing Maroochy to the global economy.
2. Identify other globally appropriate relationships for the export of Maroochy-based skills and technologies.
3. Assist in locating skilled overseas entrepreneurs to invest in Maroochy.
4. Assist in attracting overseas investment capital.
5. Assist local firms to gain access to global markets.
6. Encourage more International Tourism.

#### **2.2 Increase Research and Development input/output and commercialisation of Intellectual Property via Sunshine Coast Knowledge Precinct and other sources:**

1. Research, identify and facilitate programs/projects to increase Research and Development and commercialisation of Intellectual Property;
2. Fund or seek funding sources for the programs/projects identified in 2.2a; and
3. Support local business to increase the take up of Research and Development also increasing the protection of Intellectual Property.

#### **2.3 Identify by industry sector prospective and practising entrepreneurs.**

- Compile a database for use in promoting joint venture partnerships.

#### **2.4 Create a culture of support for creative, innovative and entrepreneurial participants and members of the community.**

Prepare and implement a specific marketing campaign to educate, enhance and move the traditional economy towards a knowledge economy base, placing emphasis on:

- Sports and Experience Cluster (from tourism and sports)
- Design for Living (from woods products cluster)
- Food and Ingredients Cluster (from farming and fishing industry)
- A Health and Nutrition Cluster (from current health industry)
- Creative Industries

#### **2.5 Foster and mentor the creative, innovative and entrepreneurial community.**

Develop an innovative industries resource strategy identifying the needs of innovative industries. Enhance Council's home-based business approval process. Identify and implement uniquely practical and valuable mentoring system:

1. Target micro and small business.
2. Address small business failure.
3. Place emphasis on the evolving five cluster sectors supported in Section 2 – Maroochy Economic Development Strategy.
4. Cater specifically to foster the creative, innovative and entrepreneurial community.

**2.6 *Develop and nurture partnerships between educational institutions and industry.***

- Place emphasis on the evolving five cluster sectors supported in Section 2 – Maroochy Economic Development Strategy
- Assist overseas institutions to gain access to valuable overseas opportunities

**2.7 *Facilitate the provision of necessary IT infrastructure to support this culture (e.g. broadband).***

- Seek to develop joint venture relationships with telecommunications providers to increase access to new technologies.
- Place emphasis on the evolving five cluster sectors supported in Section 2 – Maroochy Economic Development Strategy.
- Place emphasis on the provision of IT infrastructure to the Economic Cluster Communities supported in Section 2 – Maroochy Economic Development Strategy.

**2.8 *Initiate partnership/s to develop and facilitate e-business training encouraging its adoption:***

- Target micro and small business.
- Address small business failure.
- Place emphasis on the evolving five cluster sectors supported in Section 2 – Maroochy Economic Development Strategy.
- Develop an e-business module that will provide local businesses with unlimited access to business management, accounting and training systems through [www.business.maroochy.com](http://www.business.maroochy.com)

**2.9 *Initiate partnership/s to co-ordinate an annual international IT/knowledge economy expo/conference.***

- Develop and implement comprehensive "investor destination" advertising campaign.

### **IMPERATIVE 3: WORLD CLASS RESEARCH & LEARNING**

**Intent:** Maroochy will demonstrate leadership in the development of this region as a world-class centre for research and learning. The attraction and creation of additional intellectual capital and the development of a network of information, innovation and employment generating centres within Maroochy will be key functions of this objective.

#### **Imperative 3 Action Plan (from the Implementation Plan)**

##### **3.1 *Coordinate joint university business and Maroochy Shire Council partnership to ensure a high level of consistency between economic development initiatives and curriculum delivery.***

Place emphasis on the evolving five cluster sectors supported in Section 2 – Maroochy Economic Development Strategy

- Sports and Experience Cluster (from tourism and sports)
- Design for Living (from woods products cluster)
- Food and Ingredients Cluster (from farming and fishing industry)
- A Health and Nutrition Cluster (from current health industry)
- Creative Industries

##### **3.2 *Pursue with University of the Sunshine Coast establishment of a creativity and design centre.***

##### **3.3 *National Tourism Workshop:***

1. Work within existing tourism framework to identify ways that Maroochy Economic Development Advisory Board can contribute to the development of tourism – National Tourism Workshop etc.
2. Recommend that purpose of the workshop be to identify ways that tourism can benefit from cluster development and relationship with the Sunshine Coast Knowledge Precinct – Technology Park – a more sustainable model.

##### **3.4 *Become expert in identifying, attracting and facilitating grants and subsidies from State and Federal Government and private enterprise.***

1. Undertake an analysis of International grant system.
2. Identify potential funding sources within Maroochy Shire Council /Maroochy Economic Development Advisory Board context at the State and Federal level on a regular cycle.

##### **3.5 *Annual Ideas symposium.***

- Ideas to market

##### **3.6 *Encourage the involvement of business in leadership and learning.***

##### **3.7 *Annual blockbuster lecture via distinguished R&D leader.***

- ICSC currently run a successful lecture program on R&D and innovation. This activity could be jointly funded/run etc.

##### **3.8 *Develop linkages between curriculums of schools, universities, TAFE etc to achieve job readiness/relevance.***

- Support and encourage the use of local businesses of school-based trainees

##### **3.9 *Develop and implement entrepreneurial business competitions (within secondary schools) - annual.***



***3.10 Develop and implement entrepreneurial business competitions (within Local government to enhance the understanding of Council staff of business viability and business confidence) - annual.***

***3.11 Develop and promote the use of the intellect of people with disabilities, retirees as mentors etc.***

1. Identify skills base available with PWD and retirees and match to identified need to identify the value proposition and prepare a program for implementation.
2. Budget and fund or seek appropriate funding sources to implement the program as identified above.

***3.12 Support the future growth of the Innovation Centre and the Sunshine Coast Knowledge Precinct and Technology Park in line with the Smart State strategy.***

1. Continue to work with the University of the Sunshine Coast, the Department of State Development and Innovation and Education Queensland to advance the Technology Park.
2. Place emphasis on the evolving five cluster sectors supported in Section 2 - Maroochy Economic Development Strategy:
  - Sports and Experience Cluster (from tourism and sports)
  - Design for Living (from woods products cluster)
  - Food and Ingredients Cluster (from farming and fishing industry)
  - A Health and Nutrition Cluster (from current health industry)
  - Creative Industries
3. Identify necessary funding and resources to effectively contribute to the development and operation of the Technology Park.
4. Market and promote the relationship between the Technology Park and the economic foundations of the Shire.

## **IMPERATIVE 4: SUSTAINABLE DEVELOPMENT CAPITALISING ON OUR CLEAN ENVIRONMENT**

**Intent:** A key characteristic of the Sunshine Coast is the value that the community places on our pristine environment. The development of a sustainable economy will require action on for:

- existing and new companies that manage the relationship between the economy and the environment
- the adoption of business practices that are far more efficient and responsive to the environment
- replace cradle to grave systems with cradle to cradle systems

### **Imperative 4 Action Plan (from the Implementation Plan)**

#### ***4.1 Globally competitive advice and processes in place.***

1. Undertake review of international best practice.
2. Through consultation with industry, environmental groups and government identify models to suit the Sunshine Coast Region.
3. Fund or seek funding and collaborative partnerships to foster sustainable business practice
4. Implement programs of support.

#### ***4.2 We have an extraordinarily proud heritage in our environment - promote it! (marketing program).***

- Become a centre of excellence for environmental planning and management.
- Identify ways the economic development can occur within our pristine environment.
- Identify ways that the growth of the environmental economy can grow to export from the region both in Intellectual Property and product.

#### ***4.3 Become a centre of excellence for environmental planning and management***

1. Identify ways the economic development can occur within our pristine environment.
2. Identify ways that the growth of the environmental economy can grow to export from the region both in Intellectual Property and product.

#### ***4.4 Initiate partnership/s to establish and support a school of environmental studies which has, through the innovation centre, strong links with industry.***

- Work in partnership with the USC or other universities to establish and support a school of environmental studies on the Sunshine Coast.
- Through ICSC and SC Technology Park develop and maintain linkages to local industry.
- Develop a program designed to reinforce the cluster development model and assists in the maturing of the Sunshine Coast Economy towards sustainability.

#### ***4.5 Annual environmental symposium/conference of global distinction.***

- Work with industry, the USC and government stakeholders to establish an annual program designed to highlight the environment and the economy of Maroochy and the Sunshine Coast.
- Maintain the leadership role Maroochy has established to generate an economy fuelled by growth in environmental industry solutions.
- This program should become more self sustaining through increased success and collaboration.

**4.6 *Initiate internal and external Council programs or complement existing programs with the intention to encourage the Shire to meet leading edge design rules for environmentally friendly and energy efficient construction and development.***

- This action is largely policy based and does not require financial funding.
- New technologies such as solar energy and energy efficiency would be a priority.

**4.7 *Initiate a partnership to annually produce a major piece of research each year through a task force combining academics and industry.***

- Establish a joint industry, university and government taskforce.
- Identify projects to assist the recognition of the Sunshine Coast as a region that practices world's best practice in sustainable development.
- Work with industry and other stakeholders to implement recommendations from this work.
- Encourage community adoption of sustainable development principles.
- Seek adoption of sustainable development principles in Maroochy Plan 2000.

**4.8 *Establish and maintain the Maroochy Clearing House for Sustainable Development ideas and concepts - knowledge and assessment of sustainable development solutions for local use can provide the conditions for knowledge economy growth.***

**4.9 *Develop strong linkages with school curriculum and involve students in developing sustainable economy solutions to protect or to preserve our clean environment e.g. competition with public recognition.***

**4.10 *Facilitate and initiate partnerships between environmental lobby and development industry to engender an improved utilisation of environmentally sustainable technologies within the built environment.***

**4.11 *Initiate and facilitate the formation of an advisory group (Council, USC, industry and environmental organisations) to advise appropriate organisations on business programs to integrate with environmental best practice.***

**4.12 *Maroochy Shire Forest Tourism Strategy.***

- 4.12a Initiate and facilitate the formation of a forest tourism management structure to drive and implement the Maroochy Shire Forest Tourism Strategy.
- 4.12b Implement the Maroochy Shire Forest Tourism Action Plan.

## **IMPERATIVE 5: NURTURING START-UP MICRO AND SMALL BUSINESS**

**Intent:** For the best opportunity to grow and mature start up micro and small businesses will have an enhanced streamlined regulatory environment. Mentoring and training programs will also be structured to enhance this section of the market. The continuing development of business incubators will reinforce the success of these programs to date.

### **Imperative 5 Action Plan (from the Implementation Plan)**

- 5.1 *Review Maroochy Plan 2000 in relation to home-based businesses with a view to implementing user-friendly policy changes.*
- 5.2 *Initiate and facilitate the involvement of micro and small businesses in the formation of the Economic Activity Clusters identified in the Economic Development Strategy.*
- 5.3 *Promotion of existing knowledge/information sources such as DSDI, Chambers of Commerce, industry associations, TAFE etc.*
- 5.4 *Consolidate partnerships with a series of awards and sponsors that acknowledge excellence in micro and small business.*
- 5.5 *Initiate and facilitate partnerships to provide easy access to latest market research techniques.*
- 5.6 *Initiate and facilitate valuable training and skills development programs specifically aimed at micro and small business owners.*
- 5.7 *Facilitate training and education on "leading edge" technology applications and business processes.*
- 5.8 *Establish effective working relationships with media to promote appropriate programs and initiatives available to small and micro businesses.*
- 5.9. *Facilitate the introduction of general purpose business incubator.*
  - Undertake feasibility study for a food innovation incubator.
  - Facilitate the development of a food innovation incubator.
  - Investigate opportunities for appropriate incubators within cluster committees.
- 5.10 *Target micro business sectors for development (e.g. align with cluster development model - FIB etc.).*
- 5.11 *Undertake SME detailed growth trends via concept sponsorship.*
- 5.12 *Promote Smart Licence for new business start-ups (reduction of red tape).*
- 5.13 *Facilitate workshop for accountants and other small business advisers to identify training needs for small business operators.*

- 5.14 Identify and facilitate appropriate government funding programs (R&D, export, B2B, Innovation) for business growth.***
- 5.15 Develop and project manage 'Buy Local' campaign to assist sales retention in our business community.***
- 5.16 Facilitate access to appropriate start-up capital for start-ups and small business e.g. Business Angels Network and other seed capital networks.***
- 5.17 Provide initial advice and referrals and guidance on registrations, insurance, marketing, and licences for all business enquiries.***

## **IMPERATIVE 6: AUSTRALIAN CENTRE FOR SERVICE EXCELLENCE**

**Intent:** Maroochy will be the Australian centre for service excellence. This will occur through the development of functional and relevant programs designed to create a culture of excellence in customer service.

### **Imperative 6 Action Plan (from the Implementation Plan)**

#### **6.1 *Establish Maroochy as a Centre for Customer Service Excellence through the development and deployment of the following initiatives:***

- A charter for service excellence.
- Prepare an understanding of customer needs and preferences.
- Work in cooperation with customers service providers to create a customer service training centre – unified curriculum with TAFE, Uni, schools etc.
- Prepare a Customer service manual including checklists for service providers.
- Coordinate the formation of a regional form of accreditation for service providers.
- Identify the potential to develop an implement a courtesy campaign for service sector at peak periods (taxi's, airports, restaurants, accommodation etc).

#### **6.2 *Develop, with media, good news stories relating to excellence in customer service.***

#### **6.3 *Partner with existing awards for service excellence.***

#### **6.4 *Develop a courtesy campaign for service sector at peak periods (taxis, airports, restaurants, accommodation etc).***

#### **6.5 *Initiate and partner a Sunshine Coast-wide volunteer program to identify opportunities to use volunteers and implement a program to encourage and reward volunteers.***

#### **6.6 *Maroochy Brand - Ensure marketing program relates to Maroochy as a Centre for Excellence in Customer Service.***

#### **6.7 *Seek absolute 24 hour/seven day, no compromise commitment by the leaders of this community (government, industry, professional etc).***

#### **6.8 *Identify individuals to embody the service culture.***

#### **6.9 *Develop a collegiate/association of ambassadors for excellence in customer service.***

**IMPERATIVE 7: PROVISION OF AN INVESTMENT AND USER-FRIENDLY FINANCIAL BASE**

**Intent:** Maroochy is a place that promotes investment opportunities, through the formation of a user-friendly financial base. The projected population growth for the next 20 years will provide a strong stimulus for business growth across all sectors.

