

# LGMA National Congress

## Future Directions



# Retrofitting the Ship of State

*The role of Local Government in steering the new economy*

**Fiona Wilson - Noosa Council**

**Peter Bycroft - Corporate Diagnostics**





# AGENDA



- Introduction
- Local Government involvement
- Case Study – Noosa Shire
  - Core Industries
  - Emerging Industries
  - Feedback
- Development of the New Economy
- Conclusion





# Retrofitting the Ship of State



Introduction

The "ship of state" is a metaphor that likens a nation to a ship.

It implies that, just as a ship needs a captain to make decisions, give orders, and coordinate and control the ship's voyage, so a nation must have a government to coordinate and control the nation's business.

Therefore, referring to a nation as a "ship of state," emphasizes the need that nations have for some kind of government.

Ortney, A. Ed. (1993) Metaphor and Thought. Cambridge, Cambridge University Press





# Retrofitting the Ship of State



## RETROFITTING?

- *Replacement of one or more components of an existing system.*
- *Modifying an existing system to bring it up to current standards.*
- *Backwards integration of advanced capability into a device or program not originally intended for that purpose.*



# Why should regional Australia care ?



Local Govt  
involvement

There is a gradual and major devolution of responsibility in Australia for economic development to local communities and Local Government

**FaCS, DoTARS, DoCITA & State Governments**

- *Local capacity building*
- *Self-reliance*
- *Regional partnerships*
- *Strengthening the not-for-profit (NFP) sector*
- *Regional and local service delivery*





# Why should Local Government get involved in economic strategies?



Local Govt  
involvement

Local Government has always been involved in economic development:-

- Roads & airports = *accessibility*  
(*transport of goods, people & services*)
- Infrastructure = *community economic development*  
(*water, sewerage, electricity, phones create the platform for effective operation*)
- Land use planning = *scope for diverse & focused growth*  
(*retail, commercial, industrial & business opportunity*)





# Why should Local Government get involved in economic strategies?



## LGAQ Policy Statements – Planning & Development – 6.3.4: Economic Development

- **6.3.4.1:** Local Governments should play a role in the stimulation of regional economic development. Where appropriate, joint local government arrangements should be formed to assist with the identification and development of opportunities.
- Local Governments should initiate and develop local economic development strategies in consultation with the local business sector as part of their overall responsibilities

**The second phase of Local Government Economic Involvement**



# Case Study – Noosa Shire



Noosa Case Study







# Case Study – Noosa Shire



## Noosa Case Study



Noosa Shire  
Electoral Divisions  
March 1997





# Noosa Economic Strategies & Innovations Unit



Noosa Case  
Study

*“ to heighten the profile of economic issues and to support business growth and development opportunities in Noosa..*

*.....supporting development of conditions to foster and catalyse development.....*

*through direct strategy, project development, strategic partnerships, facilitating opportunities and coordination of specific cross-unit or cross sector teams....*

*in close partnership with the Noosa Community Economic Sector Board..”*

Noosa Council; (2004) Noosa Council Economic Strategies & Innovations Unit Implementation Strategy 2004-2007.



# Noosa Economic Strategies & Innovations Unit

## The Steps we Followed

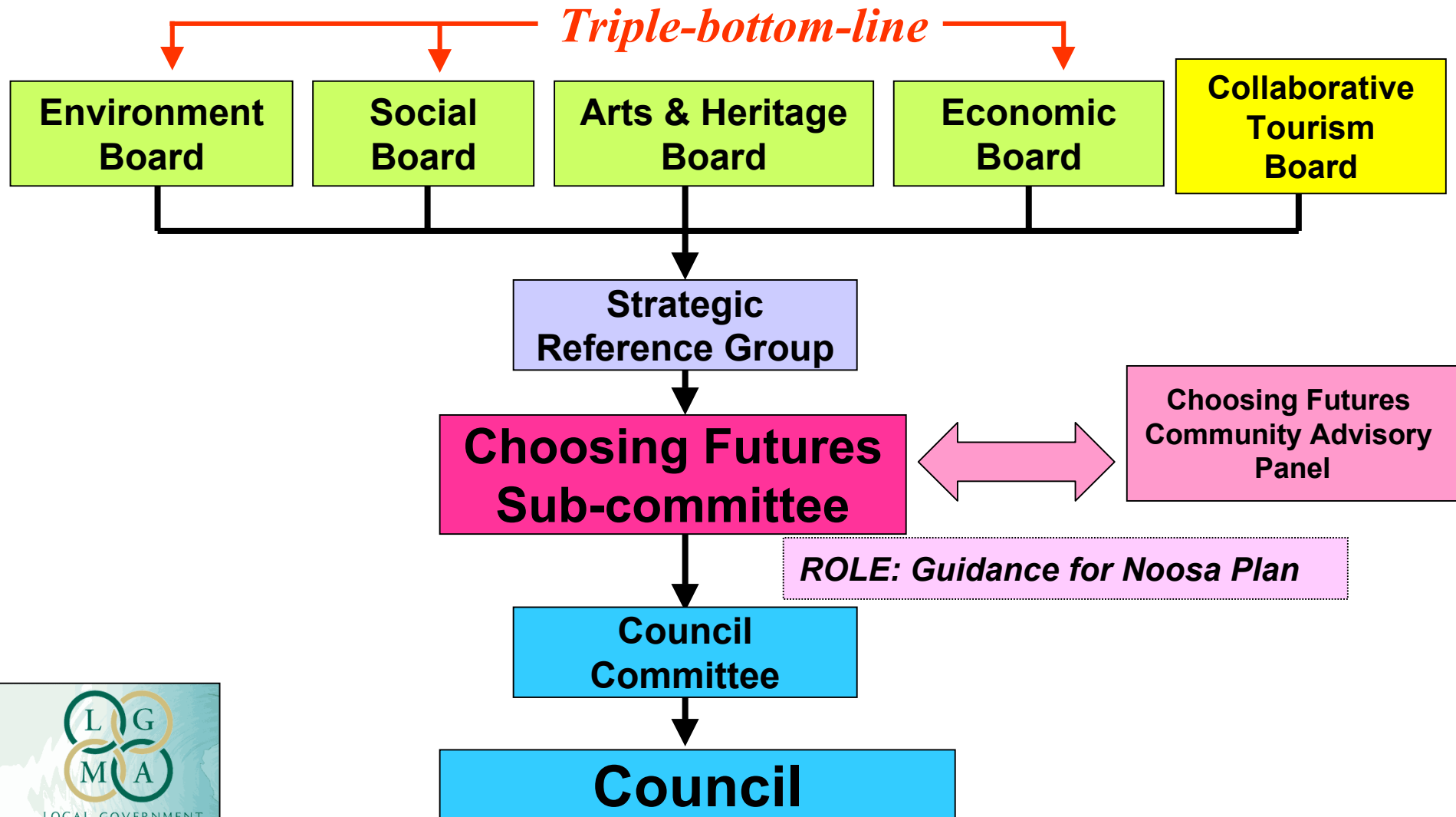
- Modelled the economy
- Measured and harnessed community values
- Gathered all available statistics
- Undertook local-level business census
- Commissioned targeted research
- Established the economic value of each sector
- Engaged/re-engaged local community/  
business sectors



