



Key Focus Area 6:

Our innovative and diverse economy

Our top key vision ideas
















- 6.1 In urban areas we are known for our clean, green and varied light industries. These include eco-tourism, education, healthcare professions, retail, service, hospitality and renewable energy innovations.
- 6.2 In rural areas we are known for our farm-tourism, farm forestry and organic produce. These meet the needs of the local, national and international markets.
- 6.3 We developed new technologies to assist an innovative and diverse economy, while maintaining support for established professions and industries.
- 6.4 Through collaborative, creative, community-minded efforts, our innovative businesses increase natural and human capital. These businesses are globally competitive and export-orientated. They celebrate the success of a diverse and knowledgeable workforce culture.
- 6.5 Our advantages (vibrant community lifestyle, creativity and infrastructure) make e-enterprise a viable option for small businesses wishing to access global markets.
















Action Plan



















Key Vision Focus Area 6 - Our innovative and diverse economy













Strategy	Action	Recommended Lead Role	Recommended Potential Partners	1-2 years	3-5 years	6+ years	KVI
Strategy 1. Diversify our industry base	<ul style="list-style-type: none"> Establish a research and development facility concerned with: <ul style="list-style-type: none"> Potential viable products Emerging industry trends 	<ul style="list-style-type: none"> USC 	<ul style="list-style-type: none"> Industry DSDI DPI 				6.1 6.3 6.4
	<ul style="list-style-type: none"> Determine the competitive advantages within Industry Clusters in collaboration with government agencies 	<ul style="list-style-type: none"> MSC 	<ul style="list-style-type: none"> MSC USC DSDI SunRoc 				6.1
	<ul style="list-style-type: none"> Identify and match sustainable employment industries that meet community aspirations and are consistent with the cluster development model, as well as being viable business practice. These clusters will include: <ul style="list-style-type: none"> Sports and Experience (from tourism and sports) Design for Living (from wood products) Food and Ingredients (from farming and fishing industry) Health and Nutrition (from current health industry) Creative industries (based on IT industry) Knowledge industry Commercial 	<ul style="list-style-type: none"> MSC 	<ul style="list-style-type: none"> Business Maroochy MEDAB DSDI CSIT ACC 				6.3
	<ul style="list-style-type: none"> Undertake Annual Ideas symposiums which focus on innovation and diversification (e.g. "Ideas to Market") 	<ul style="list-style-type: none"> Chambers of Commerce 	<ul style="list-style-type: none"> Business Maroochy MEDAB DSDI CSIT ACC USC 				6.4
	<ul style="list-style-type: none"> Partner the business community and Government to improve commercial, industrial and rural land use outcomes 	<ul style="list-style-type: none"> MARG 	<ul style="list-style-type: none"> Industry associations MSC 				
















Strategy	Action	Recommended Lead Role	Recommended Potential Partners	1-2 years	3-5 years	6+ years	KVI
Strategy 2. Harness our regional economic attributes and identity them	<ul style="list-style-type: none"> Develop and market an easily identifiable brand that is Maroochy, and that recognises Maroochy's unique rural and urban attributes, also capitalising on tourism and retirement industries. 	<ul style="list-style-type: none"> 					6.2
	<ul style="list-style-type: none"> Promote rural themes, using community capacity 	<ul style="list-style-type: none"> 					6.2
	<ul style="list-style-type: none"> Maintain and improve scenic and environmental values, to ensure the sustainability of our regional advantage 	<ul style="list-style-type: none"> 					6.1
	<ul style="list-style-type: none"> Develop, with State and Federal Governments, a hierarchy of business centres within the Shire, to complement and support each other 	<ul style="list-style-type: none"> MSC Business Maroochy 	<ul style="list-style-type: none"> MEDAB Business Maroochy Chambers of Commerce Private partnership & other MSC branches ACC State Govt. Agencies 				6.3 6.4
	<ul style="list-style-type: none"> Promote Maroochy and its diversity (rural, lifestyle, investment attraction) in a Sunshine Coast context 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> MEDAB Business Maroochy MTIAB ACC 				6.5
	<ul style="list-style-type: none"> Promote Maroochy's accessibility to major international ports and airports 	<ul style="list-style-type: none"> MSC 	<ul style="list-style-type: none"> MSC Airport 				6.4
	<ul style="list-style-type: none"> Link Maroochy's accessibility to industry development potential (e.g., "We are open for business") 	<ul style="list-style-type: none"> MSC 	<ul style="list-style-type: none"> Business Maroochy DSDI EQ USC CCC CSIT NSC ICSC Private partners ACC 				6.3
Strategy 3. Create and refine our innovative, entrepreneurial and creative cultures	<ul style="list-style-type: none"> Facilitate the establishing of a technology park within a knowledge precinct 	<ul style="list-style-type: none"> USC 	<ul style="list-style-type: none"> DSDI 				6.3 6.4
	<ul style="list-style-type: none"> Market innovative, successful and entrepreneurial businesses in our region 	<ul style="list-style-type: none"> MSC USC 	<ul style="list-style-type: none"> DSDI 				6.3
	<ul style="list-style-type: none"> Establish networks and mentoring for: <ul style="list-style-type: none"> Different types of industry clusters Customer market (by location) 	<ul style="list-style-type: none"> MSC 	<ul style="list-style-type: none"> DSDI 				6.4