**Imperative 7 Action Plan (from the Implementation Plan)****7.1 *Develop database of financial advisors, bankers etc. within field of finance.***

- Investigate potential for networks and partner with interested organisations.

**7.2 *Facilitate the development and delivery of workshops with appropriate partners on ways to efficiently access all levels of finance e.g. seed, growth, venture capital and export.*****7.3 *Research into higher risk, higher return investments.*****7.4 *Facilitate the production of an electronic checklist/advisory publication on where to access finance (e.g. website).*****7.5 *Facilitate the development and delivery of workshops with appropriate partners educating small to medium enterprise proprietors on the requirements of financial institutions when seeking finance.*****7.6 *Facilitate access to appropriate capital for start-ups and small business e.g. Business Angels Network and other seed capital networks.***

## **IMPERATIVE 8: TO HAVE WORLD CLASS E-BUSINESS CAPABILITY**

**Intent:** To have global e-business capability, Maroochy will need to have the necessary hard and soft infrastructure. Maroochy will advocate and support initiatives that provide the framework for this to occur.

### **Imperative 8 Action Plan (from the Implementation Plan)**

#### ***8.1 Education of technology and its potential.***

1. Research current state of e-business technology and test against infrastructure delivery capability within the Shire. Identify potential utilisation and target markets etc. Identify specific practical activities to be undertaken to deliver successful and sustainable growth of e-business in Maroochy.
2. Undertake studies in conjunction with industry partners to understand current e-business usage and future potential by business sector.
3. Identify necessary education and marketing programs to achieve use of the applications.
4. Fund or identify funding sources for the implementation of recommendations identified in above.

#### ***8.2 Re-education of business processes to fit into e-business model.***

1. Study existing business use and benefits of e-business capability, identify and deliver in partnership education programs to assist in the take up of e-business.

#### ***8.3 Local government policy to encourage e-business capability.***

1. Review existing local government policies relating to e-business and identify specific recommendations for implementation.
2. Fund or identify funding sources for the implementation of recommendations identified in above.

#### ***8.4 Promotion of the University of the Sunshine Coast ICT Centre.***

1. Collaboration with University of the Sunshine Coast and Education Queensland to promote the University of the Sunshine Coast ICT Centre.



## **IMPERATIVE 9: CELEBRATION OF OUR RENOWNED QUALITY OF LIFE**

**Intent:** The preservation of our natural environment and the enhancement of our cultural facilities will continue to form an excellent foundation for the celebration of our renowned quality of life.

### **Imperative 9 Action Plan (from the Implementation Plan)**

#### **9.1 ID key attributes of Maroochy quality of life.**

1. Undertake study to identify attributes of Maroochy quality of life:
  - Recognise that quality of life is a function of physical and social attributes (interaction) – not just geography
  - Build sense of community
  - Encourage volunteerism
  - Community and environmental pride
  - Focus on coordinated youth services
  - Promote sport and recreation facilities and services
  - Social tolerance
  - Diversity and tolerance of lifestyle choices
  - Opportunity for lifelong learning
  - Promote range of health and wellness services
  - Promote arts and cultural facilities and services
  - Promote low cost of living

#### **9.2 Encourage volunteerism.**

1. Contribute to or participate in programs designed to encourage volunteerism across a broad spectrum of areas:
  - need to show potential volunteership to become involved;
  - need to list volunteer programs and levels of involvement required;
  - need to encourage value of our seniors; and
  - MSC is developing a "seniors panel".
2. Identify, design and implement programs designed to encourage volunteerism.
3. Support and develop 'buy local' initiatives.

#### **9.3 Opportunity for lifelong learning.**

1. Implement a program/event/or marketing campaign to achieve this goal.

**IMPERATIVE 10: A BRAND THAT REFLECTS AND ENHANCES MAROOCHY'S STATUS IN THE GLOBAL ENVIRONMENT**

**Intent:** To possess a brand that will promote Maroochy in competitive environments will be an important part of implementing these imperatives. A comprehensive marketing program targeted towards the Australian and international market will be prepared, resourced and funded to achieve this imperative.

**Imperative 10 Action Plan (from the Implementation Plan)**

- Research, develop, identify and prepare a "Maroochy" brand to promote Maroochy in competitive environments:
- Develop a value proposition in association with key stakeholders
- Develop case studies with reference to other regional branding strategies
- Determine synergy between Maroochy, Sunshine Coast and SEQ brands (i.e. Maroochy – heart of the Sunshine Coast)
- Assess desirability and suitability of Maroochy brand as distinct to the Sunshine Coast brand in cooperation with the University of the Sunshine Coast
- Community consultation re: desirability of brands and co-brands
- Branding to reflect character of present service offering and target markets (i.e. live, work and play)
- Develop brand and roll-out strategy (implementation, integration and how-to up to service/ business level)
- Copyrighting and licensing of logos and trademarks and expressions where appropriate
- Buy local program
- Overseas trade opportunities

## **IMPERATIVE 11: PROVISION OF ADEQUATE HARD AND SOFT INFRASTRUCTURE**

**Intent:** The Sunshine Coast region must develop substantial hard and soft infrastructure to catch up with the growth that has occurred over the last two decades and to provide for projected growth in the future. The hard infrastructure of roads, rail, telecommunications and public transport are major issues to be addressed for this region. Soft infrastructure in the form of education, skills and a trained workforce must be provided for to meet the needs of a rapidly growing community in a changing environment.

### **Imperative 11 Action Plan (from the Implementation Plan)**

#### **11.1 Soft Infrastructure.**

1. Undertake soft infrastructure analysis to ensure Economic Development Strategy objectives are being met.
2. Identify specific soft infrastructure targets and outcomes.
3. Seek State, Commonwealth, local government and private partnerships to implement and deliver.
4. Work with National SeaChange Taskforce

#### **11.2 Partner with SunROC to assist with the preparation of the Regional Economic Development Strategy and the Sunshine Coast Regional Transport Infrastructure Plan.**

1. Provide input and advice to the preparation of the Regional Economic Development Strategy and encourage strengthening of inter-regional relationships through regional EDS. Place particular emphasis on the integration and provision of hard and soft regional infrastructure.
2. Undertake to assist in the implementation of recommendations applying to Maroochy Shire Council – review MEP Implementation Plan to achieve revised goals as appropriate.
3. Provide input and advice on the preparation of the Sunshine Coast regional transport infrastructure plan and encourage strengthening of inter-regional relationships through regional EDS. Place particular emphasis on the integration and provision of hard and soft regional infrastructure.
4. Undertake to assist in the implementation of recommendations applying to Maroochy Shire Council – review MEP Implementation Plan to achieve revised goals as appropriate.

#### **11.3 Determine the future role of the Sunshine Coast Airport (i.e. training facilities and aerospace industries, tourism and site tours (aligned industries), and coordination with other authorities.**

1. Work with MSC as owners of the airport site to identify programs and results of existing studies as the basis for further enhancement of the airport's role as a key economic driver for Maroochy Shire.
2. Fund or identify funding sources for the implementation of projects and programs identified through the process in 1 above.

#### **11.4 Encourage local authorities for coordinated management of reticulated water and other essential services (i.e. power, sewerage etc).**

1. Continue successful partnerships delivering coordinated management of infrastructure (water etc).
2. Identify additional opportunities for the coordinated management of infrastructure functions.

**11.5 Provision and fast tracking of adequate serviced commercial and industrial land bank already identified and immediately available.**

1. Undertake a review of existing commercial and industrial facilities across the Shire within context of Sunshine Coast, benchmark against relevant alternative locations to measure local performance.
2. Identify gaps and areas of greatest need to target fast tracking assistance.

**11.6 Promote and widely circulate the need for sufficient commercial and industrial land bank to meet population and employment growth projections.**

1. Prepare marketing and promotion campaign to achieve this goal.

**11.7 Facilitate the development of an integrated SunROC town planning strategy with associated processes to enable consistent development regulations across the three local government authorities.**

1. Identify the potential for this to occur.
2. Work cooperatively with all stakeholders.
3. Priority of efficient and appropriate development - housing.

**11.8 Education as a Knowledge economy enabler.**

1. Identify and introduce programs designed to increase education levels within Maroochy consistent with the emerging cluster priority areas to enable the continued development of the knowledge economy.
2. Work with private and public education providers to increase education levels within Maroochy consistent with the emerging cluster priority areas to enable the continued development of the knowledge economy.

**11.9 Business Services as a Knowledge economy enabler.**

1. Identify and introduce programs designed to increase sustainability within the business services sector. Recognize their function as an economy enabler and seek consistency with the Maroochy Economic Development Strategy.
2. Work with the business services sector to identify efficient work practices and encourage the use of work environment /equipment that is based on cradle to cradle principles.

**11.10 Transport Services as a Knowledge economy enabler.**

1. Identify and introduce programs designed to increase sustainability within the transport services sector and recognize their function as a knowledge economy enabler. Encourage activities within this sector to be consistent with the Maroochy Economic Development Strategy.
2. Work with private and public transport services providers to identify efficient work practices and use technology that produces carbon dioxide.
3. Encourage the utilisation of technology that enhances components that can be recycled.

**11.11 Construction and Building Services as a Knowledge economy enabler.**

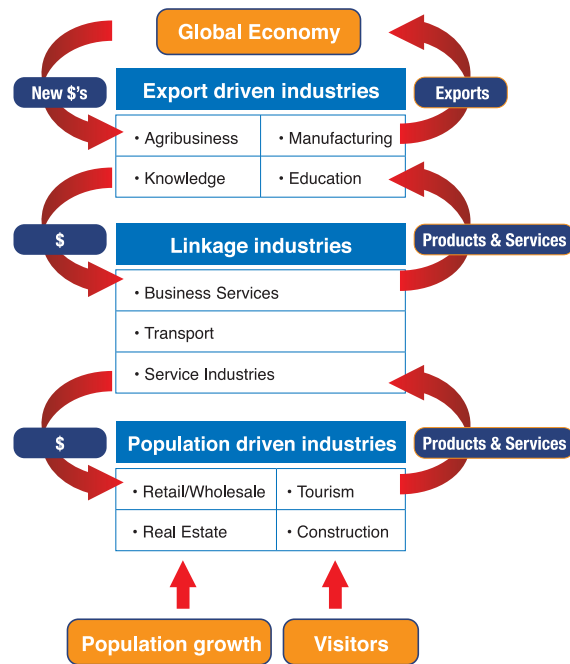
1. Identify and introduce programs designed to increase sustainable construction and building development and use Maroochy consistent with the Maroochy Economic Development Strategy. Recognise their function as enablers within the knowledge economy.
2. Work with private and public construction and building services to identify efficient work practices and encourage designs that use minimal energy and are recyclable.

## 2.3 ECONOMIC ACTIVITY CLUSTERS

The Economic Activity Clusters (EAC) build on the 11 Economic Imperatives above and are drawn from the work undertaken by ICF Consulting for the Sunshine Coast Knowledge Precinct Technology Park Strategy 2003. This work was funded by the Maroochy Economic Development Advisory Board using funds from the Economic Development Levy and assessed the economic foundations of the Sunshine Coast and potential Economic Activity Clusters. The inclusion of these focus areas in the Maroochy Economic Plan provides the platform for industry development through the Implementation Plan to achieve the imperatives of this Strategy.

The Maroochy and Sunshine Coast economies are dominated by the retail, construction and hospitality sectors. The figure below illustrates that population growth and tourism drive the economy and, as such, they are low on the value chain. For the Maroochy economy to integrate with the global economy and become more sustainable, existing economic foundations need to be developed into integrated Economic Activity Clusters. The strengthening of the innovation, human resources and infrastructure foundations of knowledge-based activities will be a key function to the maturing of each Economic Industry Cluster.

**FIGURE 7: ECONOMIC DRIVERS AND THE GLOBAL ECONOMY**



Source: Adapted from earlier work by Professor Michael Porter (Harvard Business School)

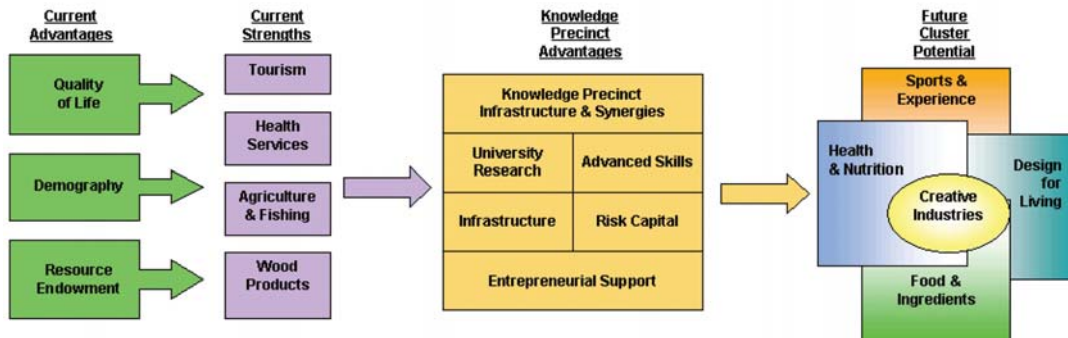
The analysis undertaken by ICF Consulting for the Sunshine Coast Knowledge Precinct Technology Park Strategy of the high growth potential industries identified five key "clusters", or sets of economic activity, that now address distinct markets outside of the region. They are:

- Tourism (including sports and recreation, retailing and accommodation)
- Agriculture and Fishing
- Wood Products (including furniture)
- Health Services (for older adults as well as sports people)
- Creative Industries

The figure below illustrates the results of the ICF assessment of the Sunshine Coast regional economy. The current advantages and strengths of the region provide the basis for future potential. On the left, the current advantages of the region are described as quality of life, demography and resource endowment, and correspond with the community assessment through Maroochy 2025. The current strengths reflect

the dominance of Tourism, Health Services, Agriculture and Fishing, and Wood Products. These strengths have the potential to be developed into Economic Activity Clusters through the development of the Knowledge Precinct and other cluster development activities throughout the Shire to deliver strong cluster growth and job opportunities in one or more of these areas.

