

The bottom half of the page features a decorative background. A dark blue wave-like shape curves across the width of the page. On the left side of this blue area, there are several curved lines of varying lengths and shades of blue, resembling a signal or sound waves. At the bottom right, a brownish-tan shape curves upwards, meeting the blue area.

economic framework  
**2011 - 2031**

# Sunshine Coast Business Council

**THE SUNSHINE COAST BUSINESS COUNCIL (SCBC) BELIEVES THAT THE FUTURE OF THE SUNSHINE COAST AS A KEY LIFESTYLE REGION OF SOUTH EAST QUEENSLAND (SEQ), ULTIMATELY DEPENDS ON THE CREATION OF A HEALTHY, DIVERSE AND VITAL ECONOMY THAT CAN SUPPORT A PROJECTED 500,000 RESIDENTS BY 2031.**

The SCBC with 'One Vision...One Voice' advocates the creation of wealth in our region by following three principal aims to achieve Business Success, Economic Growth and Investment:

**1. Job creation** – Advocating business and employment growth within an economic framework supporting a regional target of 250,000 jobs by 2031.

**2. Capital attraction** – Supporting investment (public & private) underpinning key industry sectors' aspirations for a healthy, diverse and vital regional economy.

**3. Co-operative advocacy** – Working for the interests of the business community, with industry groups, stakeholders and government to advocate a region that is "OPEN FOR ALL BUSINESS" and particularly those demonstrating world's best practice.

## Regional Economy – The Context

**THE SUNSHINE COAST CANNOT BE VIEWED IN ISOLATION. THE REGION TRADES GOODS AND SERVICES INTRA-STATE, NATIONALLY AND GLOBALLY AND RELIES ON RESOURCES (FOOD, WATER, ELECTRICITY, LABOUR, INVESTMENT AND SO ON) SUPPLIED FROM WITHIN AND OUTSIDE THE REGION.**

In addition, the Sunshine Coast is a constituent sub-region within SEQ and is recognised as such in the SEQ Regional Plan (SEQRP) 2009 – 2031. Using SEQRP as a baseline, population projections inform assumptions relating to economic activity and more specifically, the investment and resources required for creating employment in our Region. It is therefore acknowledged that;

- SEQRP projects a population approaching 500,000 people on the Sunshine Coast Region by 2031 requiring significant social infrastructure to be provided by the public and private sectors;

- in turn, approximately 225,000 – 250,000 jobs will be required in the Sunshine Coast Region by 2031 i.e. 90,000 – 115,000 new jobs to be created in the next 20 years; this in turn implies that over the next 5 years the creation of 20,000+ new jobs in the private and public sectors within the Sunshine Coast Region is required.

SEQRP provides the context for the Sunshine Coast Council (SCC) Economic Development Strategy (EDS). However the SCC Economic Development Unit (EDU) resources need to be increased so it can promulgate clear Action Plans focused on job creation and strategic investment targets (both private and public) to support the economic growth in this Region.

## Economic Development – Initiatives 2011 - 2015

**THE SCBC HAS BEGUN TO ARTICULATE WHERE ITS FINAL ASPIRATIONS LIE OVER THE NEXT 10-15 YEARS. THE SCBC BELIEVES THAT THROUGH WIDE BUSINESS ENGAGEMENT AND STAKEHOLDER PARTNERSHIPS, WE CAN, WITH 'ONE VISION...ONE VOICE' ACHIEVE REGIONAL GOALS UNDERPINNING THE FUTURE PROSPERITY OF THE REGION.**

The Table located on the following page (Figure 1.1), defines immediate focus areas for regional policy makers and business enterprises. It matches the Key Strategies (Column 1) discussed above and linked with the economic development Initiatives (Column 2) and Matching Actions 2011-15 (Column 3). Items listed in both Columns 2 & 3 have been identified in collaboration with the various

strategic agencies listed above and may be initiated over the next 5 years.

In particular Column 3 Actions nominate the Agencies understood to have prime carriage of responsibility (e.g. Strengthen the EDU resourced and jobs focused) requires collegiate action by the SCC and the USC.