Noosa Case  
Study



# Noosa Council's Sector Boards & Committees





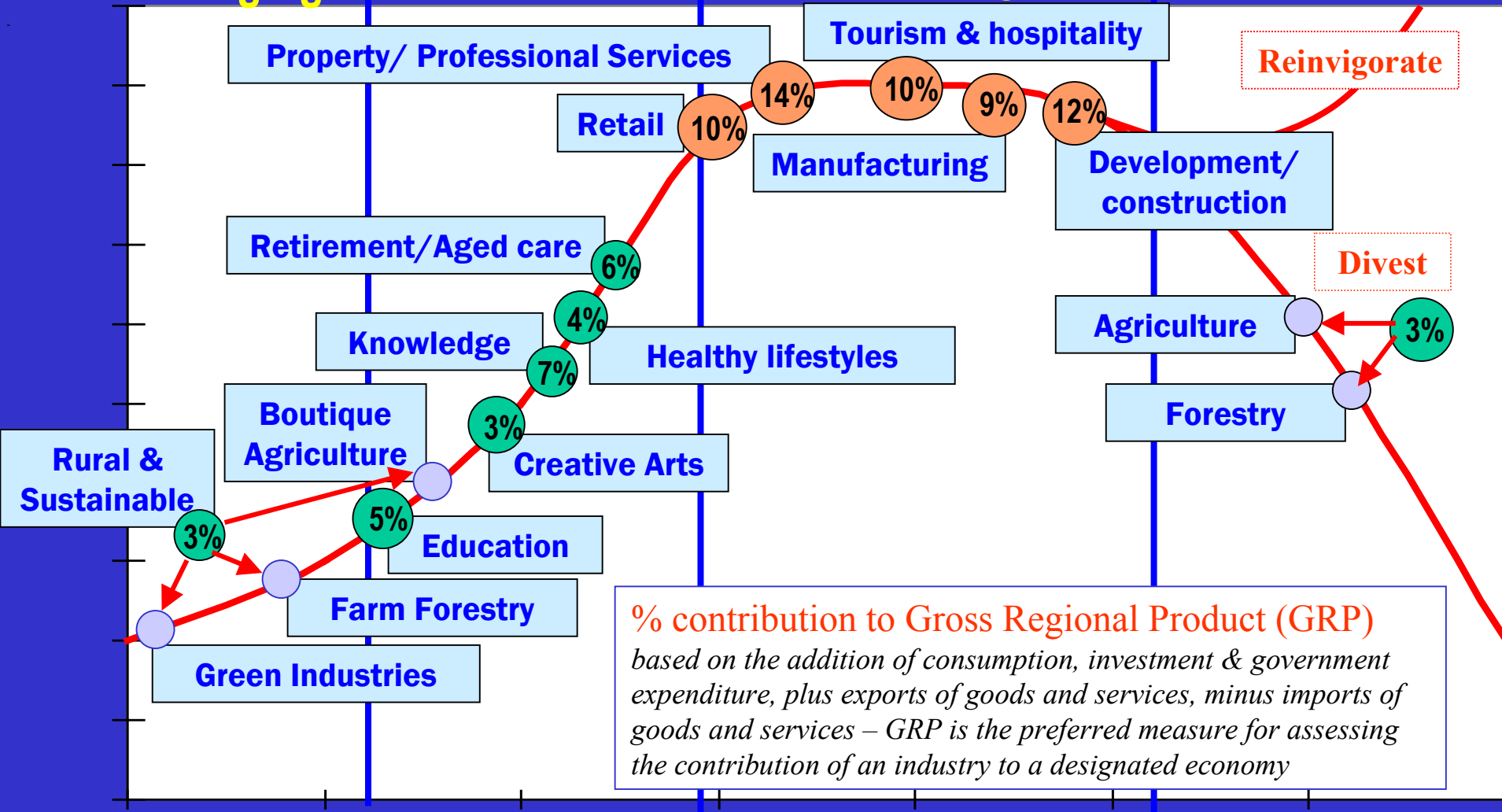
# A Conceptual Map of Noosa's Industries Lifecycle

Embryonic/  
emerging

Growth

Maturing

Ageing



SOURCES:

*Economic Sector Plan 2002-2015 (Noosa Community Economic Board, December 2002)*

*Significance & Future Prospects for selected industry sectors in the Noosa Shire Economy (AECgroup, March 2004)*

*Research Current Statistics – Noosa Industries (Corporate Diagnostics, March 2004)*



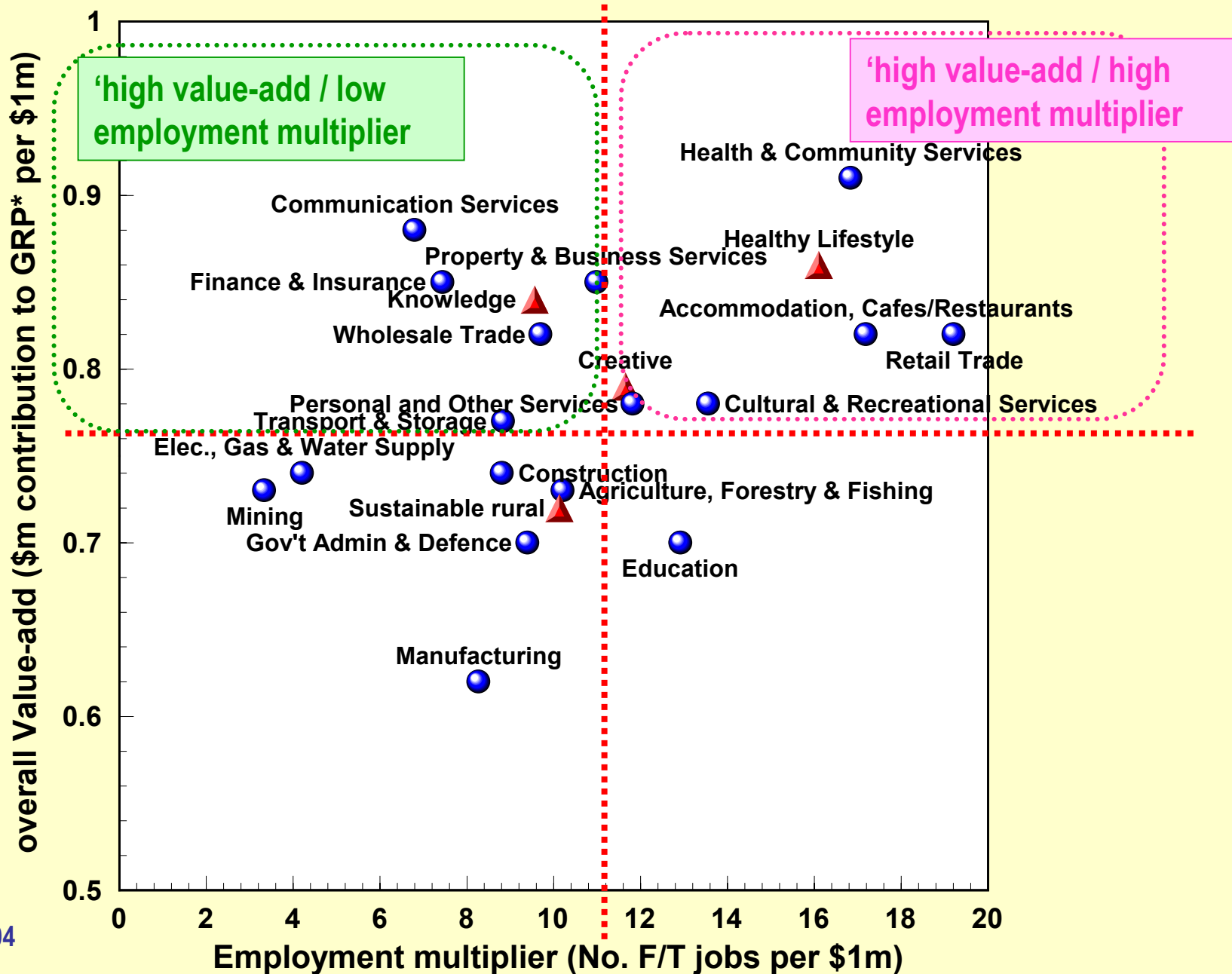
# Noosa Council's Sector Boards & Committees