**FIGURE 8: POTENTIAL EVOLUTION OF THE SUNSHINE COAST ECONOMY**

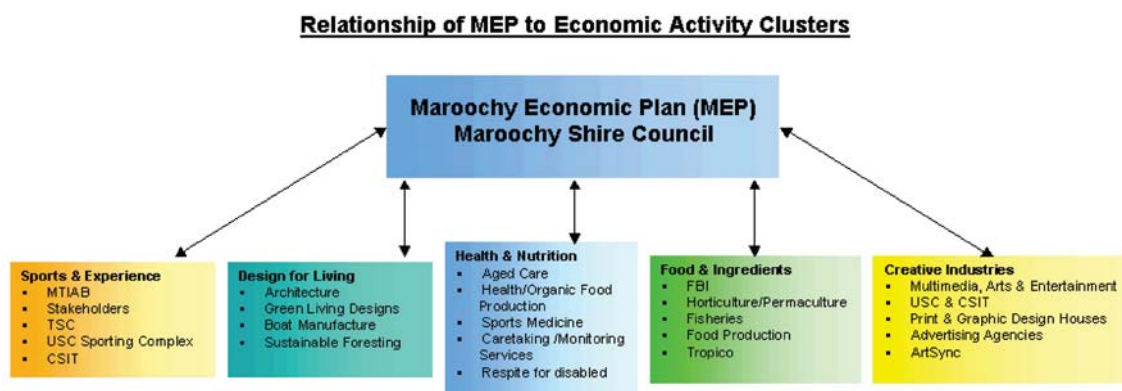


Source: Reproduced and adapted from the Sunshine Coast Knowledge Precinct Technology Park Strategy November 2003

The development of the potential Economic Activity Clusters will require concerted and coordinated efforts by local government, State Government and business and industry sector groups. Limited resources dictate that only one of these potential Economic Activity Clusters can be developed in the initial stages of transformation to knowledge based economy. Additional assessment of the potential of each of the proposed Economic Activity Clusters needs to be undertaken to identify the "latent potential" and relative position of the existing economic strengths to be developed.

The illustration below portrays the relations of the MEP to the potential Economic Activity Clusters. In each of the five areas a number of existing activities reinforce their selection as potential clusters. A brief list of these can be found in the illustration.

**FIGURE 9: RELATIONSHIP OF MEP TO ECONOMIC ACTIVITY CLUSTERS**

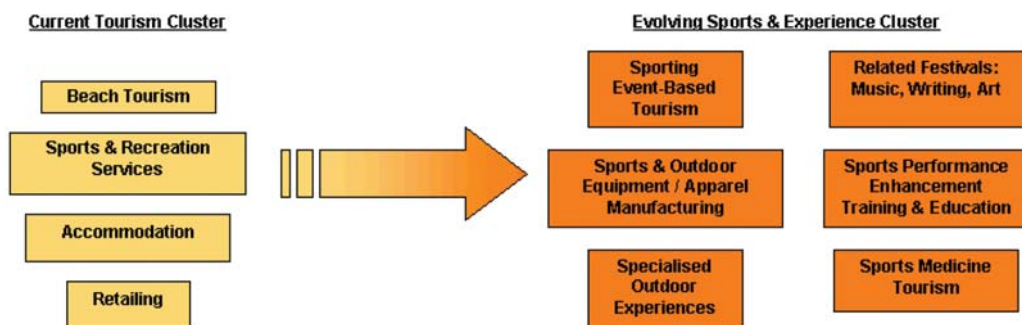


The following excerpt from the Sunshine Coast Knowledge Precinct Technology Park Strategy 2003 describes the characteristics of each potential Economic Activity Cluster. As cluster development identifies both horizontal and vertical industry elements as distinct to industry sectors, occasionally seemingly unexpected activities can be identified in the proposed clusters.

## 1. SPORTS AND EXPERIENCE CLUSTER

The proposed Sports and Experience Cluster builds on the existing tourism industry (including sports and recreation, retailing and accommodation). This industry has been growing from strength to strength for a number of decades and now dominates and influences many elements of the economy. As a cluster this would involve the design and manufacture of innovative sports equipment and related apparel, and the development of customised tourism themes related to sporting can evolve from the current tourism cluster. The figure below illustrates the potential evolution of the current cluster.

**FIGURE 10: ILLUSTRATION OF CLUSTER EVOLUTION FOR SPORTS AND EXPERIENCE**

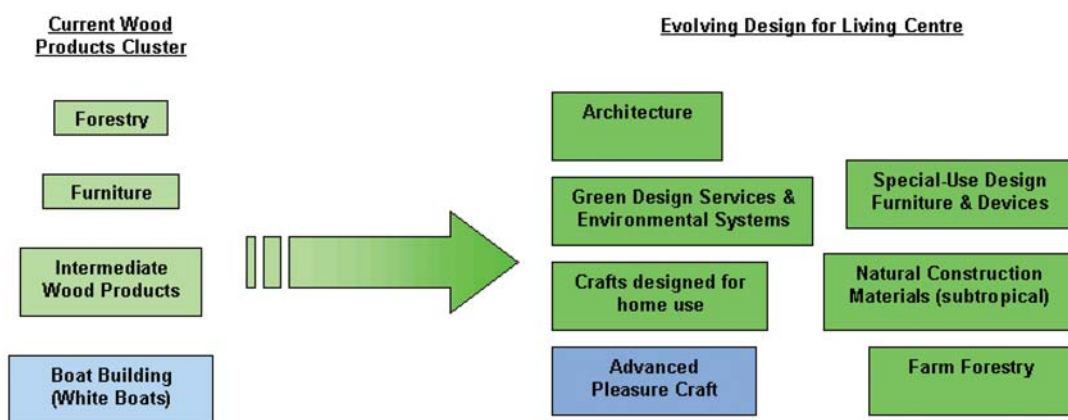


Source: Reproduced from the Sunshine Coast Knowledge Precinct Technology Park Strategy November 2003

## 2. DESIGN FOR LIVING CLUSTER

The proposed Design for Living Cluster would focus on designing, building and exporting innovative furniture, materials, products and architecture that reflect principles of green design, use of natural materials and are intended to specific audiences (such as ageing populations). This cluster has the potential to be developed in a number of different directions, from high consumption, resource intensive to sustainable/green, renewable. This choice reflects the broad spectrum of community interests present on the Sunshine Coast. The Maroochy 2025 community-visioning project has identified a vision called "Maroochy Connected and Learning Communities" which reflects a very strong leaning towards a preference for sustainable renewable and low consumption patterns of living. This will provide a strong influence for the direction that the design for living cluster can take. The figure below illustrates the potential evolution of the cluster.

**FIGURE 11: ILLUSTRATION OF CLUSTER EVOLUTION IN DESIGN FOR LIVING**



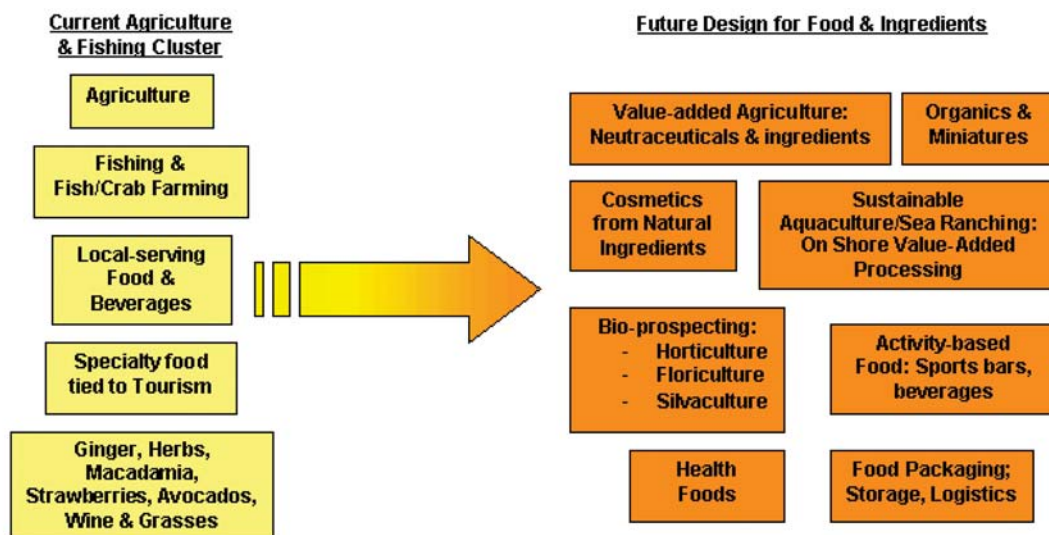
Source: Reproduced from the Sunshine Coast Knowledge Precinct Technology Park Strategy November 2003



### 3. FOOD AND INGREDIENTS CLUSTER

The Sunshine Coast has a "Food and Beverage" Cluster that was formed in approximately 1999. This cluster/network has managed to continue to grow despite consistent challenges. The proposed Food and Ingredients Cluster is envisioned to build on the existing cluster network to invent and produce innovative, healthy and natural food and beverage products, natural ingredients and nutraceuticals, and has the potential to emerge from the current agriculture cluster. This cluster would be closely tied to the Health and Nutrition Cluster but would focus on manufacturing instead of services. It would also be focused on the development of elements that reflect the characteristics of this region, working on the competitive advantages that this region has and the aspirations of the community to preserve the natural characteristics. The emphasis on manufacturing by this cluster will require the provision of timely and adequate land for manufacturing, currently not available. This is a critical consideration in the success of this cluster. The figure below illustrates the potential evolution of the current cluster.

**FIGURE 12: ILLUSTRATION OF CLUSTER EVOLUTION FOR FOOD AND INGREDIENTS**

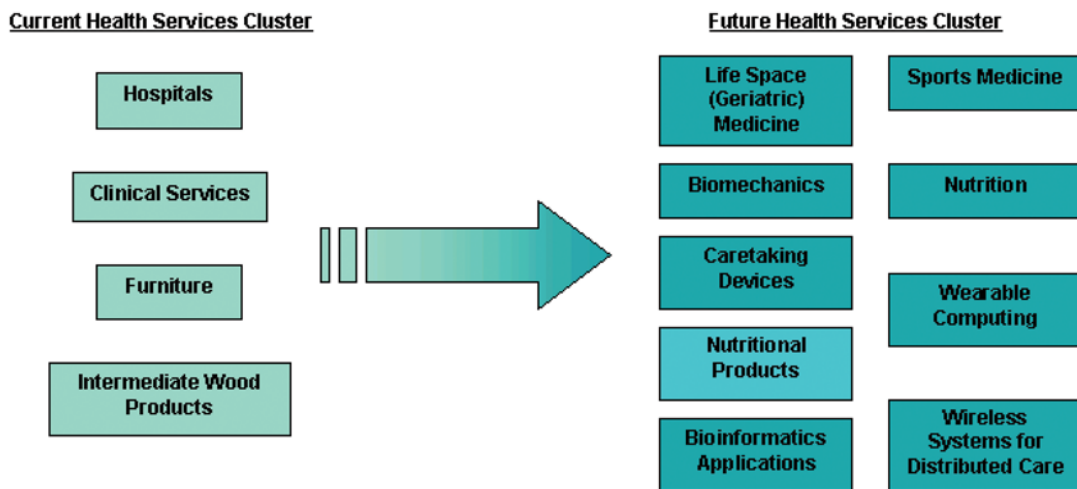


Source: Reproduced from the Sunshine Coast Knowledge Precinct Technology Park Strategy November 2003.

#### 4. HEALTH AND NUTRITION CLUSTER

The Health and Nutrition Cluster will be focused on ageing, sports medicine, training and nutrition. This cluster would likely be a services-based research, education and training cluster but it would be likely to have substantial technology spill overs with the sports and experience cluster, and the Food and Ingredients cluster. This cluster has a strong presence in the form of existing hospital and medical services. The development of complementary research and development or expansion of learning related functions will be dependent on the provision of key financial, hard and soft infrastructure, largely not currently present. The figure below illustrates the potential evolution of the current cluster.

**FIGURE 13: ILLUSTRATION OF CLUSTER EVOLUTION FOR HEALTH AND NUTRITION**

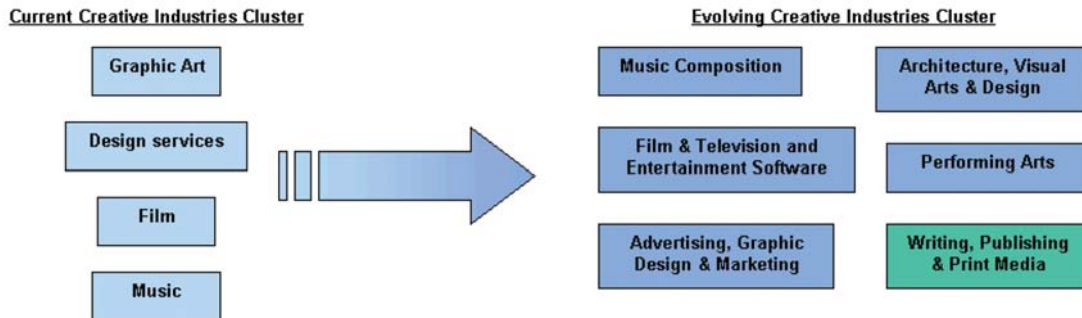


Source: Reproduced from the Sunshine Coast Knowledge Precinct Technology Park Strategy November 2003

## 5. CREATIVE INDUSTRIES CLUSTER

The proposed Creative Industries Cluster reflects the active arts community on the Sunshine Coast and the state government activities investment in this sector as part of the "Smart State" initiative. A number of the cluster segments are well represented in Maroochy with music, graphic art, design and film groups or companies active. The ArtSYNC Incubator in Nambour is a joint Maroochy Shire Council and State Government initiative to foster the development of local talent.

