



MAROOCHY Economic Plan



2004 - 2009



MAYORAL MESSAGE



Maroochy Shire Council is passionately committed to creating, building and achieving a vigorous, dynamic and diverse local economy for our community.

The Maroochy Economic Plan confidently responds to this commitment by providing a foundation for attracting investment, strengthening our business and industry environment and, importantly, stimulating employment opportunities.

Sustainable economic development is a key priority of Council and we acknowledge and share the community's vision of creating and maintaining jobs for generations now and into the future.

We have strived to recognise the economic independence of Maroochy Shire, while also acknowledging the significant correlation between the future economic directions of the Shire and the region as a whole. This plan is an important step towards the achievement of this collective vision and provides the blueprint for an economic future characterised by innovation, vitality and prosperity.

Maroochy is already building a reputation for the growth and success of high tech, knowledge and information-based industries located within the Sippy Downs Knowledge Precinct. Industry clusters specialising in diverse sectors from sport to food manufacturing are also emerging as part of our new economy.

However, in a challenging and competitive climate, we must continue to lead with new and exciting initiatives and strategies to ensure that Maroochy strengthens its position regionally, nationally and internationally, and that our community thrives through economic gain.

Our Economic Plan is flexible and responsive to contemporary economic trends and its implementation program will be revised annually.

Partnerships hold the key to the success of our Economic Plan and Council is keen to facilitate robust and productive links between stakeholders, including industry, business and community sectors and all levels of government.

I invite all stakeholders to be an integral part of our economic future and I am confident that by working together and implementing actions within the plan, our Shire's potential can be fully realised.

A handwritten signature in black ink that reads "Joe Natoli". The signature is written in a cursive style with a large, looping initial 'J'.

Cr Joe Natoli
Mayor of Maroochy Shire

MESSAGE FROM THE CHAIRMAN



On behalf of the Maroochy Economic Development Advisory Board Members, I am pleased to deliver to you the Maroochy Economic Plan.

We appreciate the opportunity provided to us by Council to guide the preparation of this innovative and fresh approach to map the future economic climate and prosperity of the Shire.

It has been the Board's intention to elevate the status of economic development within the Shire to match the high priorities set by the elected representatives.

We have been afforded a real chance to make an impact, provided that we - as a community - make a conscious choice to deliver sustainable jobs now and for future generations.

A key to the success of the Maroochy Economic Plan is the flexibility to meet the rapidly changing needs of our Shire as it transforms into a truly innovative international community with a hallmark of sustainable, ongoing growth.

I invite the Federal and State Governments, SunROC, University of the Sunshine Coast and other education and training organisations, local industry and business, and our community to join with Council in working together on the strategy and action plans within the Maroochy Economic Plan. It is only by this cooperative approach, and by identifying innovative solutions to take our economic agenda forward in Maroochy Shire, that we will achieve the real outcome of producing sustainable jobs.

I look forward to working with you in achieving this objective.

A handwritten signature in black ink, appearing to read 'Alan Musgrave', written over a large, light-colored oval shape.

Alan Musgrave
Chair - MEDAB

MESSAGE FROM THE CHAIRMAN, SunROC



The Sunshine Coast is one of the fastest growing regions in Australia, with the existing population of 270,000 expected to increase to almost 500,000 in 20 years. To create a balanced economic framework for this anticipated growth, it is essential that Maroochy Shire, Caloundra City and Noosa Shire Councils adopt a coordinated approach towards shaping our local and regional economies

The Maroochy Economic Plan will play an important role in this process by recognising the Shire's needs, as well as those of the region as a whole. It aligns well with the conclusions of the Regional Economic Development Strategy and the supporting Knowledge Economy Strategy, as well as the issues identified in the first stage of the SunTran Study (the Sunshine Coast Integrated Subregional Transport Plan).

With the inter-relationship between the Maroochy Economic Plan and the Maroochy 2025 community visioning project, a holistic approach can be taken by Maroochy Shire - which will also be of regional benefit - as we as a region grapple with the many pressures caused by the current and anticipated growth of the Sunshine Coast.

A handwritten signature in black ink, appearing to read 'Don Aldous'. The signature is fluid and cursive, with a long, sweeping tail on the final letter.

Cr Don Aldous
Chair
SunROC

EXECUTIVE SUMMARY

The growth of Maroochy Shire is bringing with it new economic challenges. The Maroochy Economic Plan is designed to meet those challenges and the leadership statement best encapsulates Maroochy Shire Council's economic vision:

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

Prepared by the Maroochy Economic Development Advisory Board for Maroochy Shire Council, the five-year plan revises the existing Economic Development Strategy and incorporates specific actions in the form of an Implementation Program and Economic Performance Indicators.

The plan looks at Maroochy Shire's economic needs in the context of the Sunshine Coast region and is designed to ensure the economy matures in a sustainable way to:

- provide adequate and suitable employment opportunities and business sustainability;
- protect the pristine environment that makes this area unique; and
- maintain the liveability of the region.

The Maroochy Economic Plan recognises economic development in Maroochy Shire as a key Council priority, in line with the objectives of the elected representatives. It complements Council's existing Corporate Plan and other significant planning initiatives such as the Maroochy 2025 visioning project and the Sunshine Coast Regional Economic Development Strategy.

For the Maroochy Economic Plan to work effectively, it recognises the need to encourage and develop partnerships with relevant council and government agencies at all levels, the private sector, regional communities and key regional stakeholders.

Maroochy Shire is well placed to take a leadership role in economic development a leader and, through partnership programs, to leverage scarce funds and resources. This will provide the opportunity to foster an investment and business growth environment, enabling the development of a next-generation economy.