(Figure 1.1) - Economic Development Initiatives 2011 - 2015 Table

Key Strategies	Initiatives	Matching Actions
Facts and evidence based submissions	<ol style="list-style-type: none"> <li>1. SCC EDU – resourced &amp; jobs focus</li> <li>2. Observatory – market focus data</li> <li>3. Sector Priorities – jobs/capital focus</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthen EDU – SCC/USC</li> <li>2. Project support – SCC/SCBC</li> <li>3. What Works ‘Stage2’ – SCBC/USC</li> </ol>
Attracting private capital	<ol style="list-style-type: none"> <li>4. Investment &amp; Business Attraction</li> <li>5. Business Event Attraction</li> <li>6. Enterprise Corridor</li> </ol>	<ol style="list-style-type: none"> <li>4. Prospectus/Program – SCC/DEEDI</li> <li>5. Hotel &amp; Convention Centre – SCTP/SCC</li> <li>6. EDU jobs &amp; projects – SCC/SCBC</li> </ol>
Business growth leveraged from public projects	<ol style="list-style-type: none"> <li>7. SC Health Hub – Kawana</li> <li>8. Research Technology Hub – Sippy Downs</li> <li>9. CAMCOS</li> </ol>	<ol style="list-style-type: none"> <li>7. Health Hub Project – RDA/SCC</li> <li>8. Business Support – USC/ICSC</li> <li>9. SC Transport Plan – SCC/DEEDI</li> </ol>
‘Ripple effects’ of large projects	<ol style="list-style-type: none"> <li>10. SC Airport Extension &amp; Infrastructure</li> <li>11. Sunshine Coast Industrial Park</li> <li>12. National Sports Franchise</li> <li>13. Maroochydoore PAC</li> </ol>	<ol style="list-style-type: none"> <li>10. Support Master Plan – SCC</li> <li>11. Natural Gas Project – SCE</li> <li>12. AFL, ARU, NRL, ACB Plans – SCC</li> <li>13. New Planning Scheme—SCC</li> </ol>

## ‘What Works’ – Evidence Based Strategies

**DURING 2010, THE SCBC WORKED WITH THE UNIVERSITY OF SUNSHINE COAST (USC) ON THE ‘WHAT WORKS’ STUDY OF COMPARATIVE AUSTRALIAN REGIONAL ECONOMIES.**

The work identified successful structures and strategies applicable in developing an economic framework for Sunshine Coast business. The SCBC intention in using this work is to advocate **‘evidence based strategies’** for growth and prosperity in our region. In formulating the research methodology the USC selected five (5) Australian regions second in size and importance to the capital cities (i.e. ‘second tier’) but sharing between them a number of common characteristics. The research results were supported by the SCBC and presented at the USC ‘What Works’ Conference in November 2010 (refer to SCBC web site for Conference Communiqué).

The research identifies a number of ‘evidenced based’ strategies, innovations or initiatives that appear to have succeeded consistently across a number of the regions studied. SCBC has adopted the following strategies considered as having the highest potential to support business in the Sunshine Coast region.

**Facts and evidence based submissions** - Successful regions, nationally and internationally, invariably have up-to-date, regionally relevant data, accepted by key stakeholders and utilized consistently. This intelligence is invaluable in developing ‘evidence-based’ submissions to target companies and government. For example, in regional economies dominated by SMEs, a valuable role for government was seen as providing good market intelligence, both in terms of opportunities outside the region (including globally), and information on networks and opportunities inside the region.

**Attracting private capital** - All regions in Australia are under-capitalised and the attraction of private capital investment is therefore critical. Successful regions recognise that there is no such position as a ‘static state’ in regional economics. Therefore, they overtly seek to attract investment and growth, recognizing that 15% or more of the existing workforce rely on it for employment. It is clear that without investment and growth, there can never be sufficient funds to protect and enhance the services and infrastructure that the community demands..

**Business growth leveraged from public projects** - Successful regions maintain that the best and most sustainable growth comes from within the region. Whilst there are invariably cases of small (niche) firms that had been attracted to the regions and

flourished, the main growth streams came from large embedded sectors. Typically, public investment in Education (Universities, TAFE), Health and Tourism infrastructure (airports & exhibition facilities) has a ‘multiplier effect’ that underpins growth. In regions where SME’s dominated business/industry structure, the businesses that provided goods/services in response to sector demands, experienced growth and enhanced profitability.

**‘Ripple effects’ of large projects** - Successful regions identify one or two very large projects or initiatives that would have substantial value and impact for the region. Relevant examples based on the research include; a plan to secure a major facility such as a convention conference centre; a key growth initiative for the university that had major regional benefits; a major health facility, government department, or airport extension; a major event or securing a national sports franchise; and the redevelopment of a part of the region, eg. a waterfront park. These initiatives have all acted as catalysts in bringing the community together with a common cause and of a scale that would capture the community imagination.