## The Economic Board's six Strategies

Economic Board Strategies	Village Economy	Experience Economy	Knowledge Economy
<i>Strategy 1</i>	<b>A Brand Differentiation Strategy</b>		
<i>Strategy 2</i>	<b>A Hospitality &amp; Tourism Strategy</b>		
<i>Strategy 3</i>	<b>A Healthy Lifestyles Strategy</b>		
<i>Strategy 4</i>	<b>A Knowledge Economy Strategy</b>		
<i>Strategy 5</i>	<b>A Creative Arts Strategy</b>		
<i>Strategy 6</i>	<b>A Sustainable Industries Strategy</b>		

**Noosa Council's Key Emerging Industry sectors**



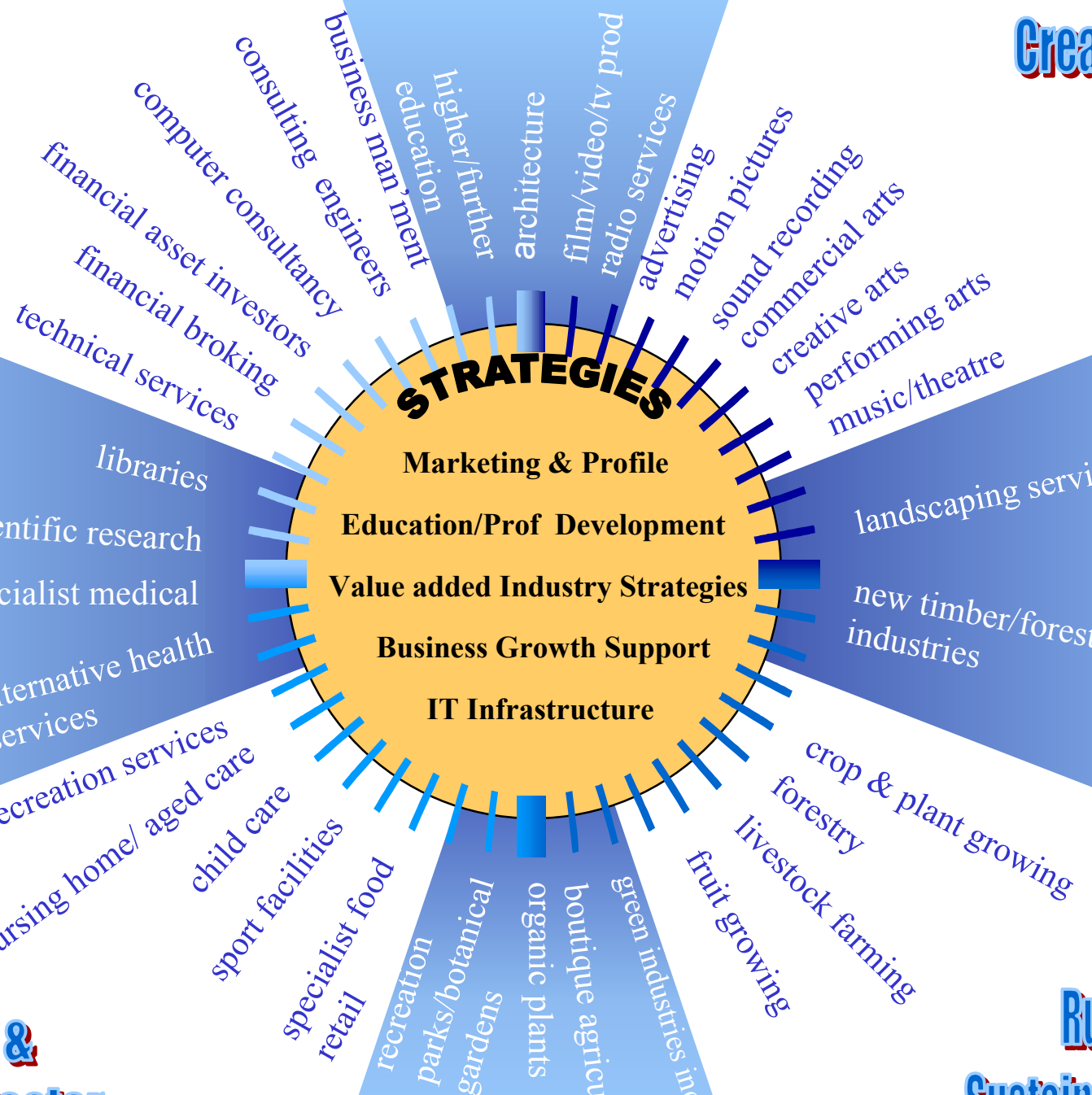
Source:  
AECroup, 2004

NOTE: GRP= Gross Regional Product based on combining consumption, investment, Gov't expenditure and exports minus imports. It is the preferred measure for assessing the contribution of an industry to a designated economy



# Knowledge Sector

# Creative Sector



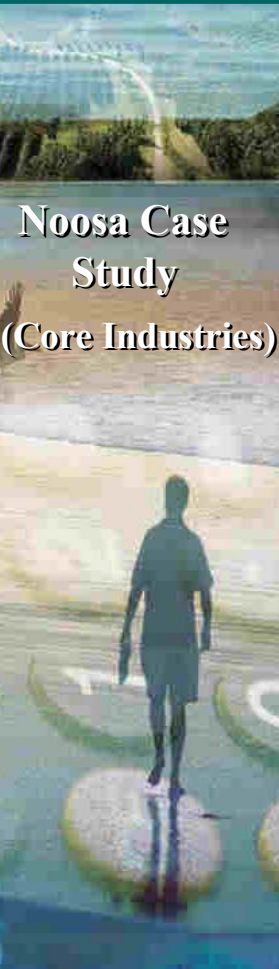
# Health & Lifestyle Sector

# Rural & Sustainable Sector





# Noosa Economic Strategies & Innovations Unit



Noosa Case  
Study  
(Core Industries)

## Two Case Studies – Steering the old and new economy

### **CORE INDUSTRIES**

- The Retail Sector

### **EMERGING INDUSTRIES**

- The Knowledge & Creative Industries Sector





# Main Business Centres



## Noosa Case Study





Country Town

Lakeside Village

Rural Village

1920's Heritage Town

Heartland of the Hinterland/  
Creative Industries

*The Hinterland  
Retail/ Commercial  
Centres*

Market Town

For information north of this may see the  
Sunnap Tourist Map "Cooloola Region"