Through the Maroochy Economic Plan, Maroochy Shire Council will challenge all stakeholders to work towards a strong and sustainable economic future that encompasses:

- A focus on technology and Innovation
- Population growth management focus
- A true knowledge economy
- A strong emphasis on home-based businesses
- A sound entrepreneurial culture
- Strong links between business, government, research and learning institutions to support innovation
- A skilled and flexible workforce
- Information and physical infrastructure
- A positive business climate
- A supportive governance structure including appropriate land use planning and ready access to business support services
- Quality of life
- An urban/rural quality that engenders liveability
- Global and outward looking

The Maroochy Economic Plan identifies specific actions and objectives to underpin each of these areas. Key elements of the plan are:

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

- **Economic Activity Clusters**, which identify industry and business 'types' that have the greatest potential to contribute towards economic development and job creation. The five **Economic Activity Clusters** are:
 1. Sports and Experience
 2. Design for Living
 3. Food and Ingredients
 4. Health and Nutrition
 5. Creative Industries

- **Economic Communities**, which provide a geographic focus for business development within Maroochy Shire. The 13 **Economic Communities** are:
 1. Maroochydore - Key Regional Centre
 2. Sippy Downs - Sunshine Coast Knowledge Precinct
 3. Nambour - Health and Education
 4. North Shore - Tourism and Aviation
 5. Mooloolaba - Tourism and Fishing
 6. Coolum - Tourism
 7. Blackall Range - Tourism and Rural Economy
 8. Kuluin/Kunda Park/Forest Glen - Manufacturing and Design
 9. Yandina - Advanced Design and Manufacturing
 10. Mary Valley - Rural Economy
 11. Eumundi - Historical Markets
 12. Coastal Rural – Rural Agriculture
 13. New Integrated Employment Generation Area/s

The Implementation Program identifies the actions and associated resources required to achieve the successful delivery of the imperatives identified in the Maroochy Economic Plan. As well, Economic Performance Indicators have been developed to ensure the plan achieves its desired aims. The plan is a 'living' document that can be updated to meet those aims.

TERMS AND DEFINITIONS

ACC	Area Consultative Committee (Sunshine Coast)
CCMS	Cluster Communities of Maroochy Shire
DIMIA	Department of Immigration and Multiculturalism and Indigenous Affairs
DSDI	Department of State Development and Innovation
EDS	Economic Development Strategy
EPI	Economic Performance Indicators
KPI	Key Performance Indicator
MEDAB	Maroochy Economic Development Advisory Board
MEP	Maroochy Economic Plan
Micro Business	Micro businesses are businesses with up to five staff
MSC	Maroochy Shire Council
MT	Maroochy Tourism
NorsROC	Northern Regional Organisation of Councils
OESR	Office of Economic and Statistical Research
PIFU	Planning Information and Forecasting Unit of Local Government and Planning
PWD	People With Disabilities
R&D	Research and Development
SCIC	Sunshine Coast Innovation Centre
SEQ	South East Queensland
SEQROC	South East Queensland Regional Organisation of Councils
SME	Small to Medium Enterprises
SunROC	Sunshine Coast Regional Organisation of Councils
USC	University of the Sunshine Coast

DISCLAIMER

This Maroochy Economic Plan has been prepared by Maroochy Economic Development Advisory Board for Maroochy Shire Council. Any representation, statement, opinion or advice expressed or implied in this publication is made in good faith. Maroochy Shire Council and Maroochy Economic Development Advisory Board are not liable to any person or entity for any damage or loss that has or may occur in relation to that person or entity taking or not taking action in respect of any representation, statement, opinion or advice referred to above.

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1.0 INTRODUCTION

The Maroochy Economic Plan revises Council's previous Economic Development Strategy and incorporates an Implementation Program and Economic Performance Indicators. The plan has been prepared for Maroochy Shire as an integral part of the Sunshine Coast region.

1.1 PURPOSE AND INTEGRATION OF THE MAROOCHY ECONOMIC PLAN

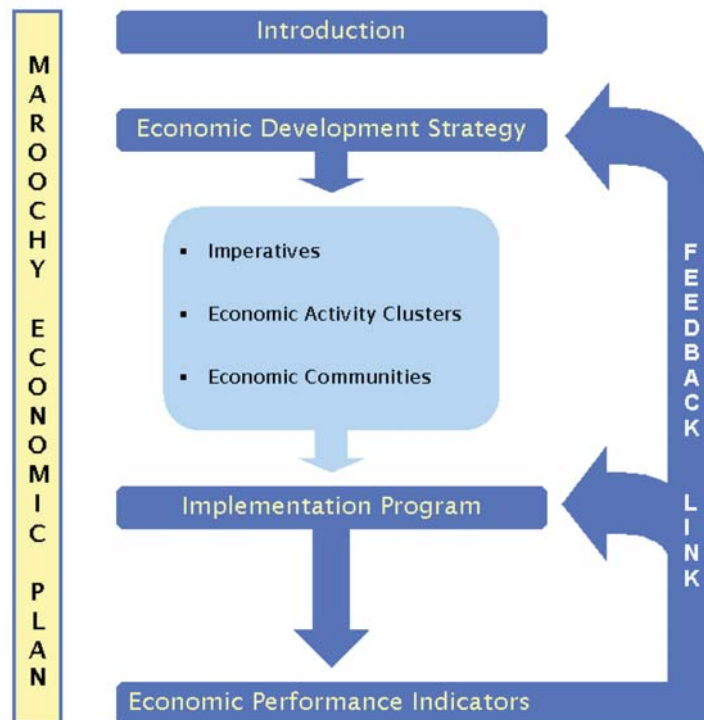
The economy of the Shire and the region has changed rapidly over the last 30 years, influenced by sustained population growth, the emergence of a significant tourism industry and the decline of agriculture. Current population projections forecast significant growth for another 20 years. The Maroochy Economic Plan identifies the key imperatives to ensure that the Shire's economy matures in a sustainable way to:

- provide adequate and suitable employment opportunities and business sustainability;
- protect the pristine environment that makes this area unique; and
- maintain the liveability of the region.