**FIGURE 14: ILLUSTRATION OF CREATIVE INDUSTRIES CLUSTER**



Source: adapted from the Sunshine Coast Knowledge Precinct Technology Park Strategy November 2003

## CONCLUSION

The development of these five Economic Activity Clusters, all build upon - and will strengthen - the current economic foundations and leading industries of the region.

The proposed Economic Activity Clusters are consistent with the imperatives of the Maroochy Economic Plan:

The development of the economy into a sustainable, employment-generating level of maturity beyond the cyclical influences of the existing shallow economy; and consistent with the community visioning process encapsulated by the Maroochy 2025 program.

They also have the potential to make the Sunshine Coast an innovative leader in activities that are growing rapidly around the world.

The Implementation Program includes a number of specific actions designed to develop as options to provide the proposed Economic Activity Clusters with the necessary conditions for success.

## 2.4 ECONOMIC COMMUNITIES OF MAROOCHY

The economic communities of Maroochy provide the framework for each geographic location to sustain industry segments or clusters to enhance the sustainable development of the Maroochy Economy. 'Map 14: The Economic Communities of Maroochy', illustrates the geographic locations of the Economic Communities and their Economic Activity Cluster characteristics. The map also illustrates the areas in the Shire where the key components of hard infrastructure are placed to deliver opportunities for economic sustainability.



### Objective

To create a number of globally capable industry centres. These centres to be characterised by a critical mass of similar and related firms, and by the availability and intensity of knowledge, research and development, innovation and extensive inter firm and international interaction.

Refer to Implementation Program, Imperative 1 for the actions associated with the Economic Communities

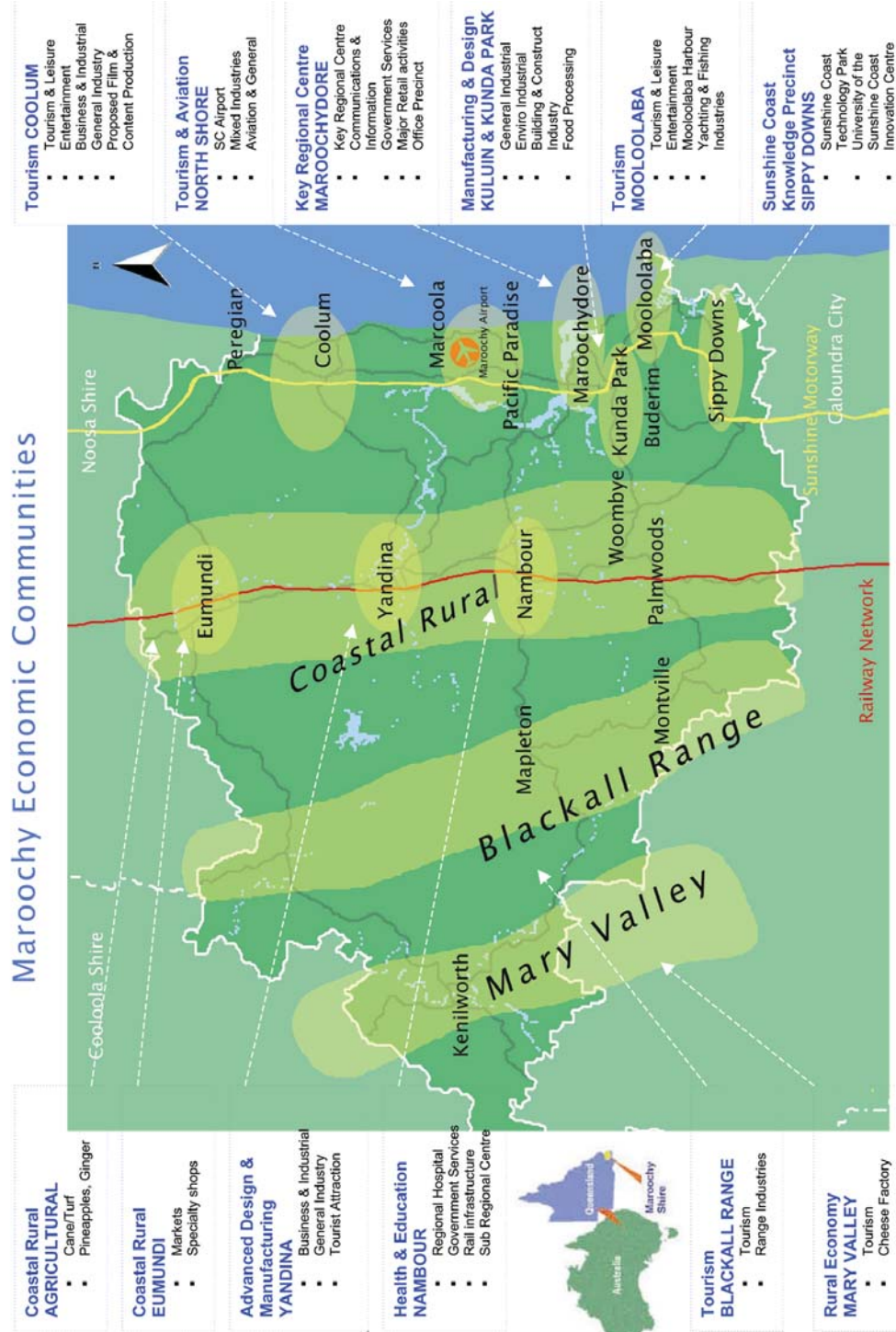
#### CENTRE

1. Maroochydore
2. Sippy Downs
3. Nambour
4. North Shore
5. Mooloolaba
6. Coolum
7. Blackall Range
8. Kuluin/Kunda Park/Forest Glen
9. Yandina
10. Mary Valley
11. Eumundi
12. Coastal Rural
13. To be identified

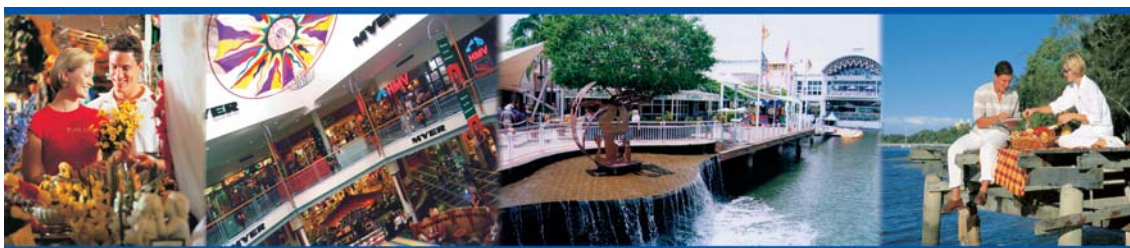
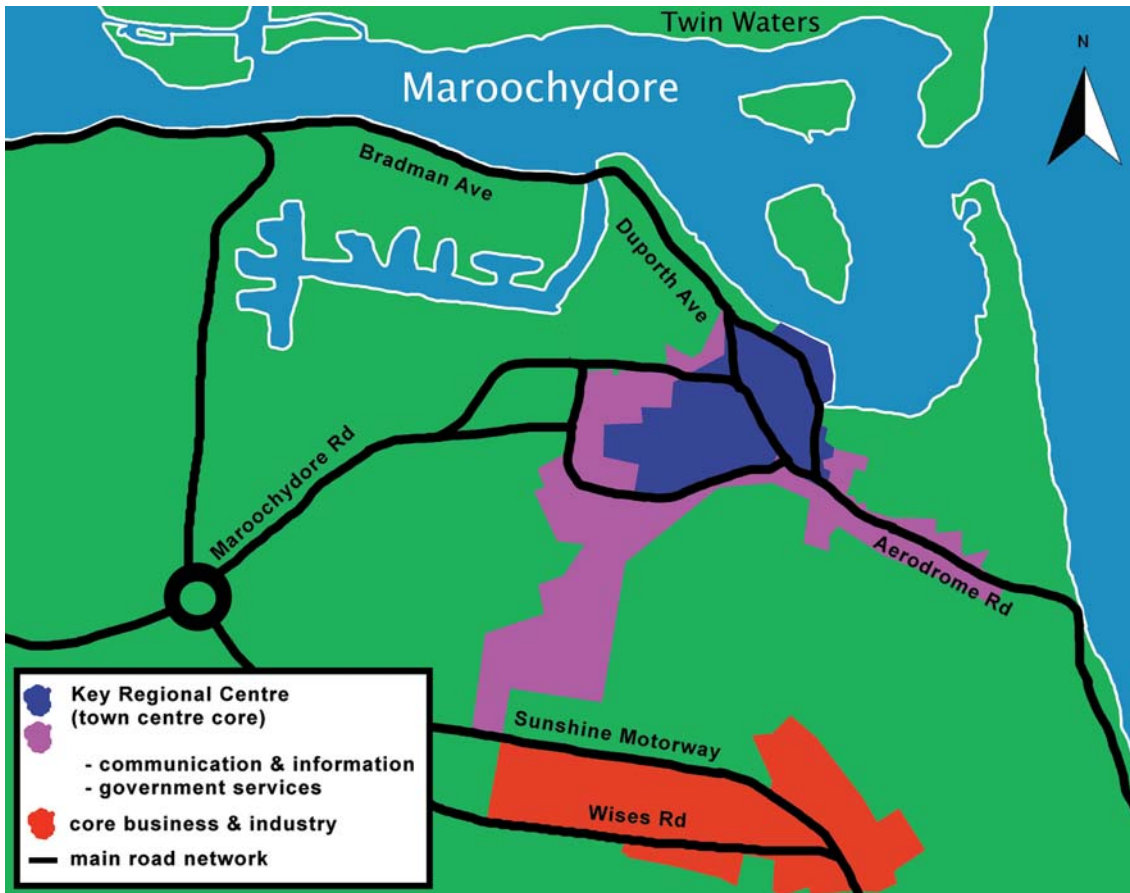
#### FUNCTION

- Key Regional Centre
- Educational and Knowledge Community
- Sub Regional Centre, Health, Learning & Agriculture
- Sunshine Coast Airport
- Tourism Node and Fishing Industry
- Tourism Node
- Tourism Node
- Regional Integrated Employment Areas
- Regional Integrated Employment Area
- Rural economies
- Historical Markets
- Rural Agriculture
- Regional Integrated Employment Area/s

MAP 2: ECONOMIC COMMUNITIES OF MAROOCHY



MAP 3: MAROOCHYDRE – KEY REGIONAL CENTRE



## 1. MAROOCHYDORE - KEY REGIONAL CENTRE

### *Town Centre catchment and population growth*

Maroochydore is recognised as the Key Regional Centre of the Sunshine Coast and services a catchment area of 252,011 persons (ABS 2001). The catchment is the third largest urban region in Queensland and between 1991 and 2001 experienced faster growth rates than the Gold Coast and Brisbane.

High population growth on the Sunshine Coast is predicted to continue, with estimates suggesting a centre catchment population of 482,680 in the year 2021 (State Government 2001).

The Maroochydore Centre has a significant role in the economic development of the Sunshine Coast region and in the provision of employment opportunities for residents from throughout the Sunshine Coast. The potential commercial development of the centre, coupled with planned rail link and cultural facilities, are designed to transform it into the region's capital city, in a region where the population is projected to double in the foreseeable future.



### *Maroochydore planning recognition*

The joint Federal/State/Local Government planning approach to South-east Queensland (the RFGM or Regional Framework for Growth Management) recognises Maroochydore is the Key Regional Centre for the Sunshine Coast.

Each sphere of government and agency is required to have regard to the RFGM in its planning, budgetary and program activities, and infrastructure provision (RFGM 2000). The Key Regional Centre is recognised through Council's planning scheme as the preferred location for major office, retail, community services, leisure and cultural facilities, and government services, facilities and infrastructure within the Sunshine Coast Region.

### *Centre activities*

The Maroochydore Centre provides the largest concentration of retail and commercial office facilities on the Sunshine Coast and is a major employment node.

The Maroochydore Town Centre incorporates the only regional-sized shopping centre on the Sunshine Coast, supported by strip retail and retail showroom facilities. Numerous commercial facilities are also located within the Maroochydore Town Centre, including private and public offices. In terms of its administrative function, the Maroochydore CBD incorporates representation from all three tiers of government, together with the law courts and police.

### *Other Opportunities*

- Urban renewal, together with substantial investment in new projects.
- Located one hour and thirty minutes from Brisbane Airport, Maroochydore has ready access to the State's capital and international destinations
- Maroochy Plan 2000 provides for significant development opportunities within the Maroochydore planning area. The types of uses that are encouraged within the planning area include office space, mixed use and multi-level residential.
- The traditional retail heart of Maroochydore, based on Ocean Street and Duporth Avenue, has had significant urban improvements completed in recent years.
- The construction of the Southern Access Road during 2004 will improve the connectivity of Maroochydore with the regional road, the Sunshine Motorway.
- The Maroochydore Treatment Plant will be further upgraded.

## Issues

### *Potential growth of the centre*

- Maroochydore is unique in that it has a regional-scale shopping centre reasonably close to the traditional town centre. This provides opportunities for integration and a strong centre.
- Maroochydore is also unique in that for a centre of its size, function and past growth rates, there is substantial undeveloped land close to the town centre.
- One of these key parcels of undeveloped land to the south west of the existing centre is known as Wise's Farm. This area provides a major strategic opportunity to expand the commercial and residential functions of Maroochydore.
- A recent approval on Wises land provides for a water-based inner city housing for 5000–8000 residents, with about 80,000m<sup>2</sup> of retail showrooms and office floorspace based on a "city in the park" vision for Maroochydore.
- As the Key Regional Centre grows, Council will seek development to include job generation areas within the built form e.g. x% of gross lettable area for professional services.

### *A proactive centre strategy*

- The significance of this growth is that Maroochydore will require detailed planning strategies and infrastructure investment in order to manage the growth. Without these commitments, the centre may fail to fully realise its expected role as a Key Regional Centre.
- Council has adopted a strategy (Maroochydore Regional Centre Development Strategy or MRCDS) for the centre that provides a range of actions to ensure the successful development of Maroochydore as a Key Regional Centre serving the Sunshine Coast region.
- The MRCDS and its recommendations are designed to provide a significant step towards planning for Maroochydore as the nominated key regional centre of the Sunshine Coast.
- Importantly, Council's centre strategy is aimed at improving economic development and land use planning initiatives for the Key Regional Centre and progresses beyond earlier centre planning which established the land use vision and planning controls, towards its management.