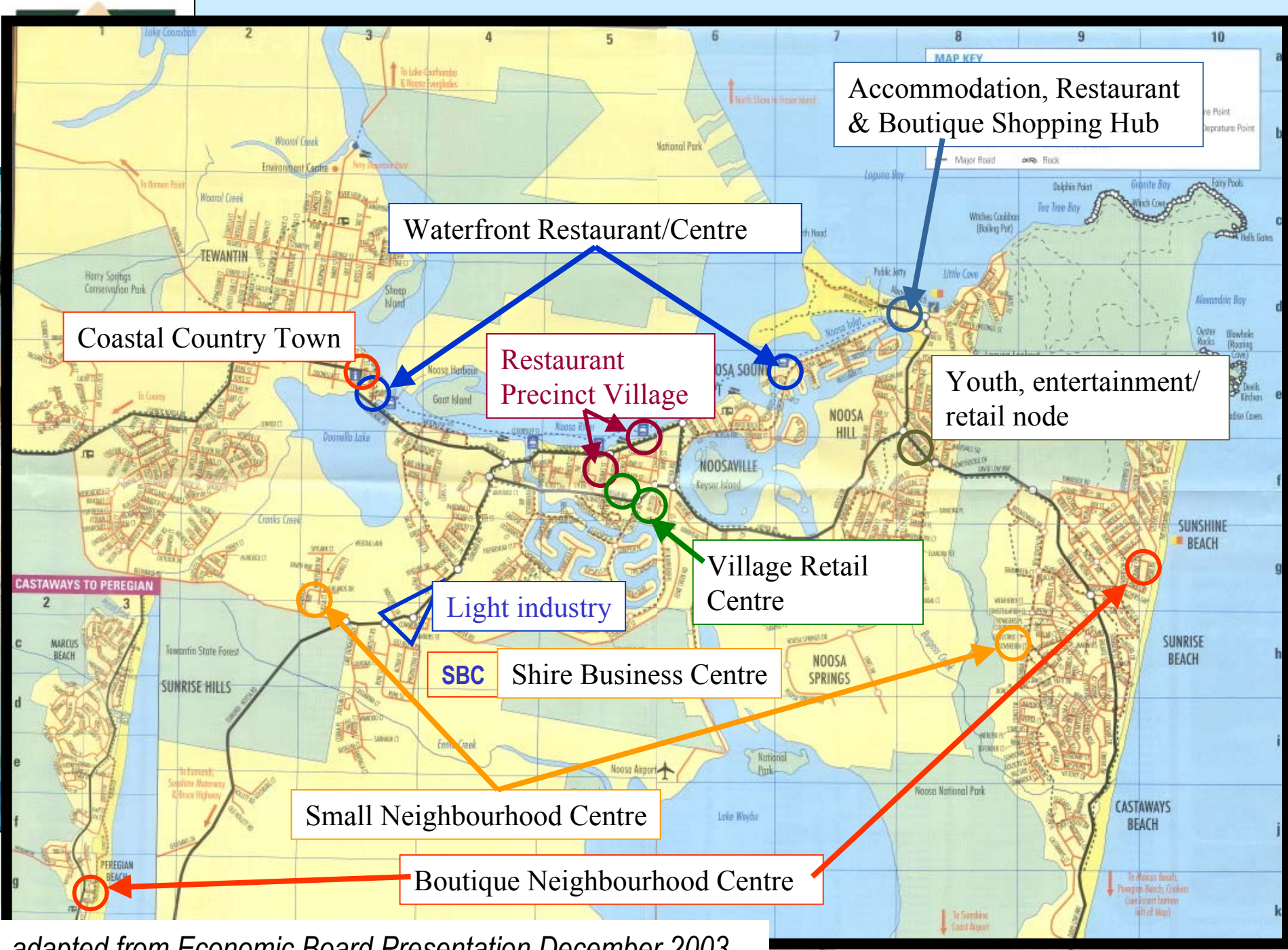
Venture into the Great Sandy National Park  
for a unique wilderness experience.  
Numerous guided tours are available or hire  
a 4WD from Noosa, Noosaville or Tewantin.

Note: Beach is trafficable  
at low tide only  
by off road vehicles.

Saturday morning the normally  
quiet main street comes alive  
with the Eumundi Markets

See Reverse  
Side  
for Detail





adapted from Economic Board Presentation December 2003





# Evidence-based strategies - *Retail*

*(developing a strategy for all commercial/retail precincts)*



Noosa Case Study

- Noosa Community Economic Sector Plan – retail precinct strategies – **December 2002**
- Quarterly Reports on the Noosa/Sunshine Coast Economy (AEC Group) – Retail Market Overview - **3rd Qtr 2003**
- Noosa Business Survey (NSC) – **2003/2004**
- Commercial Precinct Strategy - Survey of Noosa Business Owners/Operators and Survey of Noosa Shoppers/Customers – **January/February 2005.**

**SOME FINDINGS**



# Third highest contributor to GRP in the Noosa Economy



Noosa Case Study

- By 'value added' (GRP), retail trade *contributes \$110.4 million* to the Noosa economy every year – 9.9% of GRP.
- *91.5%* growth in employment in retail trade in Noosa in the ten years from 1991-2001
- Currently employs *over 3,000 people*
- By number of businesses, retail trade *represents a higher proportion of Noosa's economy (19%)* than for Queensland as a whole (15%).





# What the Business Owner/ Operators and Customers' surveys told us



Feedback

## 182 business owners/operators

~ STRICTLY CONFIDENTIAL ~



Noosa Council Economic Strategies and Innovations Unit

### Commercial Precinct Strategy Survey of Noosa Business Owners/Operators

Dear Noosa Business Owner/Operator,

This survey follows feedback we received from the 2003/04 Noosa Business Survey which has given Council important information on the Noosa Economy and issues of concern to local business operators/owners.

We are now interested to find out more about the key economic factors influencing **shopping/retail and commercial owners/operators** in the Noosa region.

Your opinion will help identify the needs of Noosa's major commercial precincts and will be fed into the development of a shire-wide commercial precinct strategy. In parallel with this survey we are also undertaking a survey of shoppers/ consumers (locals and visitors) who regularly use our shopping precincts.

This survey should take less than ten minutes to complete and I thank you in anticipation of your support. All survey responses will be treated in confidence.

Yours sincerely,

Fiona Wilson, Manager – Economic Strategies & Innovations

#### Why is the Noosa Council conducting this survey?

- To provide the Council with additional information on the retail/shopping industry sector and to help direct Council's economic development initiatives

#### Who should complete the survey?

The owner or the main operator of the business should complete this survey. Please answer the survey questions in relation to your current and primary business. The survey should take less than 10 minutes to complete.

#### Will my answers be confidential?

YES, STRICTLY CONFIDENTIAL.

- THE SURVEY DOES NOT ASK YOU TO IDENTIFY YOURSELF OR YOUR BUSINESS.
- Noosa Council will confidentially destroy the surveys when the project is finished.

#### How do I return my survey?

Please seal the survey in the reply paid envelope provided and mail it directly to Fiona Wilson, Manager Economic Strategies & Innovations, Noosa Council. Please return your survey by **Friday, 28<sup>th</sup> January 2005**. Alternatively, you may fax back your survey to 5447 1062.

#### What if I have more questions?

If you have any questions about this survey, please contact Fiona Wilson, Manager Economic Strategies & Innovations at Noosa Council on 5449 5137

## 237 local customers

~ STRICTLY CONFIDENTIAL ~



Noosa Council Economic Strategies & Innovations Unit

### Survey of Noosa Shoppers / Customers

Dear Noosa Customer,

Noosa Council is interested in your feedback about shopping in Noosa's commercial precincts. Your opinion will help us improve the main shopping precincts around Noosa Shire. Please feel free to forward this survey to others.

The following survey should take less than ten minutes to complete. Please tick the box which best represents your opinion on the following questions. Thank you in anticipation of your support. All survey responses will be treated in confidence.