The Maroochy Economic Plan has been designed to complement Council's Corporate Plan and other planning initiatives such as Maroochy 2025 and the Regional Economic Development Strategy. The plan provides both a new vision and a detailed Implementation Program for the Shire to prosper sustainably. It is intended to revise the Implementation Program annually to ensure it is consistent with changes occurring within the Shire and across the region.

The Maroochy Economic Plan has been drafted to enhance the attainment of economic imperatives. The systems approach incorporates four sections and is illustrated by Figure 1.

FIGURE 1: MAROOCHY ECONOMIC PLAN – A LIVING PLAN USING A SYSTEMS APPROACH



The feedback link enables the MEP to be continually updated as a living document.

The 'Introduction' outlines the framework for the whole document and includes a description of the Shire's economy, identifies the role that the Maroochy Economic Plan can have in the parallel functions across Council and within the regional, State and Commonwealth contexts.

The completely revised and updated Economic Development Strategy identifies the Key Imperatives, establishes a focus on Economic Activity Clusters and Economic Communities within the Shire.

The Implementation Program takes the Strategy component of the Maroochy Economic Plan into operational mode and separates the imperatives into distinct actions. This section allocates estimates of budget and resource implications, together with priorities and timeframes over a five-year period.

The Economic Performance Indicators draw on readily available statistics to form timely and relevant indicators of the Shire's economy. This section will draw on time series or benchmarking assessments to inform Maroochy Economic Development Advisory Board and Council of the economic performance and the strategies used to strengthen and mature the economy.

1.2 TWO DIFFERENT FUTURES – PREFERRED VERSES STATUS QUO

The Maroochy Economic Plan is about making informed choices to influence the future of our economy. Without an economic plan and associated actions, the future will be dictated by external factors.

STATUS QUO - GROWTH-DRIVEN ECONOMIC DEVELOPMENT

With purely growth-driven economic development, there will not be a balanced or sustainable future for Maroochy Shire and the Sunshine Coast. This option relies on the current strong performers in the economy to remain dominant - population-driven construction and retail growth. These sectors are low value, profit-exporting drivers of the economy and inherently have high levels of casualisation and fluctuation in performance, based on internal and external influences.

This option - inaction and no direction - is characterised by the following descriptions of possible outcomes for the Shire:

- Lack of jobs growth
- Declining quality to this beautiful coastal and hinterland region and climate
- Unsustainable tourism industry
- Sustained population pressure
- An urban sprawl
- Economy based on tourism, construction, retail and food
- Low value economy
- High churn rate of small badly run under-capitalised businesses
- An old fashioned economy
- Brain drain
- Survival mentality
- Local and inward thinking

PREFERRED - ECONOMIC DEVELOPMENT, NATURALLY

The alternative is to pursue economic development, naturally. This option is based on recognition of the whole "environment" that influences the Shire and regional economy. It involves leadership to guide economic development, with an acceptance that transition to this model will take time and adequate resources, guided by community input and the need to protect the natural environment. A key element in this concept is the emphasis on higher-value job creation and a tendency towards the creation and retention of businesses locally and reduced export of revenues. This approach is consistent with the Maroochy 2025 visioning project and the actions contained in the Maroochy Economic Plan Implementation Program.

The preferred future for the Shire and the region is characterised by the following descriptions of possible outcomes for our Shire:

- Environmental sustainability and social equity
- A breadth of industry delivering a strong economy
- Population growth management focused
- A leader in the fields of Health, Sustainable Agriculture, Food Products, Leisure and Tourism Industries
- A true knowledge economy
- A focus on technology, innovation
- A focus on intellectual capital
- A focus on value adding in our agricultural economy
- A focus on sustainable business practices
- A focus on strong emphasis on home-based businesses
- A strong focus on education and training
- A great relationship between education and economic functions
- A sound entrepreneurial culture
- A service culture
- Identification of and encouragement of industries where we have competitive advantage
- Global and outward looking
- High creativity

The Maroochy Economic Plan seeks to draw together important elements of the "environment" into a framework for change that will assist in the delivery of the preferred future for our Shire. Without leadership by this Council in collaboration with private and public organisations, the status quo option will dominate. Maroochy Shire Council, through the Maroochy Economic Plan, will challenge all stakeholders to work towards a strong and sustainable economic future based on the imperatives and principles identified in this plan.

1.3 MAROOCHY – REGIONAL CHARACTERISTICS AND COMPETITIVE ADVANTAGES

THE REGION:

Maroochy Shire is positioned in the heart of Queensland's Sunshine Coast, which is widely acclaimed for its superb beaches, near-perfect climate and relaxed lifestyle. These qualities underpin its popularity as a holiday destination and have also combined to make it one of Australia's fastest-growing regions.

Maroochy has long been a favourite with Queensland visitors, many of whom make the hour or so drive from the State capital - Brisbane - to enjoy what the region has to offer. Thanks to its proximity to Brisbane's national and international airports, Maroochy is also attracting increasing numbers of interstate and overseas tourists, who now represent one in every five visitors to the region each year. As well, the centrally located Sunshine Coast Airport allows Maroochy to benefit from direct daily flights to the key interstate tourist markets of Sydney and Melbourne.

Population growth remains consistently high and is driven by those seeking a lifestyle change - either escaping the pressures of city living or moving to warmer climates from the southern state. 'Sun, surf and sand' are important considerations for new settlers but so, too, are quality of life and a safe, secure living environment.

While population and tourism growth reflect the region's appeal, they are also creating an array of exciting business and investment opportunities. As the central and largest of the Sunshine Coast's three municipalities, Maroochy is well placed to capitalise on those opportunities.

The region's Key Regional Centre, Maroochydore, has an important role in the future economic and social development for residents and visitors.

MAP 1: MAROOCHY SHIRE IN THE QUEENSLAND AND AUSTRALIAN CONTEXT



LOCATION:

Maroochy Shire is approximately 100 kilometres north of Queensland's capital city, Brisbane. Together with Caloundra City and Noosa Shire, it forms the region collectively known as the Sunshine Coast.

