

3.0 IMPLEMENTATION PROGRAM

3.1 IMPLEMENTATION PROGRAM – BACKGROUND AND INTRODUCTION

The key to the success of the Maroochy Economic Plan will be achieving the actions identified in this Implementation Program. The program has been designed to identify the financial and human resources necessary to fully implement all actions within the time frame identified (2004- 2009). Maroochy Shire Council has firmly committed to Economic Development and the implementation of the Maroochy Economic Plan. The funding and delivery of the actions identified in the Implementation Program are not solely the responsibility or within the capacity of Maroochy Shire Council. The Implementation Program identifies a number of potential partnerships for the delivery of these outcomes.

Over the course of 2004-2009 there will be occasions when there may be a variance between the modelling of the financial and human resources in the Implementation Program and the annual budget allocation of Maroochy Shire Council. This will occur where projects consistent with the actions identified in the Maroochy Economic Plan are not directly allocated through Economic Development or where Maroochy Shire Council invites other government stakeholder and private organisations to partner through contribution to the overall delivery of the Implementation Program.

Over the last four years Council has committed approximately \$500,000 towards the ArtSYNC project in Nambour in capital and staff resources as part of a Federal, State, and local government partnership. This project is clearly one consistent with the objective to enhance the creative industry development in the Shire. In other areas the budget allocation by Council will be used as leverage to gain additional funding from State and Federal government Agencies. In the 2003-4 financial year, The Department of State Development and Innovation and the University of the Sunshine Coast contributed funding and resources to significantly build on the initial funding programs Maroochy had initiated for the development of the Sunshine Coast Knowledge precinct at Sippy Downs.

Maroochy Shire Council will continue to seek partnerships with public and private entities to ensure that Maroochy Shire Council funds are pooled to achieve the greatest possible efficiency and maximum impact through partnerships.

3.2 TOTAL IMPLEMENTATION PROGRAM

The Implementation Program has been prepared to be actioned over the 5 years 2004 to 2009. Consideration has been given to the financial cost and the human resources needed to successfully implement each action. The two tables below identify the total financial cost and human resource elements for each year by the Imperatives identified in the Maroochy Economic Plan Strategy Section.

Maroochy Economic Plan 5 Year Implementation Program (Actions - Financial Component)

Total	Year 1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Estimated Financial Cost \$000's
Systems Management Plan	60	60	60	60	60	300
Imperative 1	545	477	667	550	300	2539
Imperative 2	170	130	170	135	130	735
Imperative 3	120	165	185	230	230	930
Imperative 4	160	75	165	155	170	725
Imperative 5	90	185	145	110	155	685
Imperative 6	5	35	80	90	80	290
Imperative 7	10	10	12	12	32	76
Imperative 8	20	130	100	70	40	360
Imperative 9	140	120	120	120	120	620
Imperative 10	0	80	0	0	0	80
Imperative 11	80	185	110	190	90	655
Total Estimated Cost	1400	1652	1814	1722	1407	7995
IN THOUSANDS						

Maroochy Economic Plan 5 Year Implementation Program (Actions - Human Resources)

Total	Year 1 04/05	Year 2 05/06	Year 3 06/07	Year 4 07/08	Year 5 08/09	Estimated Human Resources Cost
Systems Management Plan	0.4	0.400	0.400	0.400	0.400	2.000
Imperative 1	1.31	1.685	1.755	1.660	1.630	8.040
Imperative 2	1.235	1.425	1.415	1.385	1.335	6.795
Imperative 3	1.510	1.560	1.710	2.410	2.410	9.600
Imperative 4	0.510	0.450	0.840	0.830	0.820	3.400
Imperative 5	0.315	0.765	0.655	0.485	0.905	3.365
Imperative 6	0.030	0.130	0.330	0.350	0.300	1.140
Imperative 7	0.130	0.080	0.180	0.180	0.230	0.800
Imperative 8	0.030	0.380	0.320	0.720	0.620	2.070
Imperative 9	0.520	0.620	0.520	0.520	0.520	2.700
Imperative 10	0.050	0.050	0.050	0.050	0.050	0.250
Imperative 11	0.450	0.900	0.700	0.950	0.720	3.270
Total Estimated Human Resources	6.090	8.045	8.475	9.540	9.540	41.880
FULL TIME EQUIVALENCY						

3.3 SYSTEMS MANAGEMENT PROGRAM

The systems management program has been designed to ensure the maintenance of the Maroochy Economic Plan on a year-to-year basis.

Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
	Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %				
Progress and Performance Communication Program: • Revised Facts and Figures document to include Facts and Figures Maroochy Economic Plan Progress Performance, Economic Performance Indicators and Economic Development News and Information.	25	25	25	25	25	125									
• On a quarterly basis to broad cross section of the community															
• Annual Review of Maroochy Economic Plan															
• Economic Development Strategy							5.0%	5.0%	5.0%	5.0%	5.0%	0.20			
• Implementation Program							5.0%	5.0%	5.0%	5.0%	5.0%	0.20			
• Economic Performance Indicators	10	10	10	10	10	50	5.0%	5.0%	5.0%	5.0%	5.0%	0.20			
Maintenance and enhancement of the Business Maroochy website in accordance with the objectives of the Maroochy Economic Plan as a living source of information regarding the implementation of the Economic Plan and projects funded to achieve the imperatives of the Economic Plan.	5	5	5	5	5	25	25.0%	25.0%	25.0%	25.0%	25.0%	1.00			
Contingencies for projects and initiatives negotiated by external organisations that underpin one or more imperative(s)	20	20	20	20	20	100									
	60	60	60	60	60	300	0.400	0.400	0.400	0.400	0.400	1.600			
	IN THOUSANDS						FULL TIME EQUIVALENCY								

NOTES:

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2. Estimated funding within the financial model is based on the assumption that partnerships involving joint funding opportunities will be sought with private and public organisations as considered appropriate to implement actions on a case-by-case basis.

3.4 ECONOMIC IMPERATIVES AS A FRAMEWORK FOR THE IMPLEMENTATION PROGRAM

The following imperatives are the economic development objectives for Maroochy. They provide the necessary framework to organise the concurrent priorities of Maroochy, the business community and associated institutions. The 11 Economic Development Strategy Imperatives are used in the Implementation Program as the framework for action and provide the foundation for the following sections: Economic Communities and Economic Activity Clusters of Maroochy

Each Economic Imperative is listed below with a detailed Implementation Program following. These actions represent the key priorities for the economic development of Maroochy Shire over the coming 5 years. 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 & 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

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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.

Code	Actions	Financial Model (see notes 1 & 2)					Human Resource Model					Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships	
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %				Year 5 08/09 %
1.1	Identify and encourage sustainable job (industry sectors and regions) growth areas within Shire, including (absolute) competitive advantages i.e. what is our unique value proposition?														Business Maroochy
1.2	Develop Sunshine Coast Knowledge recommendations of Maroochy Precinct consistent with the Economic Development Advisory Board and the endorsement of Maroochy Shire Council	300	300	300	300	50	1250	25.0%	25.0%	25.0%	25.0%	25.0%	1.25	MEDAB and Maroochy Shire Council have committed to the SCKP and the concept of \$1m towards this important job generation initiative	Business Maroochy, MEDAB, DSDI, EQ, USC, CSIT
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? <ul style="list-style-type: none"> • 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 (based on IT industry) 	40					40	10.0%					0.10	Substantial supporting work completed and funded by MEDAB	Business Maroochy, MEDAB, DSDI, CSIT

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		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %	Total Human Resources %		
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		50	50	50	50	200		50.0%	50.0%	50.0%	50.0%	2.00		Business Maroochy, DSDI, CSIT, Private Partners, Maroochy 2025
1.2c	Program must be linked to SCKP, SCIC and ArtSYNC														Business Maroochy, DSDI, Private Partners, Maroochy 2025
1.3	Urgently identify and develop land bank for Integrated Employment Generation purposes						0								Business Maroochy
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.	100					100	25.0%					0.25	Started in 03/04	Business Maroochy, SLUP, DSDI
1.3b	Support the integration of Integrated Employment Generation land areas and associated policy changes into the Maroochy Plan 2000		25	25	25	25	100		5.0%	5.0%	5.0%	5.0%	0.20	Start 04/05	Business Maroochy, SLUP, DSDI
1.3c	Seek State Government and private developers to provide adequate Integrated Employment Generation Land in line with outcomes of the program identified above		7	7			14		7.5%	7.5%			0.15	Start 05/06	Business Maroochy, DSDI, Private Partners
1.3d	Develop and implement marketing strategies to target identified business types			25	40	20	85			2.0%	5.0%	2.0%	0.09		Business Maroochy, DSDI, Maroochy 2025

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		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %				
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	30	30	30	30	30	150	10.0%	10.0%	10.0%	10.0%	10.0%	0.50	LED (Blackall Range) and Maroochydhore Chamber of Commerce in 03/04	MSC internal or external providers	
1.5	Implement and maintain a positive regulatory and business climate													Business Maroochy		
1.5a	Review regulatory environment to identify unnecessary and outdated regulations at a State, Commonwealth and local level			100			100	5.0%	5.0%	5.0%	5.0%	5.0%	0.25	Recent review of local government regulations on business may be sufficient or provide a basis	MSC, DSDI, Noosa Shire, Caloundra City, SunROC	
1.5b	Fund or seek funding sources to assist in the implementation of regulatory reform at a State, Commonwealth and local level							5.0%	5.0%	5.0%	5.0%	5.0%	0.25		Business Maroochy, DSDI, Private Partners	
1.5c	Implement regulatory reform at a State, Commonwealth and local level														Business Maroochy DSDI, Private Partners	
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	5	5	50	5	5	70	5.0%	5.0%	5.0%	5.0%	5.0%	0.25	Can be undertaken after outcome of E1 is released	Business Maroochy, DSDI, Private Partners	
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.						0		10.0%	10.0%			0.20	Or direct to department	Business Maroochy	