Strategy	Action	Recommended Lead Role	Recommended Potential Partners	1-2 years	3-5 years	6+ years	KVI
	<ul style="list-style-type: none"> Develop a marketing strategy around: <ul style="list-style-type: none"> Business success stories Top 5 companies in each cluster Sharing "learnings." 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Business Maroochy DSDI EQ USC CCC CSIT NSC ICSC Private partners ACC 				6.5
	<ul style="list-style-type: none"> Attract successful businesses for the key clusters outlined in Strategy 1 	<ul style="list-style-type: none"> 					6.4
	<ul style="list-style-type: none"> Locate skilled overseas entrepreneurs to invest in Maroochy Attract overseas investment capital for the specific clusters 	<ul style="list-style-type: none"> MSC & Sister Cities Assoc. Sunshine Coast Exporters Network 	<ul style="list-style-type: none"> Business Maroochy DSDI Private partners Sister Cities Assoc. TSC 				6.5
	<ul style="list-style-type: none"> Set workforce targets for people engaged in research and development (R&D - e.g. 5% of MSC workforce by 2020) 	<ul style="list-style-type: none"> USC CSIT 	<ul style="list-style-type: none"> Business Maroochy DSDI EQ USC CCC CSIT NSC ICSC Private partners ACC 				6.5
	<ul style="list-style-type: none"> Foster funding and awareness of Federal R&D grants, R&D resources and facilities for Sunshine Coast businesses 	<ul style="list-style-type: none"> 					6.3
	<ul style="list-style-type: none"> Realise the Business Plan for Sunshine Coast Knowledge Precinct 	<ul style="list-style-type: none"> 					6.3
	<ul style="list-style-type: none"> Streamline approval process of Council provisions for home-based business 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> MSC Internal or external providers & partners CSIT 				6.4
	<ul style="list-style-type: none"> Develop and nurture partnerships between educational institutions and industry: <ul style="list-style-type: none"> Emphasise evolving cluster sectors Assist access to valuable overseas opportunities 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> MSC Business Maroochy CSIT EQ USC 				6.3 6.4