AREA:

Maroochy is the largest of the Sunshine Coast's three municipalities, covering 1153km².

PROFILE:

The Shire's main population base is centred on the coastal townships of Maroochydore, Mooloolaba, Alexandra Headland, Maroochydore, Buderim and Coolum. Nambour, the Shire's administrative centre, lies 15 kilometres inland.

CLIMATE:

Maroochy has a pleasant sub-tropical climate. Average summer temperatures range from 17°C to 28°C, with the highs often tempered by cooling sea breezes. Winter days are characteristically mild and sunny, with average temperatures from 7°C to 22°C.

GROWTH:

Population growth averages 3.3% per year and Maroochy Shire is consistently among the fastest-growing municipalities in Australia. The current population of Maroochy Shire is 130,000.

BEACHES:

Maroochy Shire has 22 kilometres of beaches, which are equal to any in Australia.

GREEN SPACES:

The Shire features 846 parks totalling 3722 hectares, many of them along the foreshores.

**A GREAT PLACE TO LIVE...**

The highly prized Sunshine Coast lifestyle is the major contributor to Maroochy's rapid population growth, which now exceeds 130,000 and is increasing at an average annual rate of 3.3%. This compares with the Queensland average of 1.8%.

Based on projections from Queensland's Department of Local Government and Planning, the exceptional growth will continue, with up to 260,000 people calling Maroochy "home" by 2021.

In terms of the largest population increases, Maroochy consistently ranks in the top 10 in Queensland, with a net increase of more than 4000 people annually. As a result of this growth, the building and construction industries are important contributors to Maroochy's economy and, in the five years to 2003, the number of dwelling approvals increased more than 67% to top the 5,000 mark.

Residential property has traditionally been a strong and stable performer in Maroochy, particularly in prime beachside locations and areas with views.

A GREAT PLACE TO VISIT...

Tourism is a major industry, with an estimated seven million people visiting the Sunshine Coast annually. It is a particularly popular day-trip destination.

For most visitors to Maroochy Shire, the beaches are the main attraction. They stretch 22 kilometres from Mooloolaba in the south to Coolum Beach in the north and, in the

main coastal resorts, are patrolled all year round. The Sunshine Coast's sub-tropical climate provides ample opportunity to enjoy the golden sands and crystal-clear waters.

Look beyond the beaches and there is a hinterland of rich diversity...from sub-tropical fruit plantations to lush rainforests; from picturesque waterways to spectacular ranges; from always-interesting arts and crafts galleries to boutique wineries. The coastal views from the nearby Blackall Range are spectacular.

A GREAT PLACE TO INVEST...

Maroochy combines dynamic growth with an enviable quality of life. For anyone considering establishing a business or industry, there are many advantages:

LOCATION

Maroochy Shire is centrally located on the Sunshine Coast and enjoys easy access to Brisbane and the rapidly growing southeast Queensland market. The Sunshine Coast is also little more than an hour's drive from Brisbane's domestic and international airports.

ACCESS

Road - The four-lane Bruce Highway puts Maroochy Shire within an hour and 15 minutes of Brisbane by car. Regular bus services are also available.

Rail - An electric rail service operates between Nambour – the sub-regional centre of Maroochy Shire - and Brisbane. Passengers arriving by train can catch a connecting bus to the hinterland towns and coastal areas. A tilt train operates daily between Brisbane and the city of Rockhampton to the north, also connecting with Nambour.

Air - Sunshine Coast Airport is centrally located at Mudjimba. Daily flights operate between Sydney and Melbourne. Daily commuter flights are also available to Brisbane for connecting interstate and international flights.



STRONG AND DIVERSE INDUSTRY BASE

The strength of Maroochy's industry base is its diversity. In dollar terms, Retail Trade, Manufacturing, Property and Business Services, and Health and Community Services are the major contributors to the shire's economy.

Maroochy is designated by the Queensland Government and adjoining local government councils as the 'Key Regional Centre' of the Sunshine Coast, providing the opportunity for the shire to capture an increasing share of the all-important retail market.

Maroochy also has a strong Primary Industry sector. Citrus fruit, pineapples, sugar, ginger and macadamia nuts are the primary crops grown in the region, while the hinterland township of Kenilworth is the shire's centre of cheese and dairy production.

Mooloolaba's 100-strong fishing, tuna and prawn fleet makes a valuable contribution to the economy and is creating fish processing opportunities.



There are 50,000 hectares of forests and timber reserves on the Sunshine Coast, supplying the building and construction, furniture and building products manufacturing industries.

Food processing dominates Manufacturing output in Maroochy.

SKILLED AND EXPERIENCED RESIDENT WORKFORCE

Population growth has brought with it a workforce offering a wide array of skills and depth of experience. Many of the new residents have substantial life skills operating successful home based businesses and many are well qualified. More than half the Sunshine Coast workforce is employed within Maroochy Shire.

Retailing is by far the largest employer in Maroochy, accounting for nearly 20% of the workforce. This reflects the importance of tourism to the region. The Sunshine Coast's largest regional shopping centre, the Sunshine Plaza, has helped establish Maroochy as the commercial heart of the Sunshine Coast.



Health and Community Services is also a significant employer. The ageing of the local population and the appeal of Maroochy as a retirement destination continue to create opportunities to develop specialist health care services for older people.

Education is playing an increasingly important role in providing jobs. The University of the Sunshine Coast employs more than 400 staff and has provided a major boost to the region's capacity to provide tertiary education and training.

The contribution of Accommodation, Cafes and Restaurants to employment further underpins the importance of the tourism industry to the region.



The size and growth of the Construction industry parallels the population boom in the last decade.