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		Year1	Year 2	Year 3	Year 4	Year 5	Total	Year 1	Year 2	Year 3	Year 4	Year 5	Total		
		04/05 \$000s	05/06 \$000s	06/07 \$000s	07/08 \$000s	08/09 \$000s	Estimate \$000s	04/05 %	05/06 %	06/07 %	07/08 %	08/09 %	Human Resources %		
1.7	Identify and facilitate structured linkages with other organisations: <ul style="list-style-type: none"> • University of the Sunshine Coast (CSIT) • State and Commonwealth Government departments • Local government authorities • Non government organisations • Chambers of commerce 						0	10.0%	10.0%	10.0%	10.0%	10.0%	0.50	Business Maroochy, Maroochy 2025	
1.8	Promotion of incentives for interstate partnerships, importation of interstate business to the region (and internationally): <ul style="list-style-type: none"> • Review previous work by Spiller Gibbins Swan for Maroochy Shire Council and other recent studies • Target incentives to industries and locations emphasised in the Economic Development Strategy • Seek businesses to match the maturing and diversification of the economy towards global competitiveness • Identify Commonwealth Research Centre's to match sustainability industry development and seek relocation to the Maroochy Shire 			20	40	60	120			5.0%	10.0%	10.0%	0.25	Business Maroochy, DSDI, Private Partners	
1.9	Initiate partnerships to provide development programs to address youth unemployment within the Sunshine Coast region: <ul style="list-style-type: none"> • Year 12 completion • Skills development (CSIT and USC and other industry training providers) • Business skills and entrepreneurship 	15	15	15	15	15	75	3.0%	3.0%	3.0%	3.0%	3.0%	0.15	Business Maroochy, MEDAB, Caloundra, Maroochy 2025, DSDI, USC, DTIR, Noosa, SunROC, CSIT, industry training providers.	
1.10	Initiate partnerships to provide employment opportunities within cluster development programs in the Sunshine Coast Knowledge Precinct and associated employment generation areas: <ul style="list-style-type: none"> • Facilitate traineeships, work experience and other appropriate training programs • Responding to age demographics 	20	20	20	20	20	100	5.0%	5.0%	5.0%	5.0%	5.0%	0.25	Business Maroochy, MEDAB, Caloundra, Maroochy 2025, DSDI, EQ, USC, DTIR, Noosa, SunROC, CSIT, industry training providers	

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		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %	Total Human Resources %		
1.11	Initiate partnerships to provide life skills development programs: <ul style="list-style-type: none"> Financial management including business and personal investment Personal development Career and family priority development 	10	10	10	10	10	50	2.0%	2.0%	2.0%	2.0%	2.0%	0.10	Business Maroochy, MEDAB, Caloundra, Maroochy 2025, DSDI, USC, DTIR, Noosa SunROC, CSIT, Industry training providers	
1.12	Initiate partnerships to provide small business development programs: <ul style="list-style-type: none"> Knowing small business skill, market research, staff management, taxation issues and making a profit. 	5	5	5	5	5	25	1.0%	1.0%	1.0%	1.0%	1.0%	0.05	Business Maroochy, MEDAB, Caloundra, Maroochy 2025, DSDI, USC, DTIR, Noosa, SunROC, CSIT, Industry training providers	
1.13	Build upon the initial identification of the economic communities within the Maroochy Economic Plan 2004-2009. Serious considerations and decisions must be guided by conditions that will ensure a competitive and prosperous economic environment: <ul style="list-style-type: none"> 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' Work with stakeholder groups to prepare and implement economic community plans 	20	10	10	10	10	60	25.0%	25.0%	25.0%	25.0%	25.0%	1.25	Business Maroochy, DSDI, CSIT, USC other MSC branches	

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Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
		Year1	Year 2	Year 3	Year 4	Year 5	Total	Year 1	Year 2	Year 3	Year 4	Year 5				
		04/05 \$000s	05/06 \$000s	06/07 \$000s	07/08 \$000s	08/09 \$000s	Estimate \$000s	04/05 %	05/06 %	06/07 %	07/08 %	08/09 %				
1.14	Work with State and Commonwealth Government to develop Maroochydhore as Key Regional Centre <i>Note:</i> The Maroochydhore Regional Centre Development Strategy (MRCDs) contains documented and supported actions for the development of Maroochydhore 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														Initial project funded by MEDAB - continuing	MEDAB, Business Maroochy Major Projects, Chambers of Commerce, Private Partnership, other MSC branches
		100	100	100	100	100	500	100.0%	100.0%	100.0%	100.0%	100.0%	5.00			
		545	477	667	550	300	2539	1.310	1.685	1.755	1.660	1.630	8.040			
		IN THOUSANDS						FULL TIME EQUIVALENCY								

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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.

Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model							
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %	Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
2.1	Promote citizenship of global economy i.e. International partnerships and linkages through export and trade links 1. Support strong relationships with 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	50	50	50	50	50	250	100.0%	100.0%	100.0%	100.0%	100.0%	5.00	Chinese and Japanese relationships have provided significant results	Business Maroochy, DSDI, Maroochy 2025, Private Partners
2.2	Increase Research & 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 & Development and commercialisation of Intellectual Property 2. Fund or see funding sources for the programs/projects identified in 2.2a 3. Support local business to increase the take up of Research & Development also increasing the protection of Intellectual Property.	70	20	30	30	30	180	4.0%	3.0%	4.0%	4.0%	4.0%	0.19	USC, MSC, DSDI & EQ collaboration has delivered the ICSC and are working towards the development of the SCKP	Business Maroochy, Maroochy 2025, DSDI, EQ, USC CCC, CSIT, NSC, ICSC, Private Partners

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2.3	Identify by industry sector prospective and practicing entrepreneurs • Compile a database for use in promoting joint venture partnerships			15			15			1.0%			0.01		Business Maroochy, DSDI, Private Partners
2.4	Create a culture of support for creative, innovative and entrepreneurial participants and members of the community 1. 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 (based on IT industry)			20			20			2.0%			0.02	Necessary to assist in the delivery of Knowledge Economy outcomes (SCKP)	Business Maroochy, Maroochy 2025, DSDI, Private Business and Community Partners
2.5	Foster and mentor the creative, innovative and entrepreneurial community (Note: This builds on Imperative 1.3) 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													Necessary to assist in the delivery of Knowledge Economy outcomes (SCKP)	MSC internal or external providers and partners, CSIT

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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							5.0%	5.0%	5.0%	5.0%	5.0%	0.25		MSC, Business Maroochy, CSIT	
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							5.0%	5.0%	5.0%	5.0%	5.0%	0.25	In progress - previous studies and activities have assisted in progression towards this goal	MEDAB, Business Maroochy, SunROC, Noosa, Caloundra, Telstra	
2.8	To 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 • Developed an e-business module which will produce local business with unlive access to business management, accounting and training systems in rough business Maroochy	20	10	10	10	10	60	2.0%	2.0%	2.0%	2.0%	2.0%	0.10		Business Maroochy, DSDI, CSIT, Private Partners, Business and Community Associations, Maroochy 2025	
2.9	To initiate partnership/s to coordinate an annual international IT/ knowledge economy expo/conference		20	15	15	10	60		20.0%	15.0%	15.0%	10.0%	0.60		Business Maroochy, Maroochy 2025, DSDI, CSIT, University, Innovation Centre, Private Partners	
2.10	Develop and implement comprehensive "investor destination" advertising campaign	30	30	30	30	30	150	7.5%	7.5%	7.5%	7.5%	7.5%	0.38		Business Maroochy	
		170	130	170	135	130	735	1.235	1.425	1.415	1.385	1.335	6.7950			
		IN THOUSANDS						FULL TIME EQUIVALENCY								

NOTES:

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IMPERATIVE 3: World class research and 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.

Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Progress/ Completed	Responsibility/ Partnerships
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %	Total Human Resources %		
3.1	<p>Coordinate joint University business and Maroochy Shire Council partnership to ensure a high level of consistency between economic development initiatives and curriculum delivery.</p> <p>1. Place emphasis on the evolving five cluster sectors supported in Section 2 – Maroochy Economic Development Strategy:</p> <ul style="list-style-type: none"> • 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 							5.0%	5.0%	5.0%	5.0%	5.0%	0.25	MEDAB, Business Maroochy, University of the Sunshine Coast	
3.2	Pursue with University of the Sunshine Coast establishment of a creativity and design centre (from 3.H)													MEDAB, Business Maroochy, University of the Sunshine Coast	
3.3	<p>National Tourism Workshop:</p> <p>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.</p> <p>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 method</p>			25			25			15.0%			0.15	Ongoing	MEDAB, Business Maroochy, Maroochy Tourism, MTIAB, SC Tourism, USC, CSIT

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Code	Actions	Financial Model (see notes 1 & 2)					Human Resource Model					Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships	
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %				Year 5 08/09 %
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		5			5	1.0%	1.0%	1.0%	1.0%	1.0%	0.05		MEDAB, Business Maroochy	
3.5	Annual Ideas symposium: • Ideas to market				30	30	60				10.0%	10.0%	0.20	Ongoing	MEDAB, CSIT, Business Maroochy, Maroochy 2025
3.6	Encourage the involvement of business in leadership and learning														Business Maroochy, Maroochy 2025, CSIT
3.7	Annual blockbuster lecture via distinguished R&D leader: • ICSC currently runs a successful lecture program on R&D and innovation. This could be jointly funded/run etc		40	40	40	40	160		5.0%	5.0%	10.0%	10.0%	0.30	Ongoing	MEDAB, Business Maroochy, USC
3.8	Develop linkages between curriculums of schools, universities, CSIT etc to achieve job readiness/ relevance • Support and encourage the use of local businesses of school based trainees										50.0%	50.0%	1.00	Ongoing	MEDAB, Maroochy 2025, CSIT, University of the Sunshine Coast , other universities, EQ
3.9	Develop and implement entrepreneurial business competitions (within secondary schools) - annual				20	20	40				10.0%	10.0%	0.20	Ongoing	MEDAB, Business Maroochy, EQ
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				20	20	40				10.0%	10.0%	0.20	Ongoing	MEDAB, Business Maroochy, MSC, DAF/SLUP USC