### *Employment opportunities*

- Included in the MRCDS are actions to increase employment opportunities for the Key Regional Centre.
- This strategy is designed to make Maroochydore an attractive investment location and include elements such as targeting national legal & accounting firms, government agencies/offices and other businesses that could be attracted to the lifestyle benefits of the area and its growing population.
- Current economic analysis indicates that Maroochydore, as the key regional centre, will attract 60% of new office floor space in the Sunshine Coast region, or approximately 100,000m<sup>2</sup>, and approximately an additional 90,000m<sup>2</sup> of retail floor space is anticipated by 2031.
- In general terms, these floor space figures support around 16,000 additional employees.
- Road and rail planning - improved road access to the CBD
- Council and its project partners are in the process of constructing a new access road (Maroochy Boulevard), connecting the regional centre to the Sunshine Motorway. The first stage is due for completion at the end of 2005, with a following stage scheduled for completion in mid-2007.
- This road is identified by the centre's strategy as critical infrastructure to help meet current and future traffic movements into the CBD, and be a gateway entry to region's key centre.
- Through a partnership approach by Maroochy Shire Council, the Chardan Group, Peter Wise and the State Government (via Main Roads), about \$50m on new and integrated road construction serving the CBD and the community.

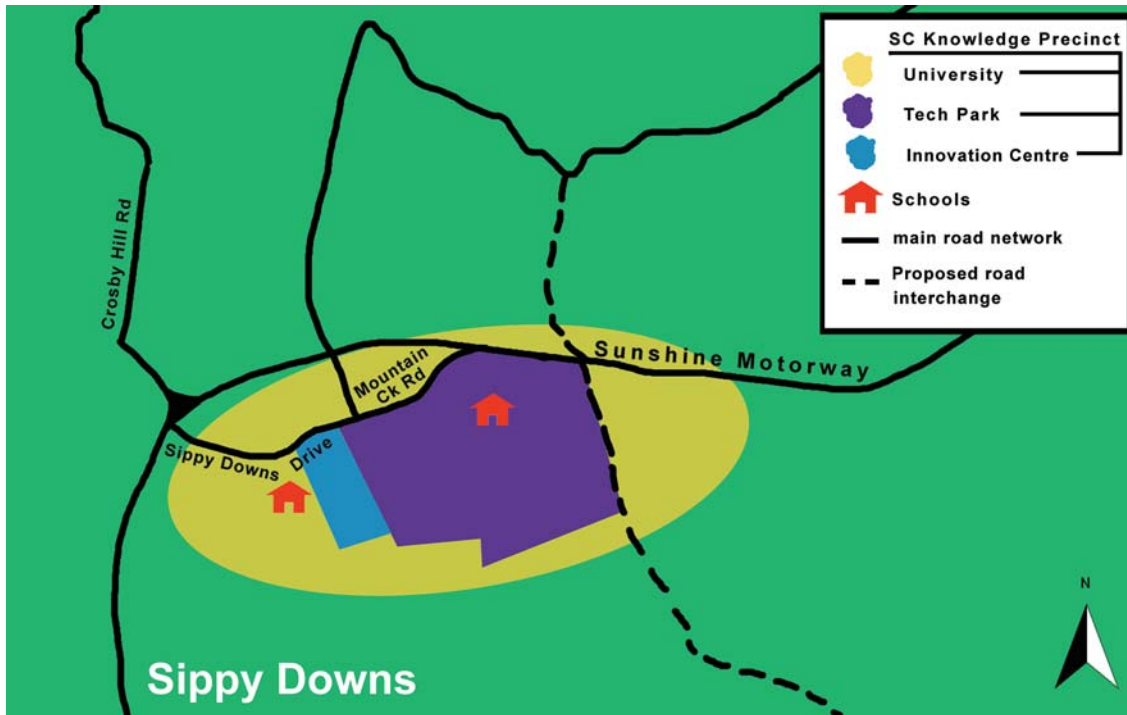


### *Road and rail planning - planning for rail connection to the centre*

- The Queensland Government and Sunshine Coast councils (including Maroochy Shire) in 2001 worked together on a regional transport planning process, resulting in a proposed rail connection from Brisbane to the Sunshine Coast (termed CAMCOS or Caboolture to Maroochydhore Corridor Study) and, in particular, its key regional centre – Maroochydhore.
- The Sunshine Coast councils, through a joint Federal/State and local government funding approach, are formulating regional economic and transport strategies with a primarily aim of supporting the implementation of CAMCOS and at a date earlier than the current 2016 State position.
- The implementation of a rail connection to Maroochydhore is considered an important part of the centre's development and operation as a key regional centre.



MAP 4: SIPPY DOWNS - SUNSHINE COAST KNOWLEDGE PRECINCT



## 2. SIPPY DOWNS - SUNSHINE COAST KNOWLEDGE PRECINCT

Sippy Downs is set to become the Sunshine Coast Knowledge Precinct thanks to the University of the Sunshine Coast, Innovation Centre, the proposed Technology Park and a technology-orientated town centre.

### Opportunities

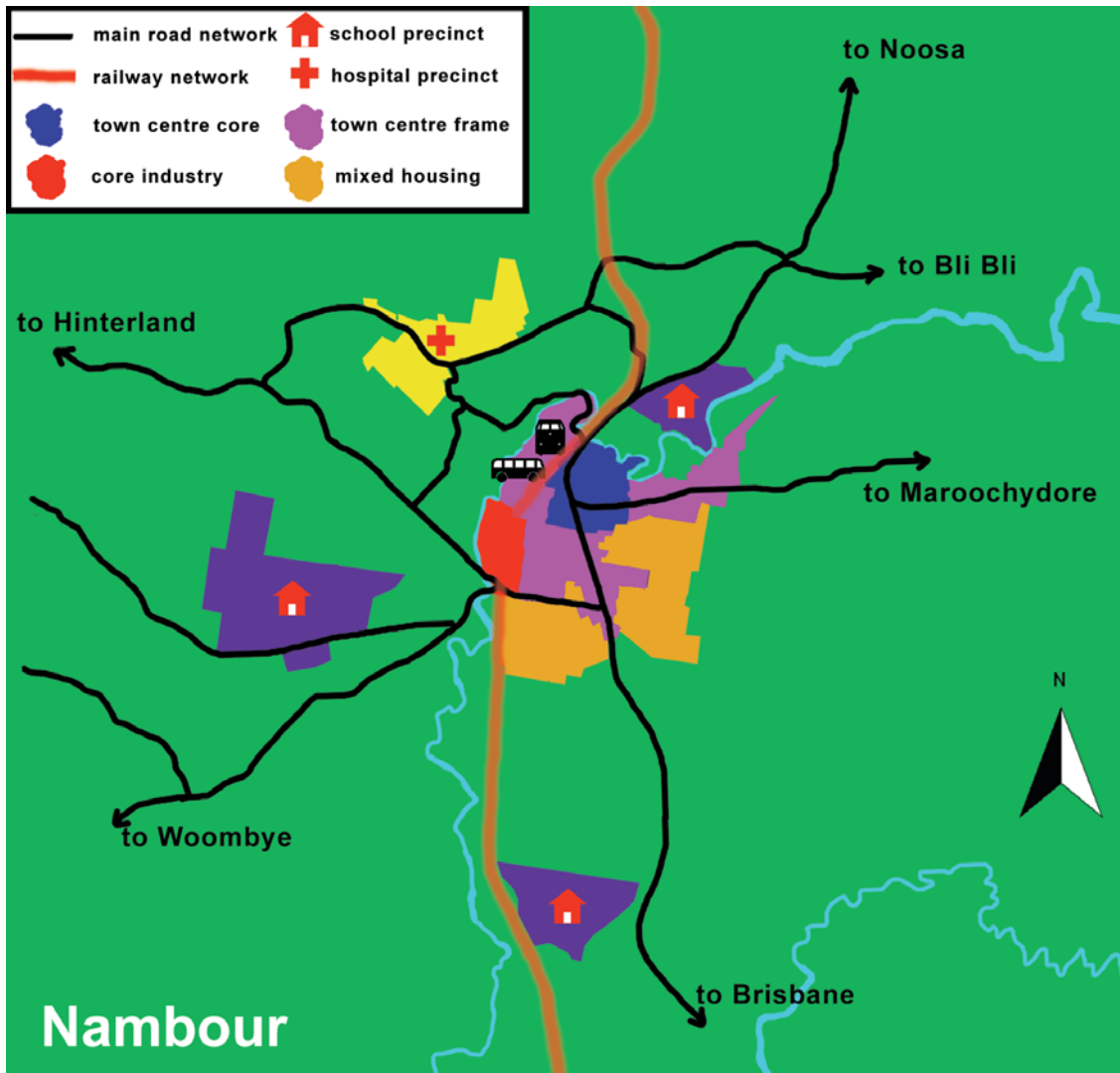
- The University of the Sunshine Coast is Australia's fastest-growing university and boasts 600 staff and 3,500 students.
- Student enrolment is projected to grow to 18,000 over the next 15 years.
- Sunshine Coast Innovation Centre Pty Ltd, established in 2001, won the 2003 Regional Business Incubator Award for Australia and New Zealand.
- The proposed Sunshine Coast Technology Park is expected to be established in 2004/5 and is a collaborative partnership involving Maroochy Shire Council, Department of State Development and Innovation, the University of the Sunshine Coast and Education Queensland.
- Formation of a knowledge economy community.
- Environmentally friendly and award-winning built infrastructure.
- Significant growth opportunities in commercial, educational and residential precincts.
- Integrated open space provides sporting and recreation opportunities throughout the new township.
- Existing and planned interchanges will provide efficient access to the local beaches and highway connections to the airport.
- Sunshine Coast Innovation Centre opened in February 2002 and currently has eight companies and 63 staff.
- Sunshine Coast Technology Park is on track to be operational in January 2006, with the first tenants already occupying local premises.
- Link to Smart State strategies.



### Issues

- Need for telecommunications and power supply infrastructure to be developed to meet the expanding demands of the knowledge centre.
- Sippy Downs is bounded by major road infrastructure and National Park, therefore restricting opportunities for community to expand.
- High initial costs for infrastructure provision.
- Need more employment generation land to support long-term knowledge economy linkages to USC.

MAP 5: NAMBOUR – HEALTH AND EDUCATIONAL



### 3. NAMBOUR - HEALTH AND EDUCATIONAL

Nambour is the historical business and governance centre for Maroochy. In recent years coastal population growth has resulted in Nambour taking on new roles in the Shire's economy. The proportion of health and education employment in Nambour is proportionately higher than other areas in the Shire.

#### Opportunities

- Educational facilities include CSIT, a number of secondary and primary schools.
- Growing medical precinct associated with one of Queensland's largest regional hospitals.
- Rail link to Brisbane and North Queensland.
- ArtSYNC is the recently formed creative industries incubator for the Sunshine Coast.
- Linkages to nursery industries using Queensland Garden Expo as a showcase to build this industry.
- Re-development of Moreton Mill site critical to Nambour CBD development.
- Tourist cane train could add a new tourism opportunity for Nambour.

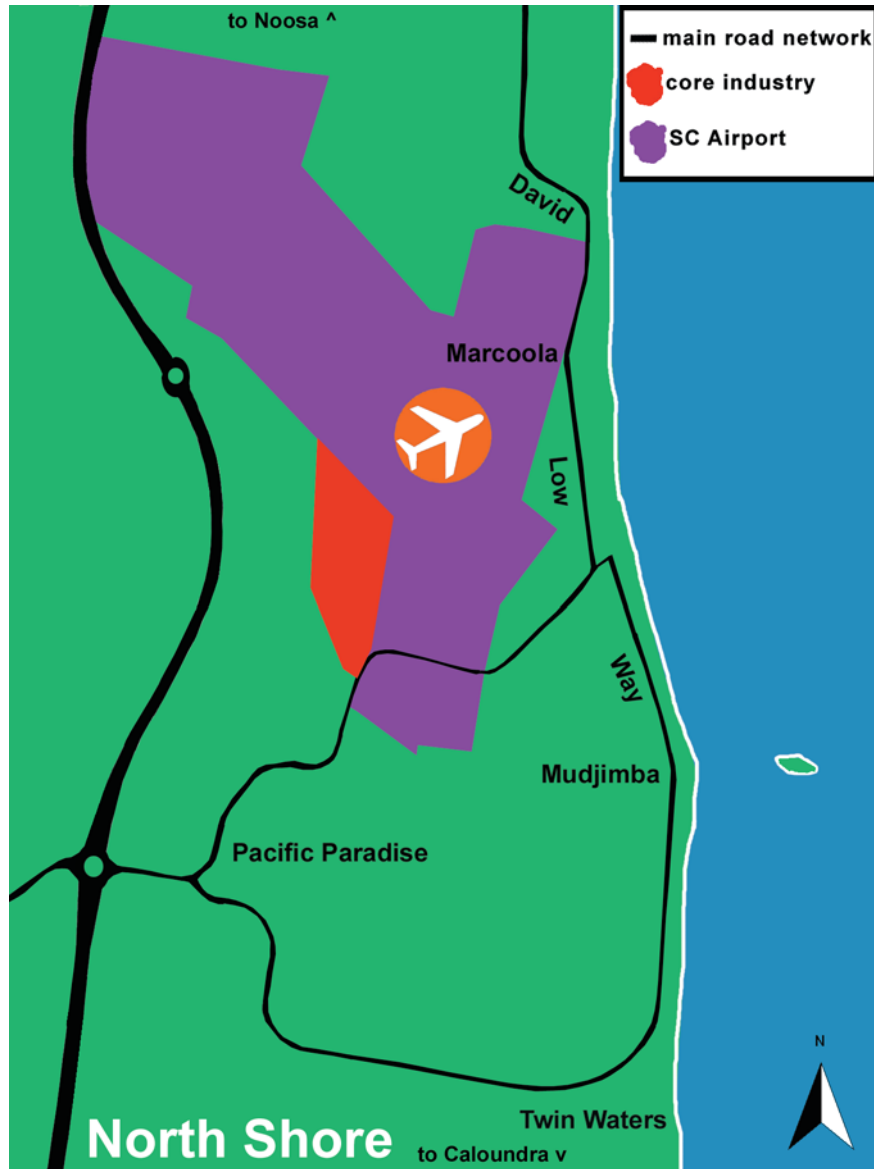


#### Issues

- The retail and commercial vacancy level in Nambour is high.
- Among Nambour's catchment suburbs are some of the most socio-economic disadvantaged areas in Maroochy. A focus on training, skills development, youth unemployment and revitalisation strategies are necessary.
- Agricultural community in transition to a post-sugar rural economy.
- Encourage retail anchors close to Moreton Mill site to encourage pedestrian movement.
- Need to finish urban improvements.