**Collaborate ‘the hallmark’** - Successful regions developed innovative ways to manage regional economic matters by securing long term collegiate behaviour between various strategic agencies at all levels of government and business. On the Sunshine Coast, agencies such as Regional Development Australia (RDA), Department of Employment, Economic Development & Innovation (DEEDI), the Sunshine Coast Council - Economic Development Unit (EDU), Sunshine Coast Enterprises (SCE), USC, Sunshine Coast TAFE, SCBC and Chambers of Commerce, to name a few, have a critical role in working collaboratively with the business sector to secure the region’s economic future. This collegiate behaviour enables the wider community including business & government leaders to exhibit a unity of purpose with ‘One Vision...One Voice’ being the hallmark of our region.

All of this, however, is quite meaningless and the ability to achieve desirable end goals is problematic until the region can articulate where those final aspirations lie. The ability, through real, wide and innovative community and business engagement and partnerships, to achieve those agreed aspirations, is fundamental to all of this.

# SCBC Actions – 2011

A MAJOR LESSON FROM 'WHAT WORKS' RESEARCH IS THAT SUCCESSFUL REGIONS ARE DRIVEN BY A LEADERSHIP, A VISION AND PARTNERSHIPS THAT ARE PRACTICAL, OUTCOMES FOCUSED AND SUPPORTED THROUGH EFFECTIVE STRUCTURES, SYSTEMS, PEOPLE AND PROJECTS.

With this in mind, the SCBC 2011 strategic review of Initiatives and Matching Actions 2011-15 (see Table on previous page)

will serve to prioritise its resources for the ensuing 12 months. A summary of Action for 2011 and Lead Agencies follows;

Action Item	Lead Agency	Key Partners
<b>SCBC Direct Action</b>		
1. Business Breakfast – national and international speakers on economic growth and employment	SCBC	USC / TAFE / SCC / SCBC Membership
2. Call to Action – event to stimulate business growth and regional employment	RDA / SCBC	RDA / SCC / DEEDI / SCBC Membership
3. Business Expo – promotion of regional business growth and regional employment	MCC / SCBC	TAFE / CHAMBERS OF COMMERCE / SCBC Membership
4. Business Forum – Heath Hub for Sunshine Coast	SCBC	RDA / SCC / DEEDI / DoH / SCBC Membership
5. What Works 'Stage 2' – jobs and investment focus	SCBC	USC / SCC / SCBC Membership
<b>SCBC Supporting Initiatives of Others</b>		
6. New Planning Scheme – impact on the Maroochydore PAC	SCC	SCBC / UDIA / MBA / PCA / RTA / SCTP
7. Regional Accord – event to stimulate business growth and regional employment	RDA	USC / SCC / DEEDI / CHAMBERS OF COMMERCE / SCBC Board
8. SC Health 'Hub Project' – master plan, approvals and contracts	RDA	SCC / SCBC / USC / DoH / STOCKLAND / UDIA
9. Strengthen EDU – resourced and jobs focused	SCC	SCC / SCE / USC / SCBC
10. Investment and Business Attraction Prospectus / Program	SCC	EDU / SCE / DEEDI / USC / TAFE / SCBC
11. Sunshine Coast Airport – Support Master Plan and Investment	SCC	SCC/DAA/SCBC
12. Natural Gas Project – Support the pipeline initiative	SCE	EDU/SCE / DEEDI / USC / TAFE / SCBC
13. National Sports Franchise – AFL, ARU, NRL, ACB plans	SCC	EDU / SCE / DEEDI / USC / SCTP / TAFE / SCBC
14. Observatory Project – EDU market focused data	SCC	SCBC / USC / DEEDI / TAFE
15. Five Star Hotel – Business Convention facilities	SCTP	DEEDI / SCBC / SCC
16. Enterprise Corridor – EDU jobs and projects	SCC	SCC / SCBC Membership
17. SC Transport Strategy plan	DoT / MRD	SCC / DEEDI

Over the next 12 months, SCBC Directors will be available to present the Economic Framework Power Point Presentation to Sunshine Coast businesses, key stakeholders and prospective members who wish to see tangible reform in how SCBC pursues economic development objectives in the Sunshine Coast region with 'ONE VISION....ONE VOICE'.

If you would like more information please contact myself or one of the Directors of the Business Council listed on our web site at: [www.scbusinesscouncil.com.au](http://www.scbusinesscouncil.com.au)

**Jason Law**  
Chair - SUNSHINE COAST BUSINESS COUNCIL

Sunshine Coast Business Council

ABN 99 680 681 766

**T 07 5409 3215**

PO Box 1312 Maroochydore  
Queensland, 4558

E [info@scbusinesscouncil.com.au](mailto:info@scbusinesscouncil.com.au)

[www.scbusinesscouncil.com.au](http://www.scbusinesscouncil.com.au)

Sunshine Coast **Business Council**  
One vision. One voice.