BUSINESS SUPPORT

Maroochy Shire Council recognises the importance of attracting investment and places a high priority on assisting businesses establish or relocate. Business Maroochy provides support and assistance to new businesses in a range of areas including:

- Location of suitably classified land for industrial and commercial services
- Assistance with the pre-development application process
- Market intelligence, Shire statistics and demographics
- Access to export marketing opportunities, plus export planning assistance
- Hosting of trade delegations and participation in national and international trade fairs, expos and investment summits
- Providing assistance in obtaining a wide range of State and Federal Government funding to assist and facilitate business growth

As Maroochy develops greater orientation towards a business friendly environment, the whole organisation will seek to seamlessly deliver business-oriented decisions within the context of the environment and social obligations of the organisation.

MAROOCHY SHIRE COMPETITIVE ADVANTAGE

When the Shire has several competitive advantages, it is easy to understand why Maroochy continues to grow and is now recognised as one of the fastest-growing regions and economies in Australia. The key strengths are:

QUALITY OF LIFE

Maroochy's quality of life is invariably characterised by its superb beaches, its rich and diverse hinterland, and a great climate all year round. There are also wide-ranging educational opportunities and health and community services available in the coastal areas. These attributes, combined with a relaxed, safe and secure living environment offering wide-ranging recreational and cultural amenities, make it a very inviting place to visit and live.

DEMOGRAPHY

The demographic character of the region is a key strength, particularly through the high concentration of senior citizens. This, coupled with steady population growth, established infrastructure and a more-than-adequate labour supply – including a skilled resident workforce - provides many good reasons to invest in Maroochy Shire.

RESOURCE ENDOWMENT

The resource base of the region has long distinguished this area from others for the:

- the natural environment - beaches/coast, ranges and visual amenity;
- the forest resources for wood products industries; and
- the climate, topography, soils etc for agriculture.

Strong business support and a healthy and diverse industry base add even more reasons why many people have already chosen to live, work and play in Maroochy.

1.4 A NEW APPROACH

The Maroochy Economic Plan is consistent with Maroochy Economic Development Board's charter to provide Maroochy Shire Council with advice regarding the economic development of the Shire. The plan has been designed to integrate with other Maroochy Shire corporate and intra-regional strategies. An integral consideration of this approach is the need to encourage and develop partnerships with relevant Council and government agencies at all levels, the private sector, regional communities and key regional stakeholders.

Maroochy Shire is well placed to capitalise on the continuing growth of the economy to introduce sustainable economic policies as a leader and, through partnership programs, to leverage scarce funds and resources. This will provide Maroochy Shire with the opportunity to foster an investment and business growth environment enabling the development of a next-generation economy.

TRADITIONAL ROLE

Council's traditional role in economic development as a provider of infrastructure, municipal services and administrator in areas such as strategic land use planning, building and development control is being extended. This is in response to changing socio-economic conditions and the growing demand by local communities for pro-active involvement.

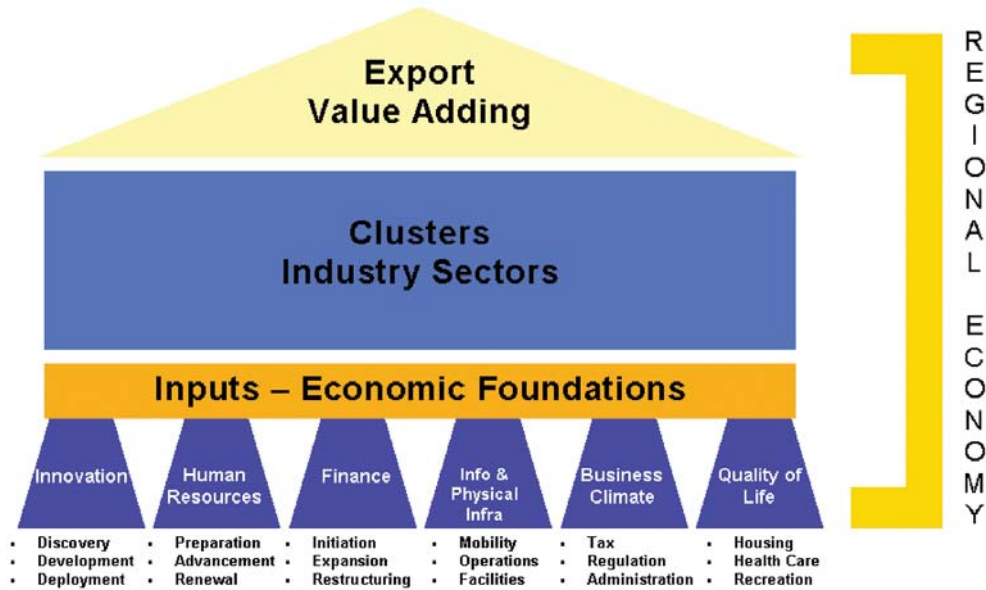
A NEW APPROACH

The strategies and initiatives identified in the Maroochy Economic Plan focus on laying the foundations and support systems that require Council to form these partnerships being a leader and catalyst in regional development.

The foundations of a strong and sustainable economy are described in the following list and illustrated in the figure below:

- Innovation
 - Strong links between business, government, research and learning institutions to support innovation
 - Discovery, development, deployment
- Human Resources
 - A skilled and flexible workforce
 - Preparation, advancement, renewal
- Finance
 - Initiation, expansion, restructuring
 - Information and physical infrastructure
 - Mobility, operations, facilities
- Business Climate
 - A supportive governance structure including appropriate land use planning and ready access to business support services
 - Tax, regulation, administration
- Quality of Life
 - An urban/rural quality that engenders liveability
 - Housing, health care, recreation

FIGURE 2: ECONOMIC FOUNDATIONS AND INDUSTRY RELATIONSHIPS



The Maroochy Economic Plan identifies specific actions and objectives to address each of these areas. Through the alignment of stakeholder priorities to these foundation elements, significant improvements can be made towards a competitive, prosperous and sustainable economic environment.