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Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
		Year1	Year 2	Year 3	Year 4	Year 5	Total	Year 1	Year 2	Year 3	Year 4	Year 5				
		04/05 \$000s	05/06 \$000s	06/07 \$000s	07/08 \$000s	08/09 \$000s	Estimate \$000s	04/05 %	05/06 %	06/07 %	07/08 %	08/09 %				
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	10	10	10	10	10	50	5.0%	5.0%	5.0%	5.0%	5.0%	0.25	Ongoing	MEDAB, STEPS, EPIC, Business Maroochy, MSC, DAF/SLUP	
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 (based on IT industry) 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	10	10	10	10	10	50	40.0%	40.0%	40.0%	40.0%	40.0%	2.00	Ongoing	MEDAB, Business Maroochy, University of the Sunshine Coast, Department of State Development, Innovation Centre, Education Queensland	
		120	165	185	230	230	930	1.510	1.560	1.710	2.410	2.410	9.600			
		IN THOUSANDS						FULL TIME EQUIVALENCY								

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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:

Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %				
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 Sunshine Coast 3. Fund or seek funding and collaborative partnerships to foster sustainable business practice 4. Implement programs of support			50	80	100	230	0.0%	0.0%	25.0%	25.0%	25.0%	0.75		Business Maroochy, Industry, Environmental Groups, University of the Sunshine Coast, MSC, CSIT	
4.2	We have an extraordinarily proud heritage in our environment – promote it! (marketing program)							1.0%	1.0%	1.0%	1.0%	1.0%	0.05		Business Maroochy, Maroochy 2025	
4.3	Become a centre of excellence for environmental planning/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			40	25	40	105			15.0%	15.0%	15.0%	0.45		Business Maroochy, Maroochy 2025	
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 Sunshine Coast • Through ICSC and SC Technology Park develop/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							5.0%	5.0%	5.0%	5.0%	5.0%	0.25		Business Maroochy, USC, Maroochy 2025, CSIT	

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Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %				
4.5	Annual environmental symposium/ conference of global distinction: <ul style="list-style-type: none"> • 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 	15	10	10	5	5	45	5.0%	4.0%	3.0%	2.0%	1.0%	0.15		Business Maroochy, Maroochy 2025, SCED, EPA	
4.6	Initiate internal and external Council programs or compliment existing programs with the intention to encourage Shire to meet leading edge design rules for environmentally-friendly and energy efficient construction and development: <ul style="list-style-type: none"> • 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 							5.0%	5.0%	5.0%	5.0%	5.0%	0.25		Business Maroochy, Environment, Management and Conservation Branch Environmental Protection Agency, DSDI	
4.7	Initiate a partnership to annually produce a major piece of research each year through a task force combining academics and industry: <ul style="list-style-type: none"> • Establish a joint industry, university and government taskforce • Identify projects to assist the recognition of 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 	10	10	10	10	10	50	5.0%	5.0%	5.0%	5.0%	5.0%	0.25		Business Maroochy, USC, CSIT, Industry Associations, DSDI, Maroochy 2025 Environmental Protection Agency	

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Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %				
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	5	5	5	5	5	25	10.0%	10.0%	10.0%	10.0%	10.0%	0.50		Business Maroochy, Environmental Protection Agency	
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	5	5	5	5	5	25	5.0%	5.0%	5.0%	5.0%	5.0%	0.25		Business Maroochy, Maroochy 2025, EPA , CSIT	
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.							5.0%	5.0%	5.0%	5.0%	5.0%	0.25		Business Maroochy, Maroochy 2025, EPA SCEC, Urban Development Industry Association, specific private development corporations located on the Sunshine Coast	
4.11	Initiate and facilitate formation of advisory group (Council, USC, industry and environmental organisations) to advise appropriate organisations on business programs to integrate with environmental best practice	5	5	5	5	5	25	5.0%	5.0%	5.0%	5.0%	5.0%	0.25		Business Maroochy, CSIT, Maroochy 2025, Environmental Protection Agency.	
4.12	Maroochy Shire Forest Tourism Strategy														TQ, EPA, DSDI, TSC, QPWS ACC, Tourism Operators, Maroochy Tourism & other MSC branches	
4.12a	Initiate and facilitate the formation of a forest tourism management structure to drive and implement the Maroochy Shire Forest Tourism Strategy	60	20	20	10		110	5.0%	5.0%	5.0%	5.0%		0.20		TQ, EPA, DSDI, TSC, QPWS, ACC, Tourism Operators, Maroochy Tourism & other MSC branches	
4.12B	Implementation of Maroochy Shire Forest Tourism Action Plan: • Driven by Forest Tourism Management Team	60	20	20	10		110	5.0%	5.0%	5.0%	5.0%		0.20		TQ, EPA, DSDI, TSC, QPWS ACC, Tourism Operators, Maroochy Tourism & other MSC branches	
		160	75	165	155	170	725	0.560	0.550	0.940	0.930	0.820	3.80			
		IN THOUSANDS						FULL TIME EQUIVALENCY								