MAP 6: NORTH SHORE – TOURISM AND AVIATION



#### 4. NORTH SHORE - TOURISM AND AVIATION

The North Shore area includes the suburbs of Pacific Paradise, Mudjimba, Twin Waters and Maroocha. This node of urban development has developed rapidly over the last 3-4 years and land values have increased at a considerable rate. The Sunshine Coast Airport is centrally located on the North Shore and is an important link in the Sunshine Coast. The Sunshine Coast Airport acts as a catalyst for export, tourism and business growth.

##### Opportunities

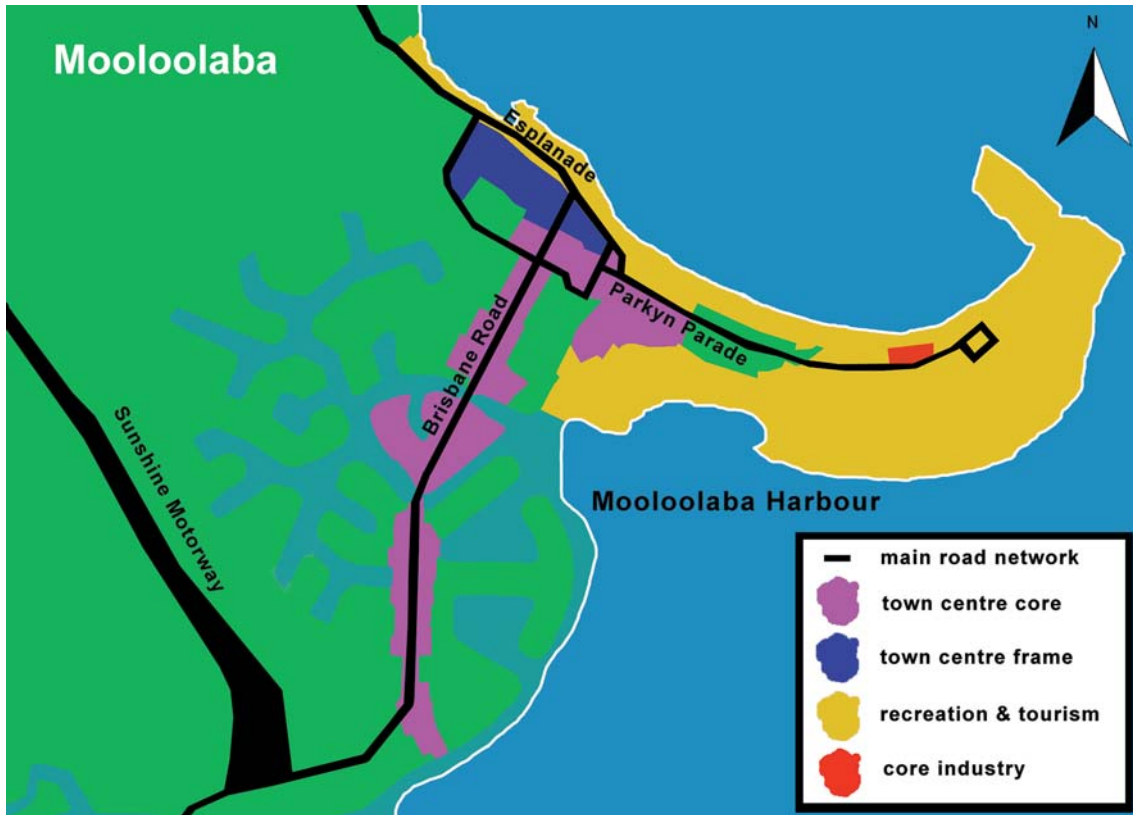
- Expand residential and mixed-use developments in the North Shore.
- To work with Sunshine Coast Airport management to enhance aviation-related training and industrial utilisation of the airport and adjacent areas.
- Develop the light industrial business sector to its full potential.
- The number of passenger movements in the airport for January-December 2003 was approximately 425,000.
- There was a considerable increased growth of 61% on the Jan-Dec 2002 figures.
- The projected estimate for passenger movements, based on flight schedules, for the year-end to September 2004 is approximately 450,000.
- Other international training facilities similar to those provided by Singapore Airlines.
- Continue to develop the airport precinct to the maximum potential.
- To further develop and expand commercial opportunities within the airport.
- Sunshine Motorway connectivity provides rapid access.
- Develop a water ferry service connecting to key regional centre at Maroochy
- Master planning the airport and surrounding areas to provide employment-generating opportunities.



##### Issues

- Limited supply of industrial land.
- Aircraft noise and flight path.
- Land ownership/tenancy problems.
- Current runway not strong enough to land more A320 and series 800 aircraft.

MAP 7: MOOLOOLABA - TOURISM AND FISHING





## 5. MOOLOOLABA - TOURISM AND FISHING

Mooloolaba is the main tourism destination in Maroochy Shire and has been the focal point of significant investment in tourism accommodation and restaurants. Council's investment in urban improvements for Mooloolaba has resulted in significant increases in land value and consolidation of Mooloolaba as a primary tourist destination on the Sunshine Coast. Mooloolaba's harbour is a thriving environment for yachts and a fishing industry that generates significant employment and contribution to the regional domestic product.



### Opportunities

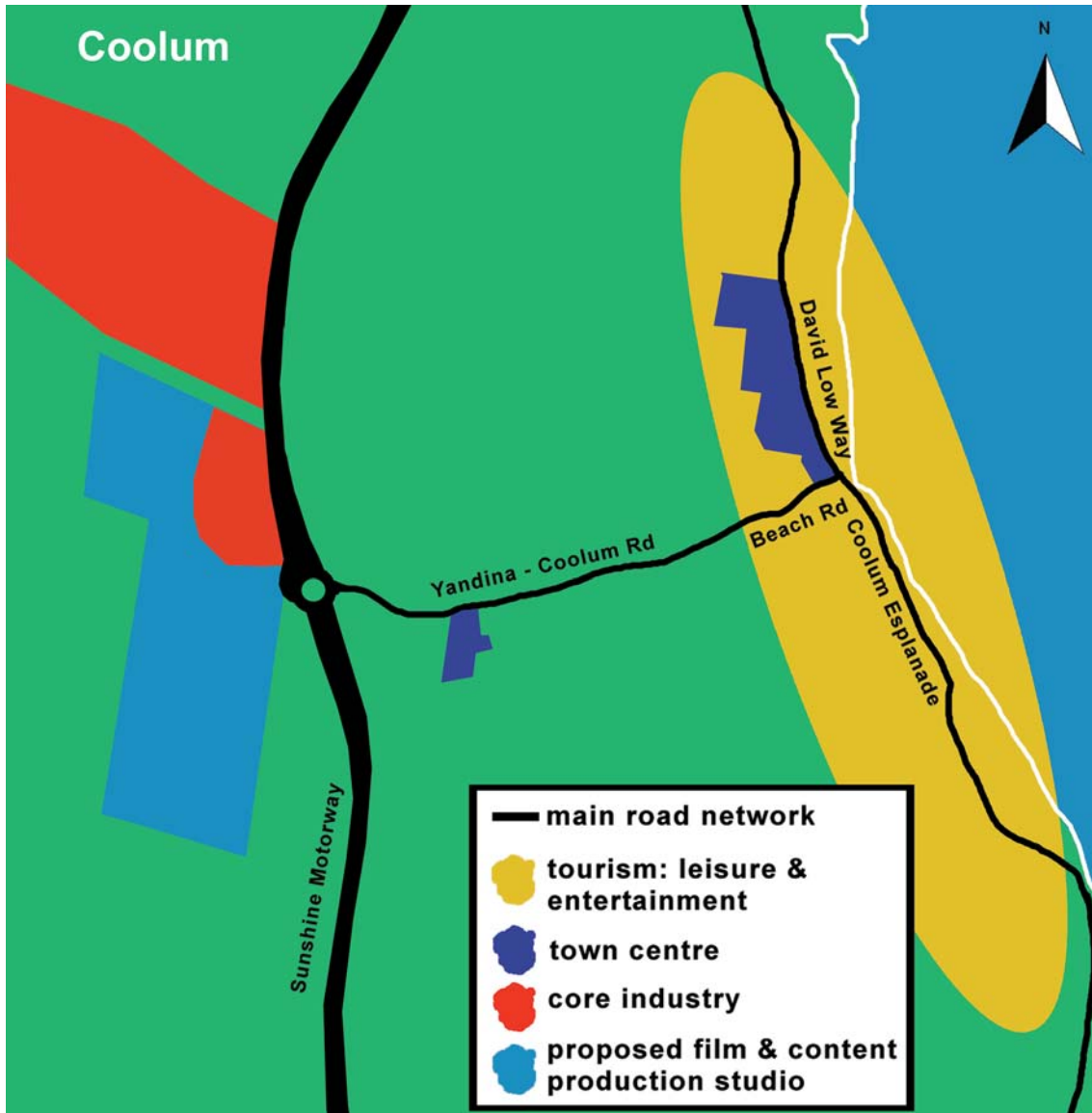
- Mooloolaba has significant potential for development of tourism and fishing-related growth.
- The new Visitor Information Centre is providing an improved Council presence for the tourism industry.
- To develop this tourism node consistent with Council policies to enhance the domestic and international tourism market.
- Mooloolaba has proven itself to be a successful major event destination.
- A Mooloolaba seafood festival involving trawlers and restaurants.
- World-class light game fishing grounds.
- HMAS Brisbane – world-class diving site.
- The development of themed products relating to the tourism experience e.g.
  - Yachting and boating using harbour facilities
  - Eco-tourism
  - River systems for fishing and recreation
  - Gardening events
  - Arts and crafts
  - Food and wine

### Issues

- Limited access to Mooloolaba Spit is restricting the opportunity for the fishing industry to further develop.
- Car parking is limited within Mooloolaba area.
- The increasing value of land is causing the cost of rental accommodation to increase and, as a result, staff in tourism and hospitality-related industries are finding it increasingly difficult to find accommodation close to their work place.
- Transport and access issues are becoming increasingly important for this tourism node.
- The wharf area is currently under utilised.
- Restricted accommodation types dominate the area – need to diversify.
- Need to complete urban improvements.
- Need a new major tourism information centre.
- No water ferry service.



MAP 8: COOLUM - TOURISM NODE



## 6. COOLUM - TOURISM

Coolum is located in the northern coastal section of the Shire and over recent years has begun to grow rapidly as one of the three key tourism nodes within the Maroochy Shire. To the west of Coolum is an integrated employment generation area that will provide for employment growth in industrially related activities for the area in coming years.

### Opportunities

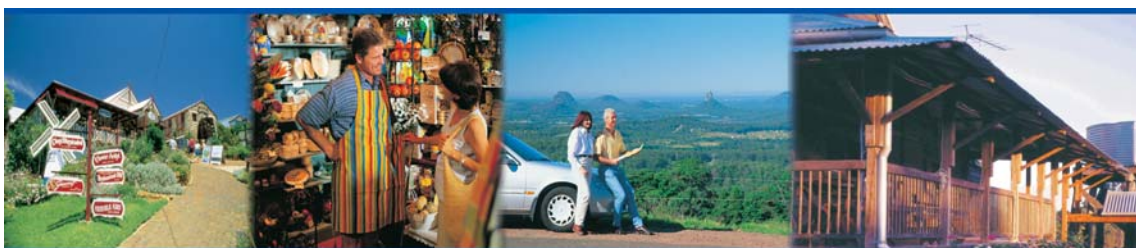
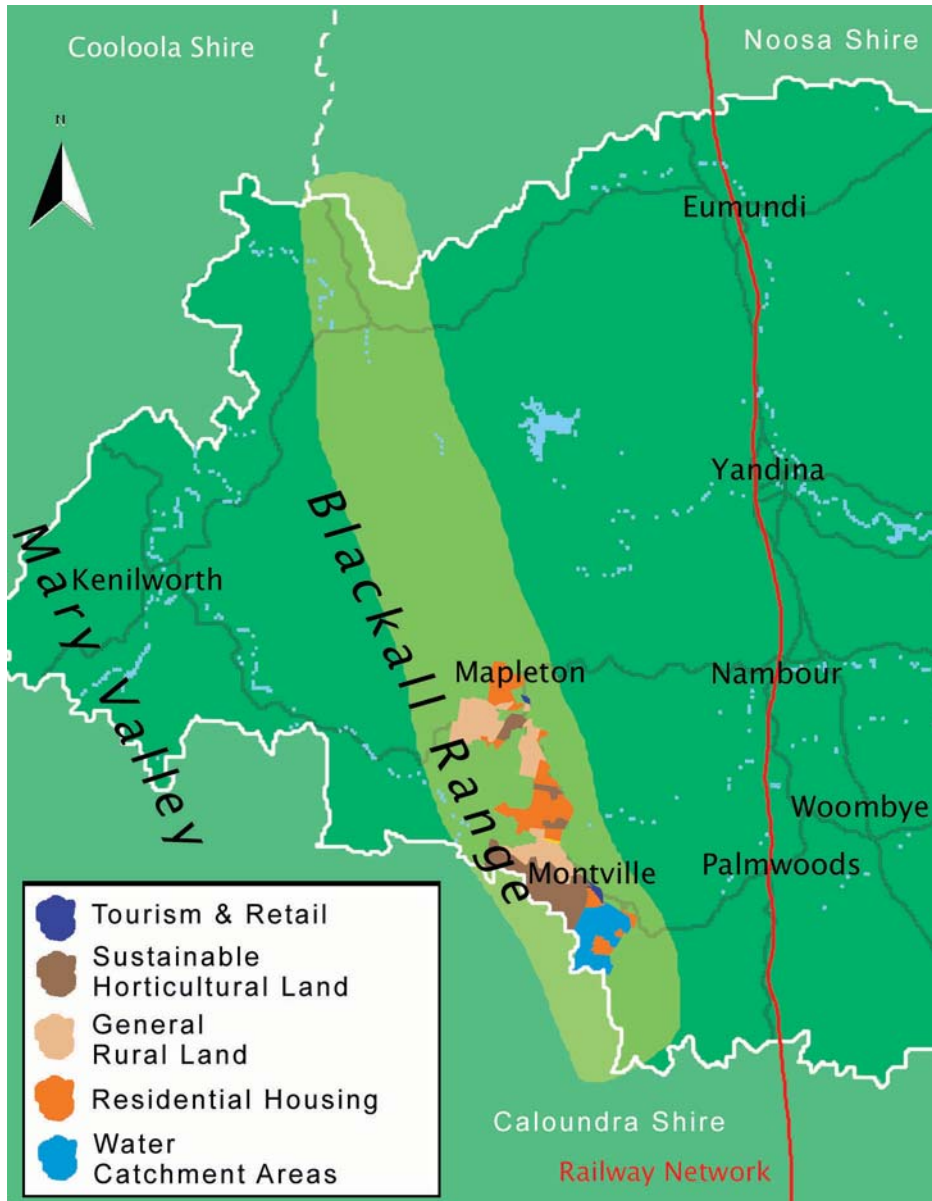
- Coolum has significant development potential within the Town Centre
- Coolum is identified as one of Maroochy's three tourism nodes and now has a Tourism Information Centre.
- A major international film studio with the potential to employ thousands of staff is proposed on land to the west of Coolum
- The integrated employment generation area has the capacity to employ several thousand people in an area close to the Sunshine Motorway and the Coolum community.
- Sky diving, landing on the beach.
- The development of themed products relating to the tourism experience e.g.
  - Eco-tourism
  - River systems for fishing and recreation
  - Gardening events
  - Arts and crafts
  - Food and wine