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	<ul style="list-style-type: none"> Increase industry access to new technologies through joint venture relationships with telecommunications providers 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> MEDAB Business Maroochy SunRoc Noosa and Caloundra Telstra 				6.3
	<ul style="list-style-type: none"> Host annual symposiums, featuring internationally renowned entrepreneurial leaders 	<ul style="list-style-type: none"> ICSC 	<ul style="list-style-type: none"> MEDAB Business Maroochy USC ICSC 				6.4 6.4
	<ul style="list-style-type: none"> Provide one-on-one executive coaching for entrepreneurial and export-focussed businesses 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> DSDI 				6.4
Strategy 4.							
Nurturing start-up micro and small businesses	<ul style="list-style-type: none"> Establish a mentoring network for start-up micro and small businesses 	<ul style="list-style-type: none"> 					6.3
	<ul style="list-style-type: none"> Promote existing knowledge / information sources such as Dept. of State Development & Innovation (DSDI), Chambers of Commerce, Industry Associations, Cooloola TAFE (CSIT), etc 	<ul style="list-style-type: none"> 					6.3
	<ul style="list-style-type: none"> Identify, evaluate and develop programs promoting networks and partnerships 	<ul style="list-style-type: none"> 					6.4
	<ul style="list-style-type: none"> Host an 'Excellence in Micro and Small Business' awards night 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Business Maroochy Business associations SCRIBE 				6.4
	<ul style="list-style-type: none"> Improve local access to cutting-edge market research techniques 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Business Maroochy DSDI Business & private partners 				6.4
	<ul style="list-style-type: none"> Provide training and education on 'leading edge' technologies and business processes 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Business Maroochy CSIT 				6.3
	<ul style="list-style-type: none"> Investigate and develop strategies for reducing failure rate of small businesses 	<ul style="list-style-type: none"> 					6.3
	<ul style="list-style-type: none"> Promote widely a 'directory of services' publication 	<ul style="list-style-type: none"> 					6.4 6.5
	<ul style="list-style-type: none"> Investigate business incubator opportunities 	<ul style="list-style-type: none"> 					6.4
	<ul style="list-style-type: none"> Identify training needs for accountants etc., catering to small business operators 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Business Maroochy MEDAB DSDI CSIT 				6.3
<ul style="list-style-type: none"> Identify and facilitate funding programs (R&D, export, B2B – Business to Business, innovation) which assist growth in start-up and small businesses 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> DSDI ACC 				6.3	

Strategy	Action	Recommended Lead Role	Recommended Potential Partners	1-2 years	3-5 years	6+ years	KVI
	<ul style="list-style-type: none"> Facilitate access to appropriate start-up capital for start-ups and small business (e.g., Business Angels Network and other seed capital networks) 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Business Maroochy DSDI ACC 				6.3 6.4
	<ul style="list-style-type: none"> Offer initial business advice and referrals (regarding registrations, insurance, marketing and licenses) 	<ul style="list-style-type: none"> DSDI 	<ul style="list-style-type: none"> Business Maroochy DSDI ACC 				6.4
	<ul style="list-style-type: none"> Establish a local philanthropic entity that invests in start-ups or small ventures 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Industry Business Maroochy DSDI ACC 				6.4
	<ul style="list-style-type: none"> Provide information, education, skills development and one-on-one consultations 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> DSDI 				6.5
	<ul style="list-style-type: none"> Develop, through cooperation, unique and complementary economic activities for rural settlements that capitalise on their aspirations, their resources and their natural attributes 	<ul style="list-style-type: none"> 					6.2
	<ul style="list-style-type: none"> Strengthen the rural viability of rural industries by increasing rural adaptability, productivity and access to markets 	<ul style="list-style-type: none"> 					6.2
Strategy 5. Identify and plan for current and possible hard and soft infrastructure demands	<ul style="list-style-type: none"> Identify and develop an industrial land bank (urgent priority) 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Business Maroochy DSDI 				6.1 6.2 6.5
	<ul style="list-style-type: none"> Facilitate business and industry contributions to planning and to the Business Council 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Regional Business Council MSC 				6.4
	<ul style="list-style-type: none"> Collaborate with SunTran Integrated Transport Group to progress Maroochy's public transport needs 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> SunRoc MSC MEDAB 				6.3
	<ul style="list-style-type: none"> Collaborate with State bodies to maintain our water supply: <ul style="list-style-type: none"> Utilise waste water Demand management practices Dual reticulation 	<ul style="list-style-type: none"> 					6.1
	<ul style="list-style-type: none"> Facilitate development of a SunRoc town planning strategy to enable integrated development across the three SC Shires: <ul style="list-style-type: none"> Identify the potential for a SunRoc town planning strategy Work co-operatively with share holders Prioritise efficient and appropriate development – e.g., housing Encourage consistency in regulations 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> MEDAB Business Maroochy with DAF and SLUP CCC NSC DSDI 				6.4 6.5
	<ul style="list-style-type: none"> Establish key infrastructure (as per above plan) 	<ul style="list-style-type: none"> 					6.3