Additionally, with the emphasis on cooperation and partnerships, there is an acknowledgement that not all elements of the strategy can be funded. *Some initiatives will need to be jointly funded with other partners.*

MAROOCHY SHIRE COUNCIL PRIORITIES

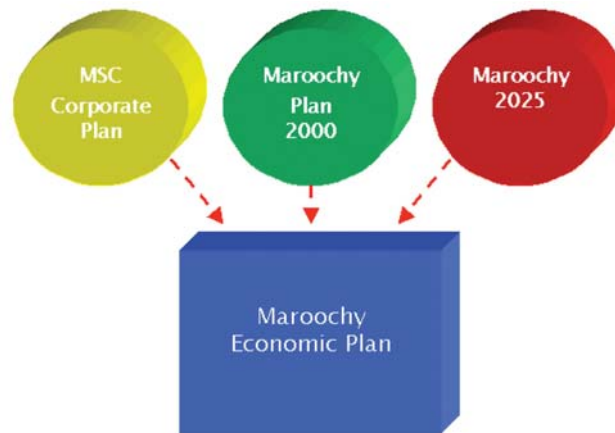
Maroochy Shire Council has established its priorities through to 2008, with economic development ranking third on the list. The objective of creating an economic climate to support jobs growth is consistent with the key function of the Maroochy Economic Plan. The full list of Council priorities is as follows:

1. Infrastructure provision for 2020 and beyond.
2. Open and transparent governance run by the Council and not the organisation.
3. Create the **economic development** climate and the industry and business to provide jobs.
4. Protecting the environment including waterways and more effectively managing sewerage wastewater.
5. Planning for long-term water provision including feasibility of dams, desalination, dual reticulation of water supplies and mandatory rainwater tanks.
6. Rationalising Council's finances to be more cost-efficient and introducing a rate cap.
7. Debate how to best manage population growth including environmental, rural and urban impacts.
8. Debate and resolve high-rise and urban sprawl versus high urban density issue.
9. Address traffic and parking problems and roads improvement requirements in both rural and urban areas.
10. Identifying, enhancing and strengthening our many and diverse communities.
11. Improving maintenance services throughout the Shire.
12. Finding sustainable options for maintaining our quality of life through **economic development** and public-private partnerships with Council considering undertaking some economic development activities itself.
13. Reviewing Council's products and services for value and performance.

MAROOCHY SHIRE CORPORATE POLICY DOCUMENTS INTEGRATION

Maroochy Shire has a number of corporate policy documents. In this section, those documents and programs that have a direct influence on the economy, and therefore the success of the Maroochy Economic Plan, are identified and relevant elements outlined.

FIGURE 3: MAROOCHY SHIRE COUNCIL DOCUMENTS



MAROOCHY SHIRE COUNCIL CORPORATE PLAN

The current Maroochy Shire Corporate Plan 2001-2004 vision for the Shire is 'Maroochy Cares, Maroochy Dares':

"Because we care about the lifestyle of the residents of Maroochy, we must dare to do things differently – by protecting our environment, seeking out opportunity, promoting diversity, developing our economic future and enhancing our sense of community."

The Corporate Plan identifies economic development as one of the nine key elements to address. The key outcomes for the economic development section of the Corporate Plan seek:

1. Increased employment opportunities
2. Increase business growth and investment
3. Increased investment
4. Community recognition of tourism industry
5. Leading role in fostering a cooperative regional approach to economic development
6. Recognition of Maroochy as the key driver of the Sunshine Coast

Each of these objectives is recognised by the new Maroochy Economic Plan in an expanded format. As part of the review of the Maroochy Shire Council Corporate Plan in 2004, the key elements of the Maroochy Economic Plan will be provided for inclusion as part of the revision process.

MAROOCHY PLAN 2000

Council's planning scheme, Maroochy Plan 2000 became operational in June 2000. This Integrated Planning Act 1997 (IPA) compliant planning scheme guides the growth management policies for development within the Shire. Maroochy Plan 2000 is managed by the Environment, Planning and Development Department of Council and potentially influences opportunities for the economic development of the Shire as influenced by land use permissions.

It is vitally important for the imperatives and actions of the Maroochy Economic Plan to be consistent with the objectives and the policies of the Maroochy Plan 2000. There are a number of focus areas within the Maroochy Plan 2000 that policy positions, if reviewed, would enhance the mutual functions of both documents and implementation programs. The following issues are examples of potential improvements to the Maroochy Plan 2000 to reflect the imperatives of the Maroochy Economic Plan and enhance business confidence and investment in the Shire:

- Employment generating land and associated policy frameworks
- Home-based business policies
- Potential for a Code for Economic Development
- Additional precinct designations for knowledge economy areas (i.e. Sunshine Coast Knowledge Precinct)
- Levels of assessment for employment-generating precincts
- Tables of Development/Codes responsive to initiatives such as integrated employment and green technology areas (reflective of the community aspirations).
- Development and building assessment times to be reduced to increase business confidence. (Businesses are unlikely to commit investment and or relocation where decision-making is long and or unclear.)

MAROOCHY 2025

To effectively plan for the future and manage this growth, Maroochy Shire Council is partnering Maroochy 2025, a community visioning initiative designed to inspire the community to determine, build and achieve its preferred future for the Shire.

The key questions being asked through Maroochy 2025 are:

- Where are we now and where are we going?
- Where would we prefer and want to be?
- How are we going to get there?
- Are we getting there?

Maroochy 2025 is a community plan and is currently being developed in conjunction with the Maroochy Economic Plan. A cross communication strategy was established to ensure the greatest level of integration occurs.

What has evolved as Maroochy 2025 is a dynamic statement from a community that knows where it wants to go. The shared vision is about building a stronger, more self-reliant community fully committed to its preferred future and willing to partner with other stakeholders in actioning the vision and creating a truly connected Maroochy Shire.

The next question to be asked is, "How are we going to get to our vision?" Maroochy 2025 Stage 3 (Action Planning) is planned to occur during the first half of financial year 2004/2005. The purpose of this phase is about bringing the vision into life. Through the development of a series of actioned-orientated goals and measurements, the intent is to build ownership and engagement with Maroochy 2025 Vision and Key Vision Ideas. A vision is long term, comprehensive, value based, direction oriented and motivational; a strategic action plan is short term, specific, information based, action oriented and instructional.