### Issues

- To actively develop this tourism node consistent with Council policies and enhance the domestic and international tourism market.
- The increasing value of land is causing the cost of rental accommodation to increase and as a result staff in tourism and hospitality related industries are finding it increasingly difficult to find accommodation close to their work place.
- Transport and access issues are becoming increasingly important for this tourism node.
- Requirement to bring on stream available employment generating land.

MAP 9: BLACKALL RANGE - TOURISM AND RURAL ECONOMY



## 7. BLACKALL RANGE - TOURISM AND RURAL ECONOMY

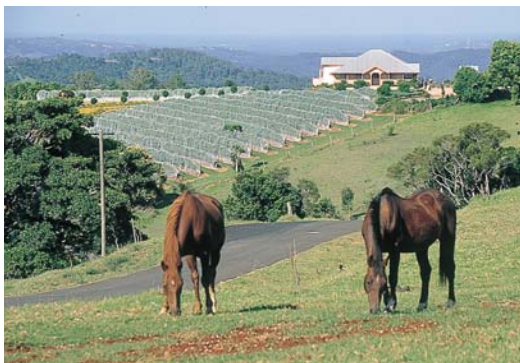
The Blackall Range is the mountainous formation orientated north-south approximately 15km inland from the coast. The communities of Montville and Mapleton lie within the boundaries of Maroochy Shire. Maleny, another important community of the Blackall Range, is located within Caloundra City. The Blackall Range has an important heritage as a timber logging area and more recently for agricultural activities. Tourism is now the dominant economic function of the Blackall Range, with day-trippers from Brisbane and short stays as the most common experience of the area.

### Opportunities

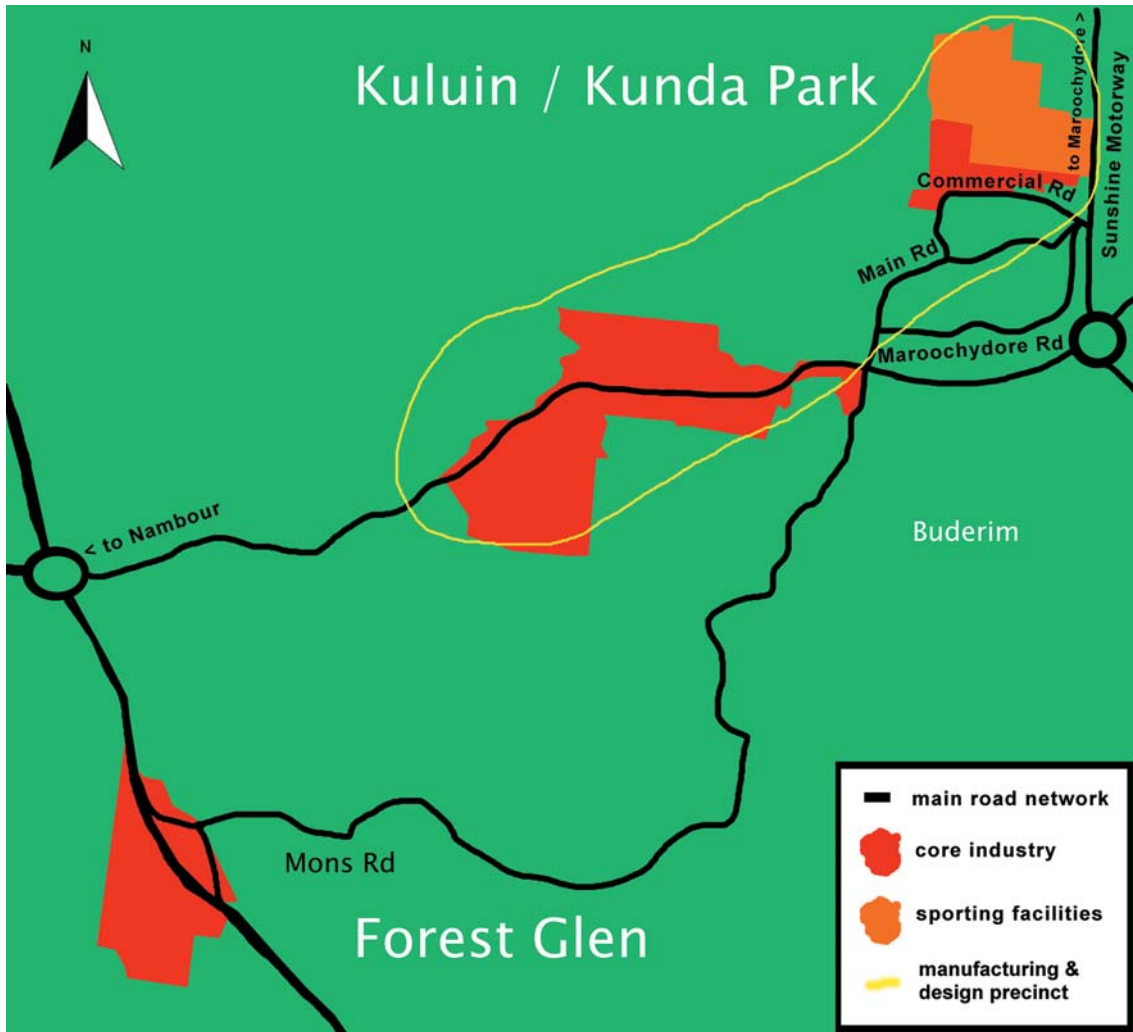
- Montville is identified as one of Maroochy's three tourism nodes and now has a Tourism Information Centre.
- To retain its natural amenity and distinction from the coastal tourism area.
- The development of themed products relating to the tourism experience e.g.
  - Village events and festivals
  - Eco-tourism
  - Heritage
  - Food and wine
  - Arts and crafts

### Issues

- To actively develop this tourism node consistent with Council policies and enhance the domestic and international tourism market.
- Transport and access issues are becoming increasingly important for this tourism node.
- Maintaining the balance between a growing tourism industry and retention of the natural amenity of the Blackall Range is a significant challenge for this area
- The need to introduce more range-based employment opportunities



MAP 10: KULUIN/KUNDA PARK/FOREST GLEN - MANUFACTURING AND DESIGN



## 8. KULUIN/KUNDA PARK/FOREST GLEN - MANUFACTURING AND DESIGN

The Kuluin/Kunda Park Manufacturing and Design Centres represents the major integrated employment generation area for Maroochy Shire, and is now reaching its full capacity located adjacent to the main urban area of the Sunshine Coast. Kuluin/Kunda Park services the Key Regional Centre of Maroochydoore, Buderim and Mooloolaba.

The Forest Glen Business and Industry Precinct area is located on the Bruce Highway and will be the next focus of industrial investment within the Shire close to the main population centre. Currently this area is not sewered and not all properties have town water. Council is currently working to resolve this remaining impediment to the extensive development/redevelopment of the Forest Glen precinct.



### Opportunities – Kuluin & Kunda Park

- Opportunities are limited for industrial developments in Kuluin/Kunda Park and across the Shire due to extreme space limitations.

### Issues – Kuluin & Kunda Park

- Clustering and networking of associated industries or businesses occurs on a very low scale within this area and the Shire generally.
- Good access to Bruce Highway – urgent upgrade of Maroochydoore Road is needed.
- No access to rail infrastructure.

### Opportunities – Forest Glen

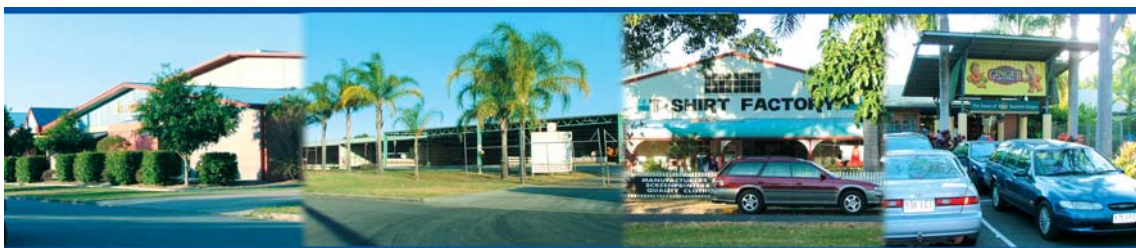
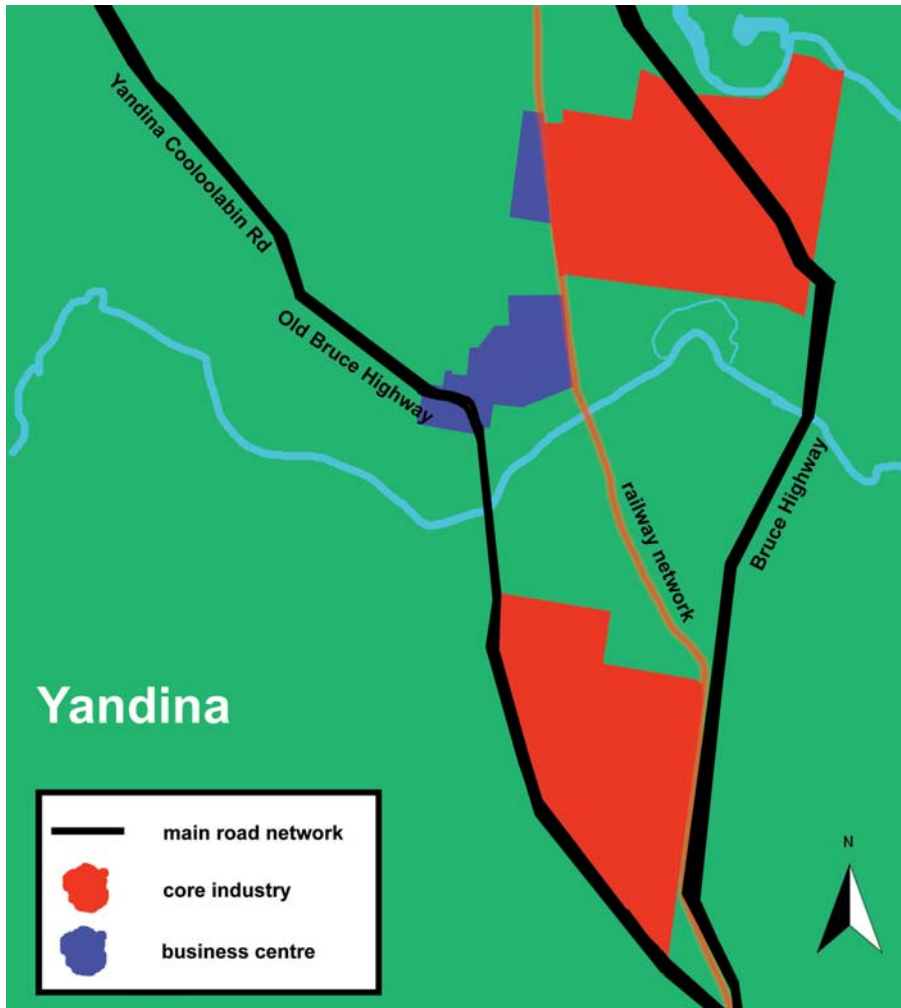
- Direct access to Bruce Highway.
- Mixture of greenfield and redevelopment sites.
- Implementation of proposed water and sewerage infrastructure would lead to extensive rejuvenation of this area.

### Issues – Forest Glen

- Consistent with the other integrated employment generation areas in the Shire, limited export manufacturing occurs.
- Recent increases in land values are affecting the viability of new industrial developments.
- Lack of public transport and other services such as banks and post offices.
- No access to rail infrastructure.



MAP 11: YANDINA - ADVANCED DESIGN & MANUFACTURING





## 9. YANDINA - ADVANCED DESIGN AND MANUFACTURING

Yandina is an important industrial land resource for Maroochy as it is geographically centred for the whole of the Sunshine Coast. Although relatively small in area, an additional 40 hectares of core industry land will be added to the Yandina employment generation area in the near future.