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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.

Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Progress/ Completed	Responsibility/ Partnerships	
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %	Total Human Resources %			
5.1	Review Maroochy Plan 2000 in relation to home-based businesses with a view to implementing user-friendly policy changes					20	20						5.0%	0.05		Business Maroochy, SLUP & other MSC branches, State/Federal Government policies
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	10	10	10	5	5	40	3.0%	3.0%	2.0%	2.0%	2.0%		0.12		Business Maroochy
5.3	Promotion of existing knowledge/information sources such as DSDI, Chambers of Commerce, industry associations, CSIT etc							2.0%	2.0%	2.0%	2.0%	2.0%		0.10	To form part of marketing campaign	Business Maroochy, MEDAB
5.4	Consolidate partnerships with a series of awards and sponsors that acknowledge excellence in micro and small business	10	10	10	10	10	50	5.0%	5.0%	5.0%	5.0%	5.0%		0.25	In conjunction with 6.5	Business Maroochy, Business Associations & SCRIBE
5.5	Initiate and facilitate partnerships to provide easy access to latest market research techniques.	10	10	10	10	10	50	5.0%	5.0%	5.0%	5.0%	5.0%		0.25		Business Maroochy, DSDI, Business & Private Partners
5.6	Initiate and facilitate valuable training and skills development programs specifically aimed at micro and small business owners	10	10	10	10	10	50	5.0%	5.0%	5.0%	5.0%	5.0%		0.25		Business Maroochy, DSDI, CSIT, Business & Private Partners
5.7	Facilitate training and education on "leading edge" technology applications and business processes		20		20		40		5.0%		5.0%			0.10		Business Maroochy, CSIT
5.8	Establish effective working relationship/s with media (all areas) to promote all appropriate programs and initiatives available to small and micro businesses							5.0%	5.0%	5.0%	5.0%	5.0%		0.25	Part of marketing campaign	Business Maroochy

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Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model					Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %			
5.9	Facilitate the introduction of general purpose business incubation: 1. Undertake feasibility study – food innovation incubator 2. Facilitate the development of a food innovation incubator 3. Investigate opportunities for appropriate incubators within cluster committees	35	110	90	20	10	265	2.0%	37.0%	27.0%	12.0%	27.0%	0.77	MEDAB has supporting studies complete	Business Maroochy, DSDI
5.10	Target micro business sectors for development (e.g. align with cluster development model - FIB etc.)					40	40					25.0%	0.25		Business Maroochy
5.11	Undertake SME detailed growth trends via concept sponsorship					35	35					20.0%	0.20		Business Maroochy
5.12	Promotion of Smart Licence for new business start ups (reduction of red tape)					0	0								DSDI, Business Maroochy, MEDAB
5.13	Facilitate workshop for accountants and other small business advisers to identify training needs for small business operators				20		20				5.0%		0.05		DSDI, CSIT, Business Maroochy, MEDAB
5.14	Identify and facilitate appropriate government funding programs (R&D, export, B2B, Innovation) for business growth							2.0%	2.0%	2.0%	2.0%	2.0%	0.10		DSDI, ACC
5.15	Develop and project manage ('Buy Local' campaign) to assist sales retention in our business community.	15	15	15	15	15	75	2.0%	2.0%	2.0%	2.0%	2.0%	0.10		Business Maroochy, Media Partners
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							3.0%	3.0%	3.0%	3.0%	3.0%	0.15		Business Maroochy, DSDI, ACC
5.17	Provide initial advice and referrals and guidance on registrations, insurance, marketing and licenses for all business enquiries							5.0%	5.0%	5.0%	5.0%	5.0%	0.25		Business Maroochy, DSDI, ACC
		90	185	145	110	155	685	0.410	0.740	0.630	0.580	0.880	3.240		
		IN THOUSANDS						FULL TIME EQUIVALENCY							

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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.

Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Progress/ Completed	Responsibility/ Partnerships
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %	Total Human Resources %		
6.1	Establish Maroochy as a Centre for Customer Service Excellence through the development and deployment of the following initiatives: <ul style="list-style-type: none"> • 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 CSIT, 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 and implement a courtesy campaign for service sector at peak periods (taxi's, airports, restaurants, accommodation etc) 			60	50	40	150			25.0%	15.0%	10.0%	0.500		Business Maroochy, MEDAB, TSC, CSIT, Business Associations & Private Partners, Media Partners, Maroochy 2025, Media & Marketing
6.2	Develop with media good news stories - relating to excellence in customer service							2.0%	2.0%	2.0%	2.0%	2.0%	0.100	Part of marketing program	Business Maroochy, Media Partners, Maroochy 2025, Media & Marketing
6.3	Partner with existing awards for service excellence	5	5	5	5	5	25	1.0%	1.0%	1.0%	1.0%	1.0%	0.050		Business Maroochy, MEDAB, TSC, Maroochy 2025, Business Associations & Private Partners
6.4	Develop a courtesy campaign for service sector at peak periods (taxi's, airports, restaurants, accommodation etc)				20	20	40				2.0%	2.0%	0.040		Business Maroochy, MEDAB, TSC, Business Associations & Private Partners

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Code	Actions	Financial Model (see notes 1 & 2)					Human Resource Model					Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships	
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %				Year 5 08/09 %
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		30	15	15	15	75		10.0%	5.0%	5.0%	5.0%	0.250		Business Maroochy, Maroochy 2025, MEDAB, TSC, Business Associations & Private Partners
6.6	Maroochy Brand - ensure marketing program relates to Maroochy as a Centre for Excellence in Customer Service													Part of marketing program	Business Maroochy, MEDAB, TSC, Business Associations & Private Partners
6.7	Seek absolute 24hour/seven day, no compromise commitment by the leaders of this community (government, industry, professional etc)										5.0%	5.0%	0.100	Part of marketing program	Business Maroochy, MEDAB, TSC, CSIT, Business Associations & Private Partners
6.8	Identify individuals to embody the service culture														Business Maroochy, MEDAB, TSC, CSIT, Business Associations & Private Partners
6.9	Develop a collegiate/association of ambassadors for excellence in customer service										5.0%	5.0%	0.100		Business Maroochy, MEDAB, TSC, Business Associations & Private Partners
		5	35	80	90	80	290	0.030	0.130	0.330	0.350	0.300	1.140		
		IN THOUSANDS					FULL TIME EQUIVALENCY								

NOTES:

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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.

Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Progress/ Completed	Responsibility/ Partnerships	
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %	Total Human Resources %			
7.1	Develop database of financial advisors, bankers etc within field of finance: • Instigate network.							5.0%						0.05		Business Maroochy or external provider
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.	5	5	5	5	5	25	2.0%	2.0%	2.0%	2.0%	2.0%	0.10		Business Maroochy, or external provider	
7.3	Research into higher risk, higher return investments					20	20					5.0%	0.05		Business Maroochy, USC or external provider	
7.4	Facilitate the production of an electronic checklist / advisory publication on where to access finance e.g. website			2	2	2	6			5.0%	5.0%	5.0%	0.15		Business Maroochy or external provider	
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.	5	5	5	5	5	25	1.0%	1.0%	1.0%	1.0%	1.0%	0.05		Business Maroochy, DSDI, CSIT, Business Associations, Private Community Partners, external provider	
7.6	Facilitate access to appropriate start-up capital for start-ups and small business e.g. Business Angels Network and other seed capital networks							5.0%	5.0%	5.0%	5.0%	5.0%	0.25		Business Maroochy	
		10	10	12	12	32	76	0.130	0.080	0.130	0.130	0.180	0.650			
		IN THOUSANDS						FULL TIME EQUIVALENCY								

NOTES:

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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.

Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Progress/ Completed	Responsibility/ Partnerships
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %	Total Human Resources %		
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		100	40			140		25.0%	10.0%				0.35	Business Maroochy with external support, SunROC, Noosa and Caloundra Councils, USC, Telstra, CSIT
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 take-up of e-business	20	10	10	10		50	3.0%	3.0%	2.0%	2.0%	2.0%		0.12	Business Maroochy with external support, CSIT
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			30	40	40	30			10.0%	10.0%	10.0%		0.20	Business Maroochy with external support

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Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
		Year1	Year 2	Year 3	Year 4	Year 5	Total	Year 1	Year 2	Year 3	Year 4	Year 5				
		04/05 \$000s	05/06 \$000s	06/07 \$000s	07/08 \$000s	08/09 \$000s	Estimate \$000s	04/05 %	05/06 %	06/07 %	07/08 %	08/09 %				
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															Business Maroochy with external support, CSIT
		20	130	100	70	40	360	0.03	0.38	0.32	0.22	0.12	1.07			
		IN THOUSANDS						FULL TIME EQUIVALENCY								

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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.

Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %				
9.1	ID key attributes of Maroochy quality of life 1. Undertake study to identify attributes of Maroochy quality of life: <ul style="list-style-type: none"> • Recognise that quality of life is a function of physical and social attributes • Build sense of community (interaction) – not just geography • 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 • Preserve low cost of living 															
		100	100	100	100	100	500	50.0%	50.0%	50.0%	50.0%	50.0%	2.50		MEDAB, Business Maroochy, CSIT, Maroochy 2025, Other Council Branches, & Community/ Private entities	
9.2	Encourage volunteerism 1. Contribute to or participate in programs designed to encourage volunteerism across a broad spectrum of areas <ul style="list-style-type: none"> • Need to show potential volunteership to become involved • Need to list volunteer program and levels of involvement required • Need to encourage value of our seniors • MSC is developing a "seniors panel" 2. Identify, design and implement programs designed to encourage volunteerism 3. Support and develop 'buy local' initiatives															
		20	20	20	20	20	100	2.0%	2.0%	2.0%	2.0%	2.0%	0.10		Business Maroochy, Seniors Partners, Maroochy 2025, CSIT	

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Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %				
9.3	Opportunity for lifelong learning 1. Implement a program/event/or marketing campaign to achieve this goal	20					20		10.0%					0.10		MEDAB, Business Maroochy, Maroochy 2025, CSIT, Other Council Branches and Community/ Private entities
		140	120	120	120	120	620	0.52	0.62	0.52	0.52	0.52	2.70			
		IN THOUSANDS						FULL TIME EQUIVALENCY								

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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.

Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %				
11.1	Soft infrastructure 1. Undertake soft infrastructure analysis to ensure MEP 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: • Work with National SeaChange Taskforce	80	100	40			80	25.0%	25.0%	15.0%				0.25		Business Maroochy, External Partnerships
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 interregional 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 interregional 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							15.0%	20.0%	20.0%	20.0%	20.0%		0.95	Business Maroochy is liaising with SGS, consultants for the Regional Economic Plan	MEDAB, Business Maroochy

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Code	Actions	Financial Model (see notes 1 & 2)						Human Resource Model						Total Human Resources %	Progress/ Completed	Responsibility/ Partnerships
		Year1	Year 2	Year 3	Year 4	Year 5	Total	Year 1	Year 2	Year 3	Year 4	Year 5				
		04/05 \$000s	05/06 \$000s	06/07 \$000s	07/08 \$000s	08/09 \$000s	Estimate \$000s	04/05 %	05/06 %	06/07 %	07/08 %	08/09 %				
11.3	Determine the future role of the Sunshine Coast Airport for the Sunshine Coast (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 Airports 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		25		20		45		10.0%		5.0%			0.15	SC Airport has existing plans and studies for expansion and development	MEDAB, Business Maroochy with airport management
11.4	Encouragement to 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							5.0%	5.0%	5.0%	5.0%	5.0%		0.25		MEDAB Business Maroochy with Maroochy Water and MSC Purchasing
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				80	40	120				25.0%	10.0%		0.35		MEDAB, Business Maroochy with DAF and SLUP
11.6	Promote and widely circulate the need for sufficient commercial and industrial land bank to meet population and employment growth projections: • Prepare marketing and promotion campaign to achieve this goal															MEDAB, Business Maroochy

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		Year1	Year 2	Year 3	Year 4	Year 5	Total	Year 1	Year 2	Year 3	Year 4	Year 5			
		04/05 \$000s	05/06 \$000s	06/07 \$000s	07/08 \$000s	08/09 \$000s	Estimate \$000s	04/05 %	05/06 %	06/07 %	07/08 %	08/09 %			
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: <ul style="list-style-type: none"> • Identify the potential for this to occur • Work co-operatively with share holders • Priority of efficient and appropriate development – housing 		40	30	30	30	130		25.0%	25.0%	25.0%	25.0%	1.00		MEDAB, Business Maroochy with DAF and SLUP, CCC & NSC, DSDI Inter alia
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.		20		20		40		5.0%		5.0%		0.10	Ongoing	Business Maroochy with appropriate internal or external private and public entities, CSIT
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			20		20	40			5.0%		5.0%	0.10	Ongoing	Business Maroochy with appropriate internal or external private and public entities, CSIT

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		Year1 04/05 \$000s	Year 2 05/06 \$000s	Year 3 06/07 \$000s	Year 4 07/08 \$000s	Year 5 08/09 \$000s	Total Estimate \$000s	Year 1 04/05 %	Year 2 05/06 %	Year 3 06/07 %	Year 4 07/08 %	Year 5 08/09 %			
11.10	Transport Services a knowledge economy enabler: 1. Identify and introduce programs designed to increase sustainability within the transport services sector and recognise 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. Encourage the utilization of technology that enhances components that can be recycled.			20	20		40				5.0%	5.0%	0.10	Ongoing	Business Maroochy with appropriate internal or external private and public entities
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, 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				20		20				5.0%	2.0%	0.07	Ongoing	Business Maroochy with appropriate internal or external private and public entities, CSIT
		80	85	110	190	90	655	0.45	0.90	0.70	0.95	0.72	3.72		
		IN THOUSANDS						FULL TIME EQUIVALENCY							

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