Given that the vision is designed to have a longer planning horizon, it may be updated only once during its lifespan (e.g. 10 years over the life of the 20-year vision). Action plans will be updated numerous times over the life of its companion vision (e.g. every three to five years). Action plans follow and build on the structure of its corresponding vision, i.e. using key focus areas as the basis of its structure. This guarantees the plan's compatibility with the vision and ensures its overall consistency with a long-term vision, as well as its rigour and robustness.

One of the Action Planning Teams will be responsible for developing strategies and actions to achieve a key vision focus area, namely 'Our innovative and diverse economy'. It is an exciting time to build consistent and strong correlations with the

'Imperatives' and 'Economic Clustering Elements' within the Maroochy Economic Plan. Action Planning will become an excellent platform to build a complementary strategy and actions from within our region.

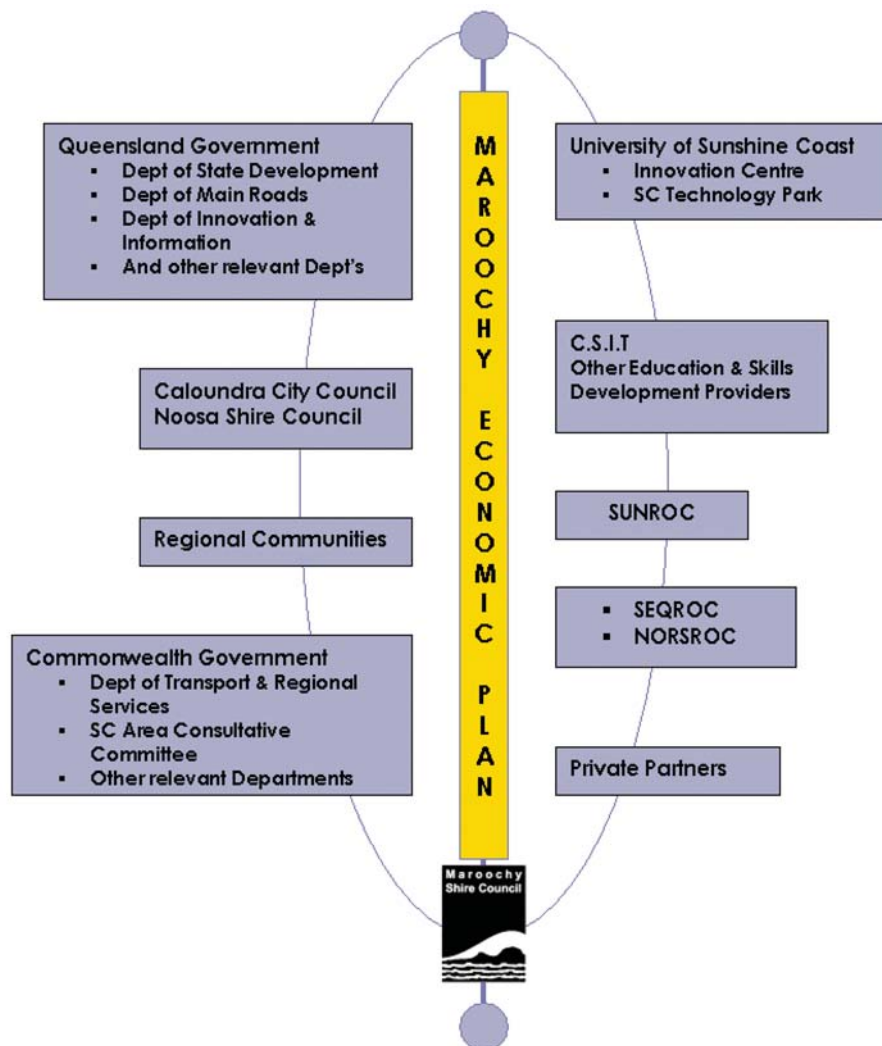
MAROOCHY ECONOMIC PLAN - REGIONAL INTEGRATION

Maroochy Shire is situated in the south-eastern corner of Queensland. This region of Queensland has experienced rapid growth and development over the last 25 years and is expected to experience similar pressures over the coming decades (PIFU, Population Trends and Prospects, Queensland 2001).

There are a number of regional organisations that have significant influence on the development of the region. The figure below illustrates the range of stakeholders and in developing the MEP, Council recognises the importance to ensure that this plan is consistent with other regional key stakeholders' strategic plans. Partnerships and collaborative effort can achieve much more.

The discussion below outlines the role and function relationship between the Maroochy Economic Plan and these key stakeholders.

FIGURE 4: REGIONAL INTEGRATION OF STAKEHOLDERS



STATE GOVERNMENT DEPARTMENTS

Local authorities rely heavily on the State Government for many aspects of their operation. Within the economic development area of Council, the Department of State Development and Innovation plays a significant role in the delivery of mutually beneficial programs. Maroochy Shire has successfully worked in partnership with the Sunshine Coast State Development Centre on issues ranging from sugar industry changes to developing the Sunshine Coast Technology Park. An integral part of the Maroochy Economic Plan will involve the continuing development of the partnership approach to ensure that the limited resources of both organisations and other relevant State Government departments achieve the maximum results.

SEQROC

The SEQROC 2021 regional planning project is jointly funded by the Queensland Government and the South East Queensland Regional Organisation of Councils. The SEQ 2021 project has been designed to coordinate the preparation of a number of policy papers across significant sectors in SEQ and provide direction for all levels of government towards 2021.

SEQROC contains 18 local government authorities that form the SEQ region. The function of this organisation can be best described as a tool to improve the efficient management of growth in SEQ. It is important to recognise the role and position of Maroochy Shire as one of the leading local government authorities in this organisation, both in terms of population and support for integrated growth management policies.