Yours sincerely,

Fiona Wilson, Manager, Economic Strategies & Innovations, Noosa Council

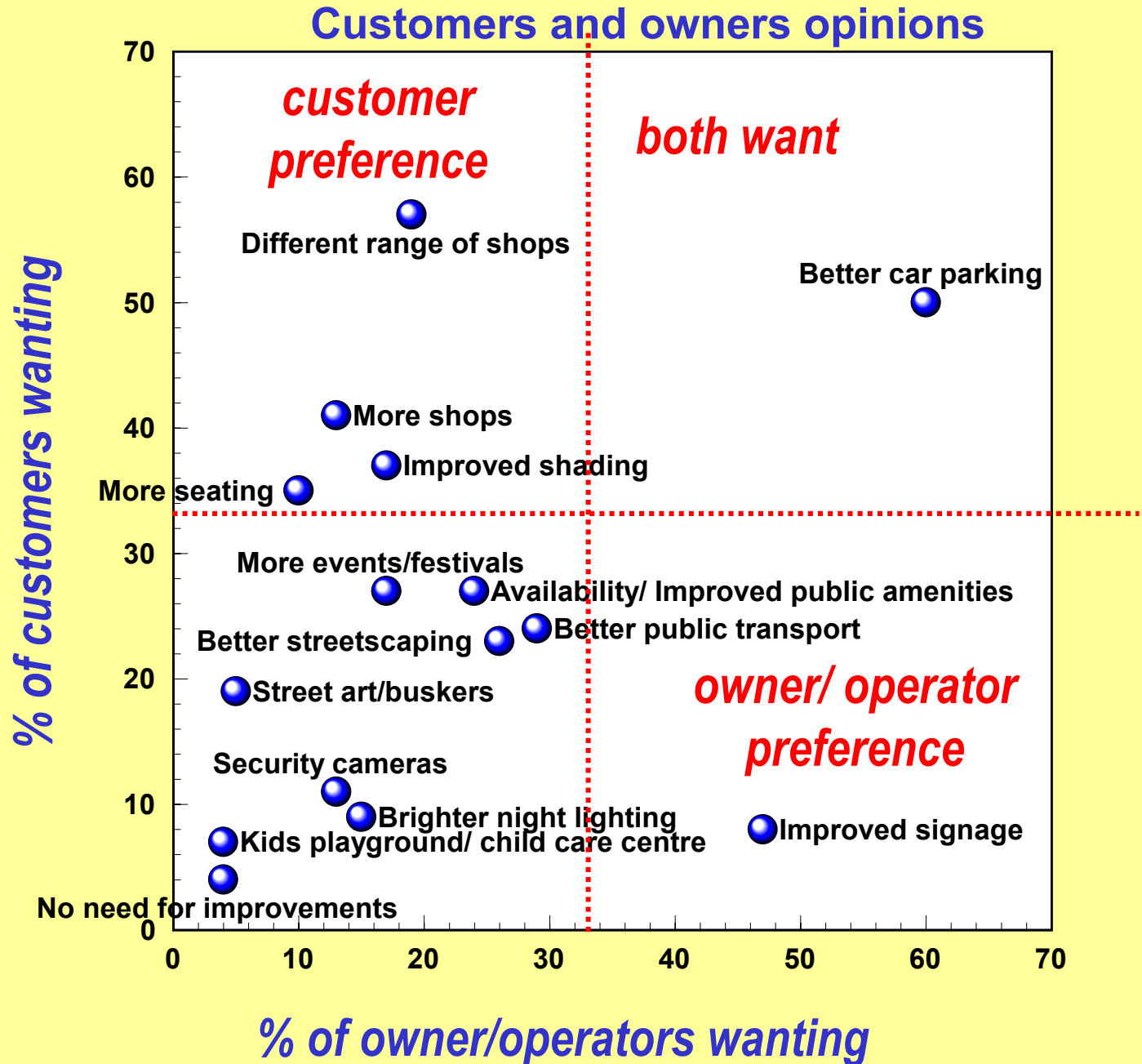
Q1 How often do you shop in each of the following Noosa Shire shopping/commercial precincts/centres? (please mark an answer on all rows)	never	rarely	occasionally (several times a year)	often (weekly to monthly)	very often (daily or weekly)
a. Peregian	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Sunrise Beach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Sunshine Beach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Noosa Junction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Hastings Street	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Noosa Sound	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Noosaville Shopping Village	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Noosaville (Gibson Road)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Noosaville Foreshore (Gympie Terrace)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Noosaville Industrial Estate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Noosa Outlook	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Harbour Town	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Tewantin (CBD)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Cooroy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Pomona/Cooran/Kin Kin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Boreen Point	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. Eumundi (Maroochy Shire)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



LOCAL GOVERNMENT  
MANAGERS AUSTRALIA

# What would most improve the commercial precinct?

whole of Shire







# What the Business Owner/ Operators and Customers' surveys told us



Feedback



How frequently do locals *use* each precinct and would they *recommend* others go there?



*How likely are you to recommend?*

would recommend

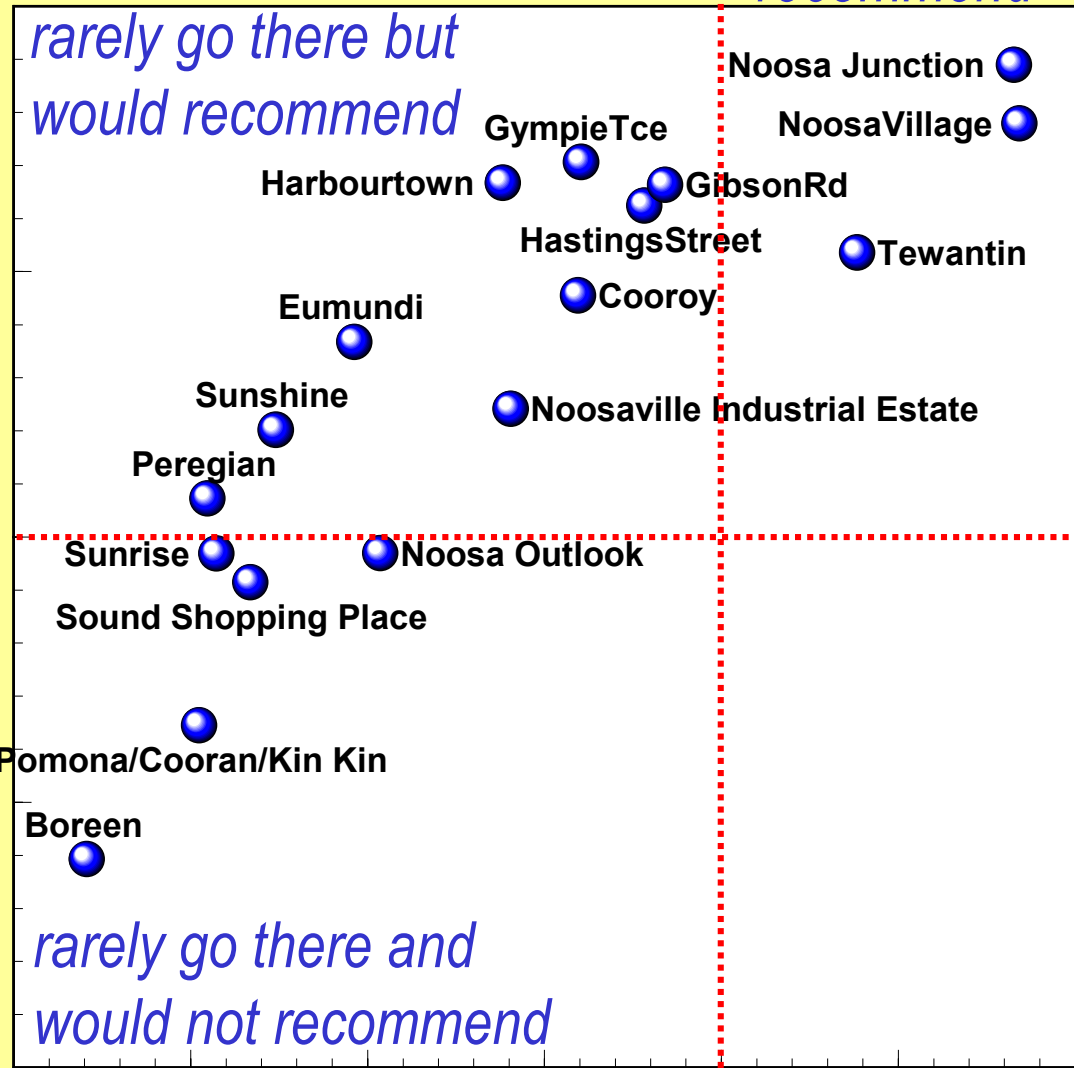
in between

would not recommend

*go often & would recommend*

*rarely go there but would recommend*

*rarely go there and would not recommend*



**Whole of Shire**  
– local customers only

*How often do you shop here?*

1 never 1.5 rarely 2 occasionally 3 often 4  
(several times a year) (weekly to monthly)