Strategy	Action	Recommended Lead Role	Recommended Potential Partners	1-2 years	3-5 years	6+ years	KVI
Strategy 6. Improve our global and national competitiveness	<ul style="list-style-type: none"> Support the Sunshine Coast Regional Export Awards (in conjunction with other events) 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Business Maroochy MEDAB TSC SCEN Business associations and private partners 				6.3 6.4 6.5
	<ul style="list-style-type: none"> Develop a culture of best practice customer service in the service and hospitality industries, in keeping with our Maroochy branding 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Business Maroochy MEDAB TSC Business associations and private partners 				6.5
	<ul style="list-style-type: none"> Develop an association of 'Champions for Excellence' in customer service 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Business Maroochy MEDAB TSC Business Assoc & Private Partners 				6.5
	<ul style="list-style-type: none"> Initiate a Sunshine Coast-wide program to identify opportunities for use of volunteers Implement a program for encouraging and rewarding volunteers 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Business Maroochy MEDAB TSC Business Assoc & Private Partners 				6.4
	<ul style="list-style-type: none"> Encourage an internationally-focussed business environment: <ul style="list-style-type: none"> Create opportunities for international partnerships and export activities Inform industry on international business opportunities Provide export education Support an export-orientated network 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> SCEN (in place) 				6.3 6.4
	<ul style="list-style-type: none"> Evaluate gaps in current and future export-related infrastructure 	<ul style="list-style-type: none"> 					6.3 6.4
	<ul style="list-style-type: none"> Establish an Australian Centre for Excellence in export efficiency 	<ul style="list-style-type: none"> 					6.3 6.4
	<ul style="list-style-type: none"> Provide industry incentives for local businesses displaying a culture of best practice / best value 	<ul style="list-style-type: none"> 					6.5
	<ul style="list-style-type: none"> Devise support mechanisms enabling our niche markets to export 	<ul style="list-style-type: none"> 					6.3

Strategy	Action	Recommended Lead Role	Recommended Potential Partners	1-2 years	3-5 years	6+ years	KVI
Strategy 7. Harness leadership, ownership and good governance	<ul style="list-style-type: none"> Identify and facilitate structure linkages with other organisations: <ul style="list-style-type: none"> o USC and CSIT o State and Commonwealth government departments o Local Government Authorities o Non-Government Organisations o Chambers of Commerce 	•	• Business Maroochy				6.1 6.4 6.5
	<ul style="list-style-type: none"> Engage in monthly economic forums to discuss issues, build relationships and form partnerships 	•					6.4
	<ul style="list-style-type: none"> Establish and market a mentoring contact list for small businesses 	•					6.3 6.4
	<ul style="list-style-type: none"> Create online links to advisors / mentors to provide best-practice business models 	•					6.3 6.4
	<ul style="list-style-type: none"> Formulate a Memorandum of Understanding between inter-governmental agencies for collaborating on key regional economic issues 	•					6.4
	<ul style="list-style-type: none"> Emphasise sustainable economic development to drive the policies behind Maroochy Shire's delivery of services 	•					6.5
	<ul style="list-style-type: none"> Perpetuate regulatory reform for reducing impediments to business growth in the Shire 	•					6.3
	<ul style="list-style-type: none"> Establish a formal network of economic development agencies to work collaboratively across the region 	•					6.4
Strategy 8. Establish world-class e-business capability	<ul style="list-style-type: none"> Research current state of e-business technology Test e-business technology against local infrastructure delivery capability Identify potential and target markets for e-business Identify specifics to be undertaken in order to deliver successful and sustainable e-business in Maroochy 	•	<ul style="list-style-type: none"> Business Maroochy (with external support) SunRoc NSC CCC USC Telstra CSIT 				6.3
	<ul style="list-style-type: none"> Conduct research, in conjunction with industry partners, to better understand current e-business usage and future potential 						
	<ul style="list-style-type: none"> Identify which education and marketing programs are required to achieve use of e-business applications 						
	<ul style="list-style-type: none"> Fund, or identify funding sources, for these programs 						
	<ul style="list-style-type: none"> Expand and apply technology education: <ul style="list-style-type: none"> o Promote technology education o Bridge the technology gap o Coordinate partnerships between education institutions and business 	•					6.3