### Opportunities

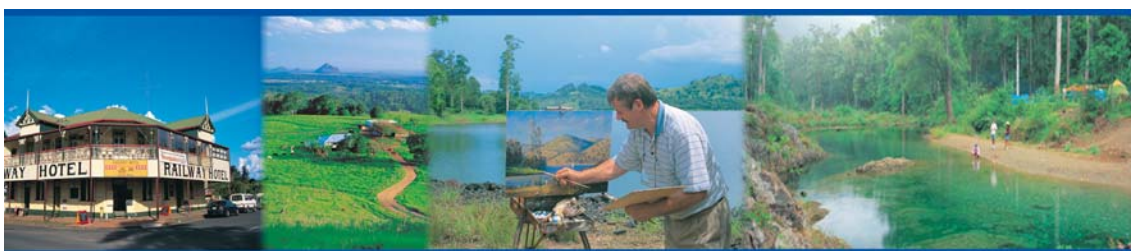
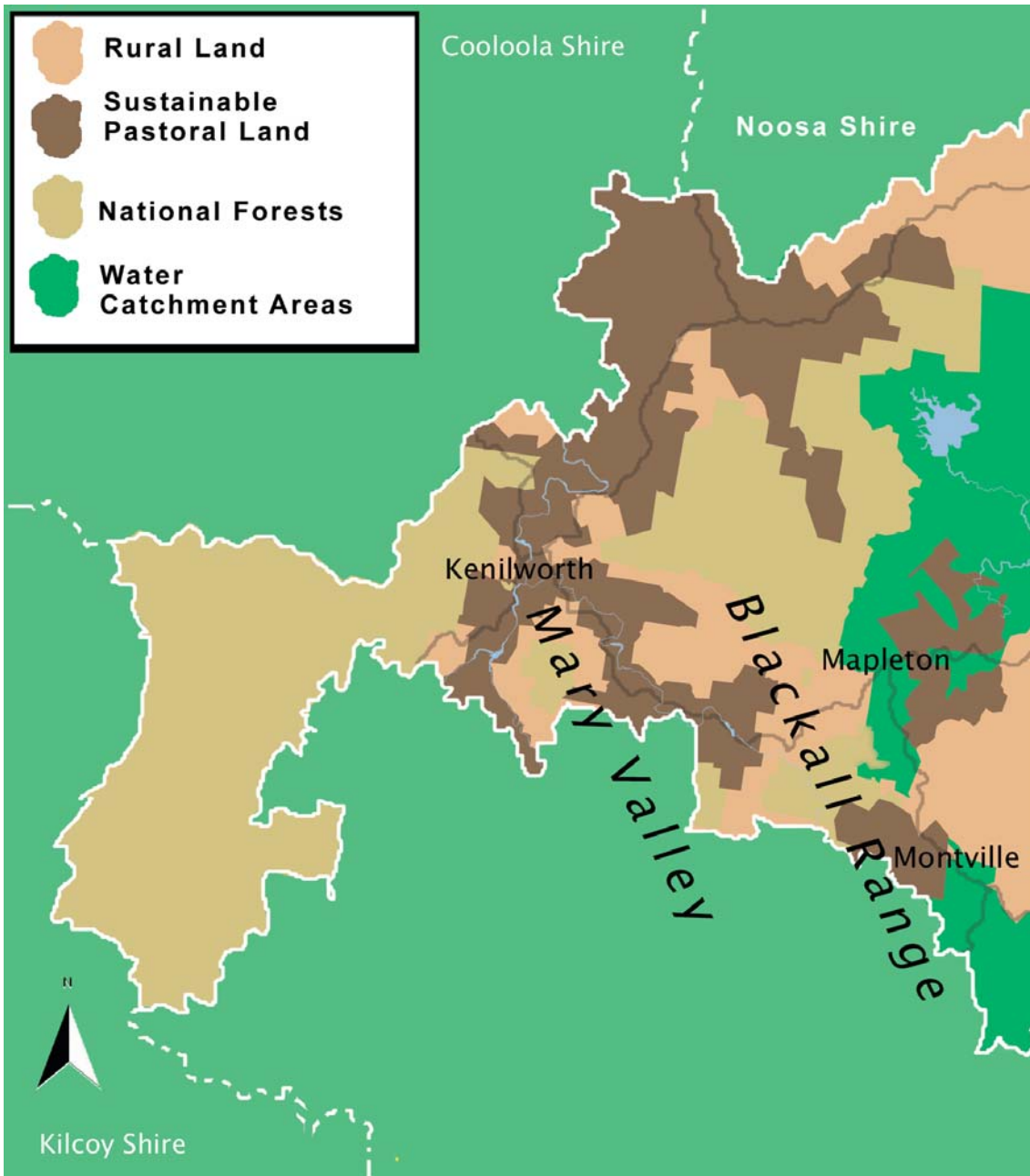
- Yandina is well located for Sunshine Coast based industry to supply a catchment that stretches from Gympie in the north to Caboolture in the south.
- The Buderim Ginger Factory and associated companies have formed an important tourism node, and food and beverage cluster.
- Greenfield sites will become available for State and Australian companies.
- Noosa and Caloundra can be accessed within 30 minutes and Brisbane Airport is a little over an hour away.
- Significant food and beverage industry companies are already located in this area and provide a logical network for development into a cluster.
- Parts of Yandina have access to the rail facilities, including freight services.
- Excellent access to the Bruce Highway.
- Opportunities for additional employment-generating land north of the township.
- Good potential access to rail.

### Issues

- Lack of public transport and other services such as banks and post offices.
- Some flood prone land reduces the potential to reach maximum development.
- Need to ensure appropriate connectivity.
- Need to preserve heritage values – not to be compromised.



MAP 12: MARY VALLEY - RURAL ECONOMY



## 10. MARY VALLEY - RURAL ECONOMY

The Mary Valley is an important part of the rural economy of Maroochy Shire. Kenilworth is a small but increasingly vibrant township in the "Maroochy" part of the Mary Valley. A number of local government authorities have jurisdiction within the Mary Valley, resulting in different levels of support and direction. Common influences over the Mary Valley are the decreasing use of the land for agricultural purposes and an increasing trend toward lifestyle or tourism-related uses.

### Opportunities

- Tourism has increased substantially in Kenilworth in recent years
- Land values have increased substantially
- A number of new businesses have been established in Kenilworth and the Cheese Factory has strengthened its position as a niche cheese producer
- Rural economy value adding e.g. diary farmers adding boutique cheese factory and on farm accommodation

### Issues

- Kenilworth and the Mary Valley are a considerable distance from the coastal urban area but are regarded as part of the coastal population for the provision of services.
- Multiple local government administrations influence the development of the Mary Valley. There is a need to seek consistency and collaboration in the administration of this area and recognise that it is a valuable part of the Sunshine Coast region.



MAP 13: EUMUNDI



## 11. EUMUNDI

Eumundi is a historic railway township between the Bruce Highway and Noosa, known for its large memorial fig trees in the main street a strong sense of community. Its rich history has been preserved, attracting businesses and residents who appreciate the small town quality of life and the proximity to beaches, national parks, forests and an abundance of cultural activities. Eumundi is the home of the world famous Eumundi Markets. Diverse and productive agricultural crops such as strawberries, wine, ginger, farm forestry and sugar cane are grown on the river flats and hills surrounding the town.

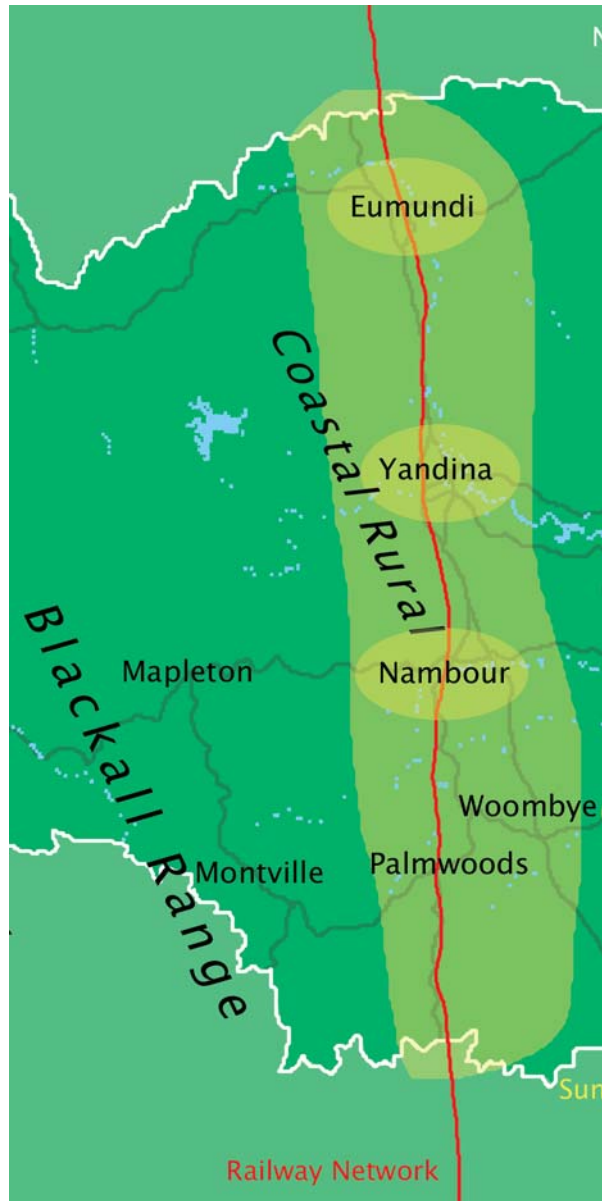
### Opportunities

- Close proximity to the Bruce Highway.
- Railway station.
- Caters to 10,000 visitors on Saturdays and Wednesdays. These visitors buy from 400 stallholders and support a variety of local retail and other businesses including local restaurants, cafes and the two hotels.
- To increase visitor numbers on non-market days.
- Many bed and breakfasts cater to tourists who visit the town or travel along the highway.
- The combination of local fresh produce, the market, a strong artistic community, the large number of visitors, proximity to major tourist areas and a wide range of attractions provides the opportunity for further growth compatible with a village atmosphere.
- The Independent Theatre has excellent facilities for dramatic and musical productions, as does Joe's Waterhole with its purpose-built room for bands.

### Issues

- Traffic flow is hard to manage because the town caters for about 500 residents five days a week and then 10,000 on the other two.
- Neglected streetscape.
- There is a risk that cane land will be sold off and lead to urban sprawl threatening the integrity and identity of the town.
- Parking on market days.
- Inadequate public transport.
- Little infrastructure for the elderly.
- Few facilities for youth.
- The bypass has made the entrances to the town bare and unwelcoming.
- None of the iconic buildings in the historic streetscape is heritage listed.

**MAP 14: COASTAL RURAL**



## 12. COASTAL RURAL – RURAL AGRICULTURE

The coastal rural area includes all of the "non" urban areas within the Shire to the east of the Blackall Range. The coastal rural economy of Maroochy Shire is now the process of extensive restructuring due to the closure of the Moreton Mill in Nambour and the persistent pressure of population growth. This transition is likely to continue for the next 10-15 years.

Across Australia, agricultural economics in locations bordering urban growth areas face increased challenges beyond the viability of crop production and seasonal influences. Maroochy Shire is no exception. Increases in land values and purchase of agricultural properties by urban dwellers for non-agricultural uses are central issues facing these areas.

Protection of rural areas for rural activities has been recognised in the Maroochy Plan 2000 and reinforced through the recent release of the draft Regional Plan for SEO. A number of agricultural activities have been actively pursued including: sugar cane, ginger, pineapples, avocados, strawberries, some livestock and farm forestry. Of the industries mentioned above, the sugar industry is in the most significant phase of change. The sugar industry utilised approximately 13,000ha of flood plain land. The cane growers are now evaluating options ranging from growing cane for fodder, hemp and other. The main challenge for this is the transition from sugar production to new agricultural activities that are viable, financially stable and environmentally sustainable.

### Opportunities

- Rural economy can seek alternatives that are more viable and intensive to reflect the fragmented land structure.
- Potential to achieve community benefit through preservation and revegetation of riparian zones
- To create new opportunities and diversify this area dominated by monoculture and minimal profit activities.
- To increase utilisation of farm forestry.

### Issues

- Closure of the Moreton Mill is causing major restructuring.
- Cane growers seeking urban development of their land
- Location of flood plains with high water tables, acid sulfate soils and irregular rainfalls.
- Limited capacity to grow alternative crops with high \$ yield.
- Minimising degradation of riparian zones.

### 13. INTEGRATED EMPLOYMENT GENERATION AREA/S - TO BE IDENTIFIED

The identification of additional integrated employment generating land within Maroochy Shire has become a key priority for Maroochy Shire Council. The current supply of land for industry is rapidly being consumed as businesses expand to supply the increasing population.

To meet future growth and to match the priority to become more self-sustaining, one or more new integrated employment generation areas will need to be identified and developed over time. The role of Maroochy as the dominant population and employment generator on the Sunshine Coast will influence the consideration of the land area required.

There is a common community perception of industry as smokestacks and this has generated resistance to the identification of land for industry. The main justification for this belief is the desire to retain the pristine environment of the Sunshine Coast. It will be very important through the process of identifying land for this purpose to acknowledge the community perception and use education to assist the community to understand the benefits of industrial land.

#### Opportunities

- To provide employment and business development opportunities to meet the expansion and development of this region.
- To identify land for industry that preserves the pristine environment whilst supporting the economic development of the region.
- To provide integrated employment generation land consistent with industry cluster development priorities within the Maroochy Economic Plan.
- To co-locate industry sectors in areas with excellent hard and soft infrastructure.
- Ensure energy efficiency is a driver ie building design at these precincts.
- To be developed in conjunction in DSDI.

#### Issues

- Meeting the needs of economic development without compromising the natural amenity of the region.
- The challenge of providing the necessary infrastructure at a cost that ensures the viability of businesses is a significant issue.
- Providing adequate land with appropriate regulatory controls to facilitate the development of the priority Economic Activity Clusters.
- Ensure adequate buffers and camouflage in rural settings.