# What the Customers' survey and the latest Noosa Tourism Monitor tells us



Feedback

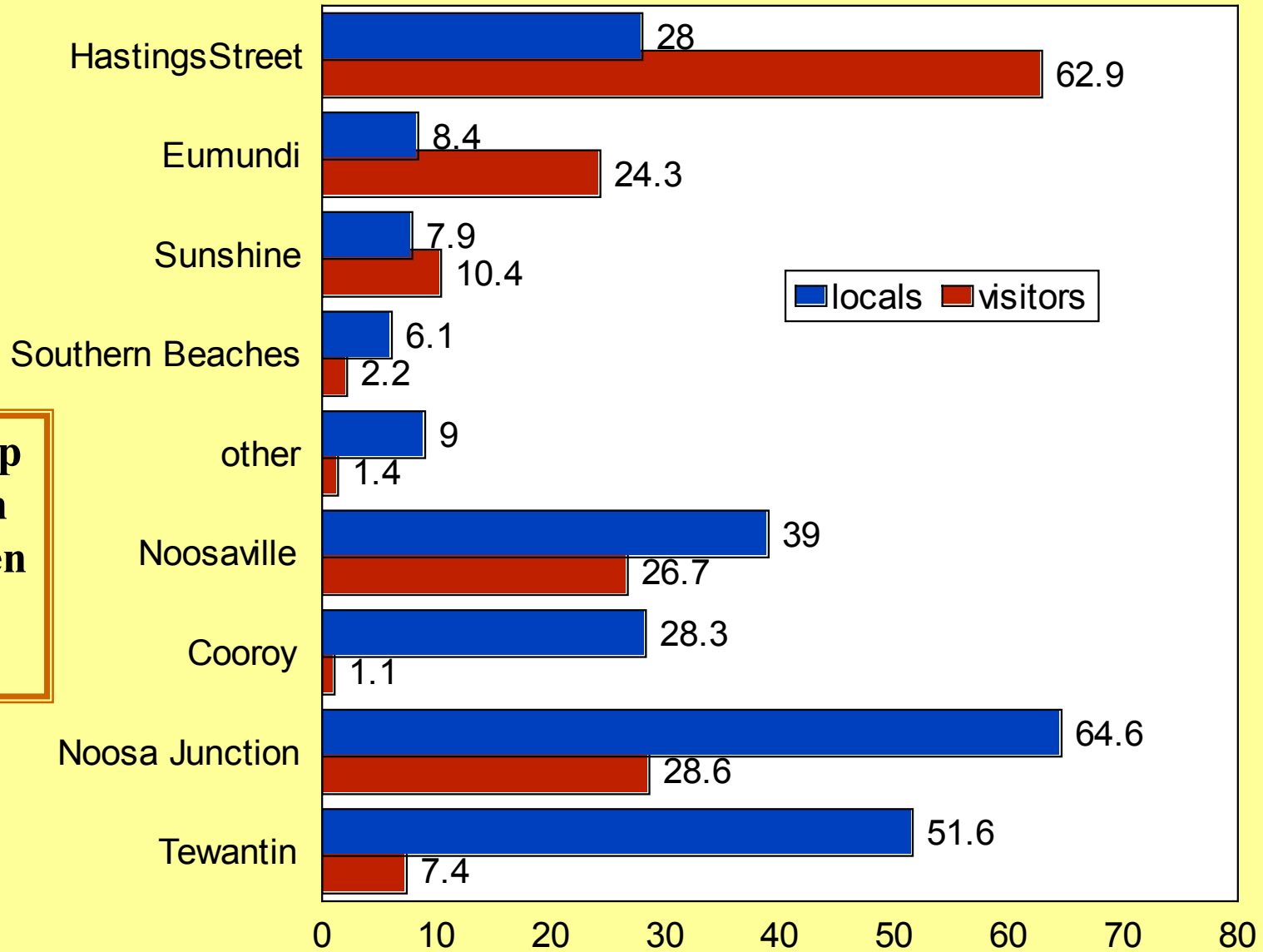


How frequently do locals and visitors use each precinct?





# What the Customers' Survey and the latest Noosa Tourism Monitor tells us



**% who shop  
there often  
or very often  
(multiple  
choice)**





# What did the Noosa Business Survey tell us?



## Feedback

~ STRICTLY CONFIDENTIAL ~

**Noosa Business Survey 2003**

If you own/operate a business in or from Noosa, we want to hear from you.

Dear Noosa Business owner/ operator,

In July this year, the Noosa Council established a unit dedicated to supporting local business and improving the local economy. It is called the Economic Strategies and Innovations Office and I have been appointed manager of this new unit. Up-to-date information is essential to support this work and unfortunately the currently available data about Noosa businesses is either too broad or too out of date.

Small business and home-based businesses are the backbone of the Noosa economy and it is important that we understand their contribution to the economy and what they need.

To improve our understanding of the Noosa economy and the needs of Noosa-based businesses we are carrying out a Shire-wide survey to provide the data that will inform local economic strategies and provide a baseline for monitoring future trends.

The project is absolutely confidential and anonymous.

I thank you in anticipation of your support, which you can demonstrate by completing the questionnaire and returning it to the independent consultants in the enclosed reply-paid envelope.

Yours sincerely,  
*Fiona Wilson*  
Fiona Wilson  
Manager Economic Strategies & Innovations

**Help the Noosa Council to understand and respond positively to Noosa businesses.**

**Why is the Noosa Council conducting this survey?**

- To help direct Council's economic development initiatives.
- To provide the Council with reliable information on the types of industries operating in and from Noosa.

**Who should complete the survey?**  
The owner or the main operator of the business should complete this survey. Please answer the survey questions in relation to your current and primary business. The survey should take approximately 10 minutes to complete.

**Will my answers be confidential?**  
**YES, STRICTLY CONFIDENTIAL.**

THE SURVEY DOES NOT ASK YOU TO IDENTIFY YOURSELF OR YOUR BUSINESS.

- The survey and your answers will only be seen by independent consultants, Corporate Diagnostics, who have signed a legally binding confidentiality agreement.
- Noosa Council will only receive overall survey results. The legally binding confidentiality agreement means the consultants cannot give Noosa Council any survey information that could identify individuals or their businesses.
- Corporate Diagnostics will confidentially destroy the surveys when the project is finished.

**How do I return my survey?**  
Seal the survey in the reply paid envelope provided and mail it directly to the consultants. Alternatively, you can fax the survey to the consultants on 5474 5386. Please mail or fax your survey by Friday, 12 December 2003.

**What if I have more questions?**  
If you have any questions about this survey, please contact either Vanessa Scott at Corporate Diagnostics on 5474 5387 or Fiona Wilson at Noosa Council on 5449 5200.

**PLEASE COMPLETE YOUR SURVEY AND MAIL OR FAX IT TO CORPORATE DIAGNOSTICS NO LATER THAN FRIDAY 12 DECEMBER 2003**

~ STRICTLY CONFIDENTIAL ~

**Noosa Business Survey 2003**

If you have any questions about this survey, please contact Vanessa Scott at Corporate Diagnostics on 5474 5387 or Fiona Wilson at Noosa Council on 5449 5200.