NORSROC

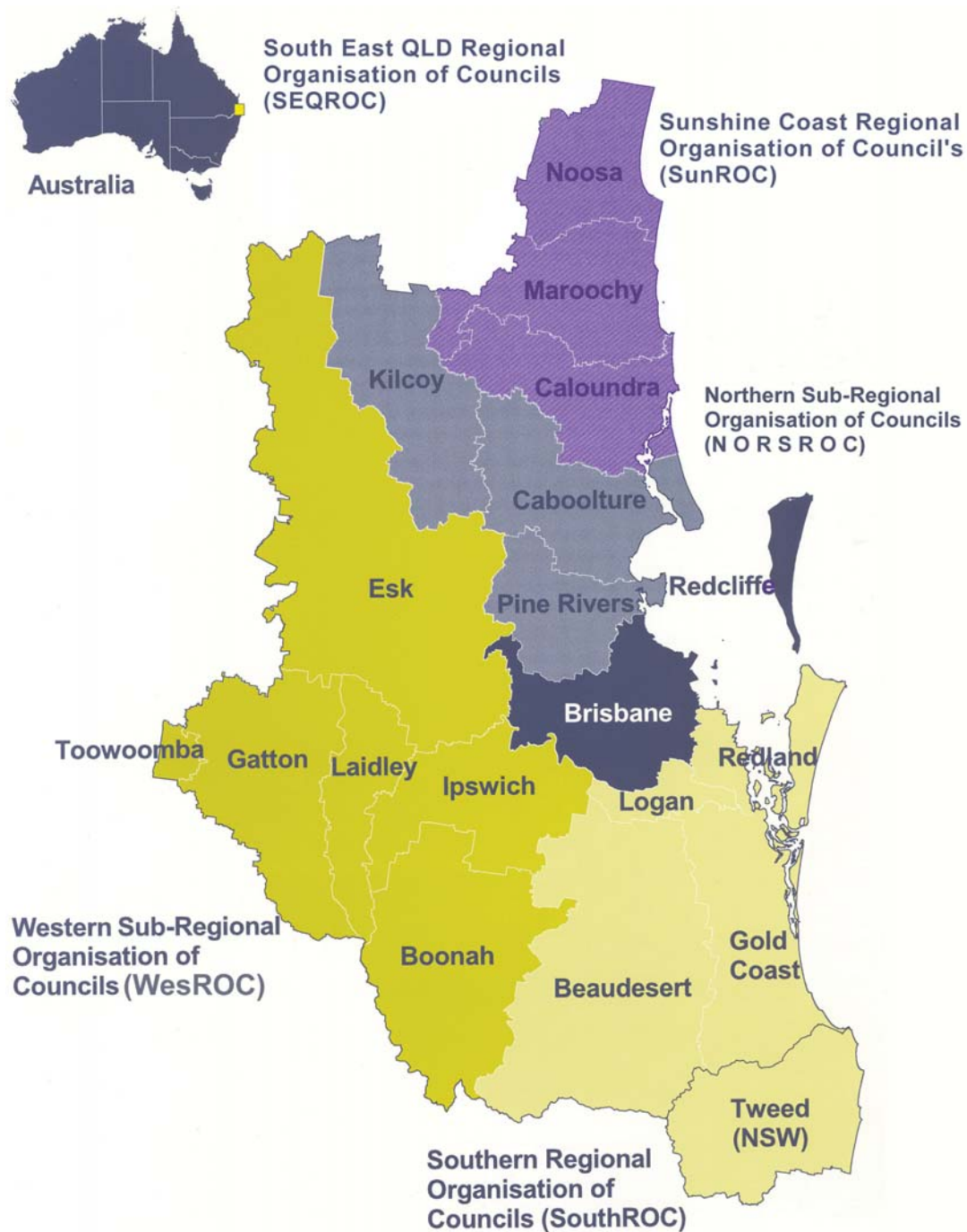
NorsROC is the northern regional organisation of councils that is part of SEQROC. The seven local government authorities that form NorsROC are Noosa, Maroochy, Caloundra, Caboolture, Pine Rivers, Redcliffe and Kilcoy.

SUNROC

SunROC is the Sunshine Coast Regional Organisation of Councils comprising Caloundra City, Maroochy Shire and Noosa Shire. SunROC is actively involved in the key issues of economic development for the region. It is currently preparing a Regional Economic Development Strategy aimed at integrating the strategies and policies of the three local government authorities. As well, it plans to prepare an Integrated Regional Transport Strategy to enable the identification of priority infrastructure for the region.

In early 2004, the three mayors of SunROC signed a Memorandum of Understanding to develop an Information, Innovation and Employment Strategy for the Sunshine Coast. This document will enhance the capacity for the region to deliver knowledge economy solutions in coming years.

FIGURE 5: SEQROC COUNCILS



Source: South East Queensland Regional Framework for Growth Management, 2000, P. 2.

AREA CONSULTATIVE COMMITTEE

The Sunshine Coast Area Consultative Committee provides the Sunshine Coast with an avenue of access to the Commonwealth Government and the potential resource for funding to provide leverage to local initiatives. The Regional Partnerships Program is the current funding program available through the local ACC. Maroochy Shire, through the Mayor and other Councillors, will continue to liaise with the ACC as an avenue to lobby the Commonwealth and to identify appropriate funding opportunities.

CALOUNDRA CITY AND NOOSA SHIRE

Caloundra City and Noosa Shire are located to the south and north of Maroochy respectively. The Noosa and Caloundra communities have many similar characteristics to Maroochy but are also distinctively different. The similarities provide strong opportunities for working in unison, whilst the differences offer the opportunity for these elements to be celebrated. Noosa has the smallest population on the Sunshine Coast with 56,000 in 2001. Caloundra now has some 78,000 residents.

The three Councils' economic development teams meet regularly and work together in a collaborative environment where local government boundaries mean little to the business community. Living in one shire and working in another is commonplace in a region where urban settlement stretches from one end to the other.