Strategy	Action	Recommended Lead Role	Recommended Potential Partners	1-2 years	3-5 years	6+ years	KVI	
	<ul style="list-style-type: none"> Encourage use of e-business options: <ul style="list-style-type: none"> Define and develop 'tool kit' for required skills / knowledge Develop contacts and 'buddy' system Target micro and small business Emphasise the evolving five economic clusters 	•	<ul style="list-style-type: none"> Business Maroochy DSDI CSIT Private partners Community associations 				6.4	
	<ul style="list-style-type: none"> Establish a virtual hub / portal Conduct feasibility study covering e-business needs (the resources, timeframes, and partners required) 	•					6.3	
Strategy 9.	<ul style="list-style-type: none"> Develop a business culture that recycles waste 	•					6.1 6.2 6.3 6.4 6.5	
Promote environmentally-sustainable business practices	<ul style="list-style-type: none"> Review international best practice Identify - in consultation with industry, environmental groups and government – business models best suited to Sunshine Coast environments Fund or seek funding and collaborative partnerships to foster sustainable business practice Implement programs of support 	•	<ul style="list-style-type: none"> Business Maroochy CSIT Industry Environmental groups USC MSC 				6.5	
	<ul style="list-style-type: none"> Create a 'centre of excellence' for environmental planning and management 	•	<ul style="list-style-type: none"> Business Maroochy 				6.1	
	<ul style="list-style-type: none"> Identify methods of conducting economic development within our pristine environment 							
	<ul style="list-style-type: none"> Identify means of expanding the environmental economy to include exports from the region (Intellectual Property as well as products) 							
	<ul style="list-style-type: none"> Initiate partnership(s) towards establishing a School of Environmental Studies with strong links to industry, through the Innovation Centre 	•	<ul style="list-style-type: none"> Business Maroochy USC CSIT 				6.4	
	<ul style="list-style-type: none"> Host an annual environmental symposium or conference of global distinction 	•	<ul style="list-style-type: none"> Business Maroochy SCED EPA USC DSD 				6.4	
	<ul style="list-style-type: none"> Establish and maintain the Maroochy Repository (think tank) for Sustainable Development 	•	<ul style="list-style-type: none"> Business Maroochy EPA 					6.3
	<ul style="list-style-type: none"> Emphasise utilising the waste stream in industry (e.g. new products and applications) 	•						6.3

Strategy	Action	Recommended Lead Role	Recommended Potential Partners	1-2 years	3-5 years	6+ years	KVI	
	<ul style="list-style-type: none"> Involve students in developing sustainable economic solutions Develop strong linkages with school curriculum 	•	<ul style="list-style-type: none"> Business Maroochy EPA CSIT USC 				6.4	
	<ul style="list-style-type: none"> Encourage - through incentives - switching to environmentally-sustainable business practices 	•	<ul style="list-style-type: none"> Business Maroochy EPA SCEC UDIA Specific private developers located on the SC 				6.3	
Strategy 10. Develop a skilled workforce and increase job accessibility for all community residents	<ul style="list-style-type: none"> Establish a learning hub incubator connecting education with local business 	•					6.2 6.3 6.4	
	<ul style="list-style-type: none"> Develop a user-friendly demographic / economic profile of the community, as a basis for targeting businesses. Use the profile to: <ul style="list-style-type: none"> Guide future business recruitment efforts Guide recruitment and training organisations (ensuring their programs / strategies meet local needs) Assist vocational guidance in educational institutions 	•					6.3 6.4	
	<ul style="list-style-type: none"> Run a forum that synchronises current trends in business employment with educational curriculum planning 	•						6.3 6.4
	<ul style="list-style-type: none"> Decipher government and economic development jargon for the wider community 	•						6.4
	<ul style="list-style-type: none"> Develop an accessible education and training program that is responsive to industry needs Develop an accessible education and training program that supports skill development within the workforce 	•						6.1
	<ul style="list-style-type: none"> Encourage close collaboration between business and education to support the evolving cluster sectors 	<ul style="list-style-type: none"> Chambers of Commerce Regional Business Council 	<ul style="list-style-type: none"> MEDAB CSIT Business Maroochy USC DSDI ACC 					
	<ul style="list-style-type: none"> Implement annual entrepreneurial business competitions within secondary schools 	• EQ	<ul style="list-style-type: none"> MEDAB Business Maroochy EQ 					6.1 6.5