**General information about your business**

- What type of business do you operate? (please specify) \_\_\_\_\_
- Which industry best describes the nature of your business? (tick one option only)
 

<input type="checkbox"/> Agriculture, Forestry & Fishing	<input type="checkbox"/> Accommodation, Cafes & Restaurants	<input type="checkbox"/> Health & Community Services
<input type="checkbox"/> Mining	<input type="checkbox"/> Transport & Storage	<input type="checkbox"/> Cultural Services
<input type="checkbox"/> Manufacturing	<input type="checkbox"/> Communication Services	<input type="checkbox"/> Recreational Services
<input type="checkbox"/> Electricity, Gas & Water Supply	<input type="checkbox"/> Finance & Insurance	<input type="checkbox"/> Personal & Other Services
<input type="checkbox"/> Construction	<input type="checkbox"/> Property Services	<input type="checkbox"/> Other (please specify) _____
<input type="checkbox"/> Wholesale Trade	<input type="checkbox"/> Business Services	<input type="checkbox"/> Don't know
<input type="checkbox"/> Retail Trade	<input type="checkbox"/> Education	
- What is the legal structure of the business you operate? (tick one option only)
 

<input type="checkbox"/> Individual Sole Trader	<input type="checkbox"/> Pty Ltd Company	<input type="checkbox"/> Business Name only
<input type="checkbox"/> Partnership	<input type="checkbox"/> Trust	<input type="checkbox"/> Other (please specify) _____
- How many staff does your business employ (part-time and full-time)? (tick one option only)
 

<input type="checkbox"/> None, only employ self	<input type="checkbox"/> 3 - 4 employees	<input type="checkbox"/> 11 - 19 employees
<input type="checkbox"/> 1 - 2 employees	<input type="checkbox"/> 5 - 10 employees	<input type="checkbox"/> 20 employees or more
- Where is your Australian Business Number (ABN) registered? (tick one option only)
 

<input type="checkbox"/> Noosa Shire	<input type="checkbox"/> Outside the Noosa Shire	<input type="checkbox"/> I don't have an ABN	<input type="checkbox"/> Don't know
--------------------------------------	--	--	-------------------------------------
- What best describes the premises from which your business operates? (tick as many as applicable)
 

<input type="checkbox"/> Industrial estate	<input type="checkbox"/> Commercial office	<input type="checkbox"/> Retail outlet	<input type="checkbox"/> Home-based	<input type="checkbox"/> Other (please specify) _____	<input type="checkbox"/> Business does not have a premises/ office (Go to Question 9)
			<input type="checkbox"/> premise/ office/ studio		
- How many premises/ offices do you operate in Noosa? (tick one option only)
 

<input type="checkbox"/> One premise/ office	<input type="checkbox"/> Two - Three premises/ offices	<input type="checkbox"/> Four - Five premises/ offices	<input type="checkbox"/> More than five premises/ offices
--	--	--	---
- What is the postcode of your business' main base of operation? [ ][ ][ ][ ][ ]
- Approximately how long have you operated your current business in or from Noosa? (tick one option only)
 

<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> 4 - 5 years	<input type="checkbox"/> 9 - 10 years	<input type="checkbox"/> 16 - 20 years
<input type="checkbox"/> 1 - 3 years	<input type="checkbox"/> 6 - 8 years	<input type="checkbox"/> 11 - 15 years	<input type="checkbox"/> More than 20 years
- Which of the following best describes your occupation in this business? (tick one option only)
 

<b>Managers/ Professionals</b>	<b>Clerical/ Sales</b>	<b>Tradespersons, Skilled &amp; Unskilled Workers</b>
<input type="checkbox"/> General Manager, Senior or Specialist Manager or Senior Administrator	<input type="checkbox"/> Advanced Clerical, Secretarial or Business Service support	<input type="checkbox"/> Tradesperson, Technically Qualified or Skilled Operator, Apprentice
<input type="checkbox"/> Specialist or Tertiary Qualified Professional	<input type="checkbox"/> General Clerical, General Office Worker, General Sales or Administrative Worker	<input type="checkbox"/> Production, Transport or Plant Operator
<input type="checkbox"/> Managing Supervisor, Technical or Specialist Manager, Sub-Professional, Public Office Holder, Specialist Administrative support	<input type="checkbox"/> Elementary Sales & Service Worker, Routine Clerical, Junior Office Duties, Porter, Caretaker & Trainee	<input type="checkbox"/> Labourer, Unskilled Worker, Handyperson, Kitchen or Farm Hand
		<input type="checkbox"/> Don't know
- What was the approximate annual turnover of your business for the 2002/2003 financial year? (tick one option only)
 

<input type="checkbox"/> Less than \$10 000	<input type="checkbox"/> \$50 000 - \$99 999	<input type="checkbox"/> \$200 000 - \$499 999	<input type="checkbox"/> \$1 000 000 or more
<input type="checkbox"/> \$10 000 - \$49 999	<input type="checkbox"/> \$100 000 - \$199 999	<input type="checkbox"/> \$500 000 - \$999 999	

page one



# In the Noosa Business Survey

*(705 Business owners/ 108 Retail owner/operators)*



Feedback

Retail businesses told us that the following five things would **most improve their business**:

- *Improved **marketing** & promotion of Noosa-based businesses (48%)*
- ***Networking** with other small businesses (27%)*
- ***Seminars** covering issues faced by small business (18%)*
- ***Seminars** covering skill development needs of small business (18%)*
- ***Websites** for networking (13%)*



# In the Business Owner/ Operators Survey (182 owners)



*"Please indicate your level of interest in participating in retail business development skills training in each of the following areas:..*

Retail business development skills training	Number of responses
smart promotions to attract customers	47
presenting a better product	37
customer service	34
staff training	33
store layout/ visual merchandising	29
accounts/ financial management	28
store layout & internal traffic flow	23
theft/ shoplifting prevention	21

**RESULT: practical partnership with ACC Small Business  
Answers to deliver targeted retail sector training**





# Noosa Economic Strategies & Innovations Unit



Noosa Case  
Study

## Two Case Studies – Steering the old and new economy

### CORE INDUSTRIES

- The Retail Sector

### EMERGING INDUSTRIES

- The Knowledge & Creative Industries  
Sector



LOCAL GOVERNMENT  
MANAGERS AUSTRALIA

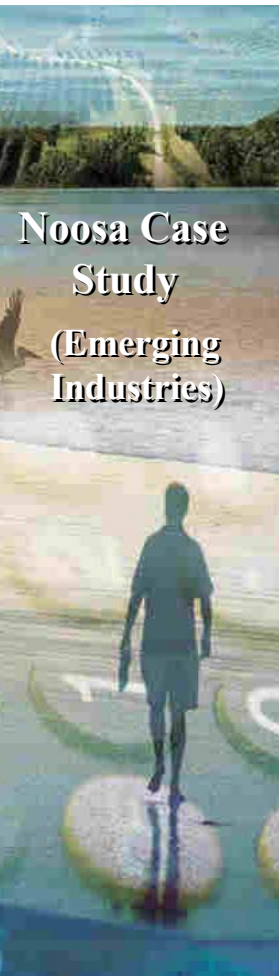
# Emerging high value-low volume industries



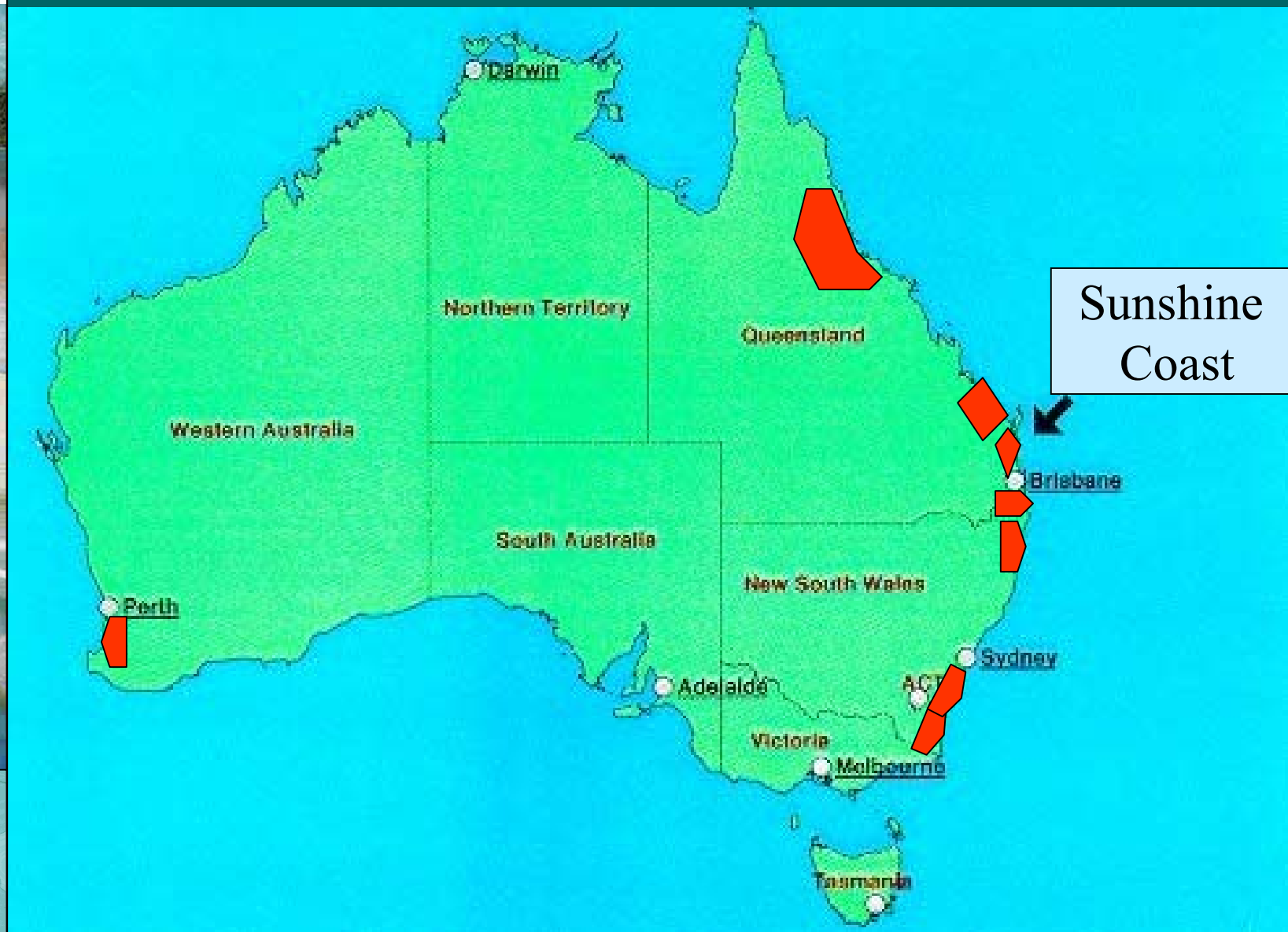
Photos courtesy of Noosa News



# Where are the “lifestyle regions”



Noosa Case Study  
(Emerging Industries)





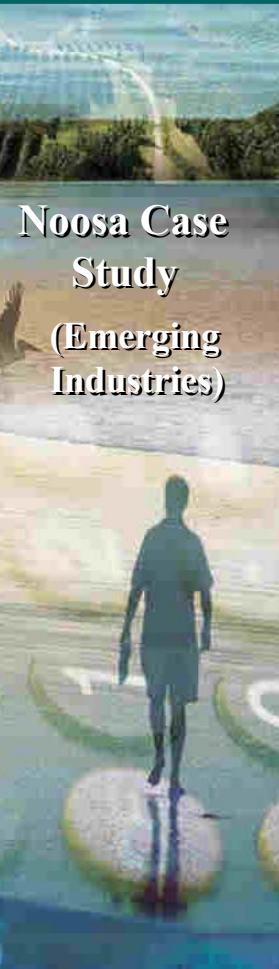


# Lifestyle Region

- Beautiful region, people want to live here and holiday here

*The Australian Financial Review has listed Noosa in the top 5 of the best places to live in Australia*

- Benefits from proximity to Brisbane and airports



Noosa Case Study  
(Emerging Industries)



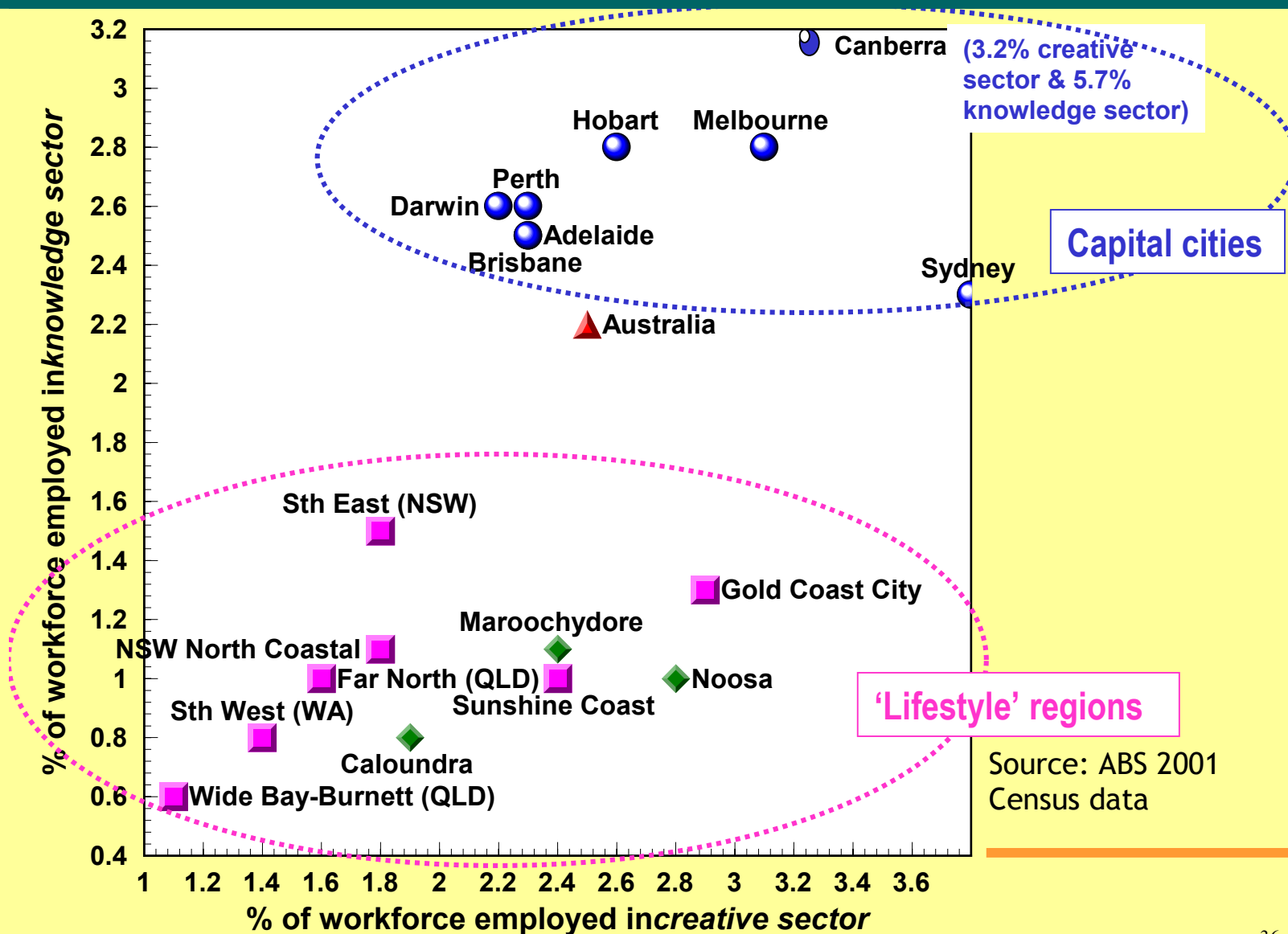
LOCAL GOVERNMENT  
MANAGERS AUSTRALIA





# Knowledge Industries - Creative Sector

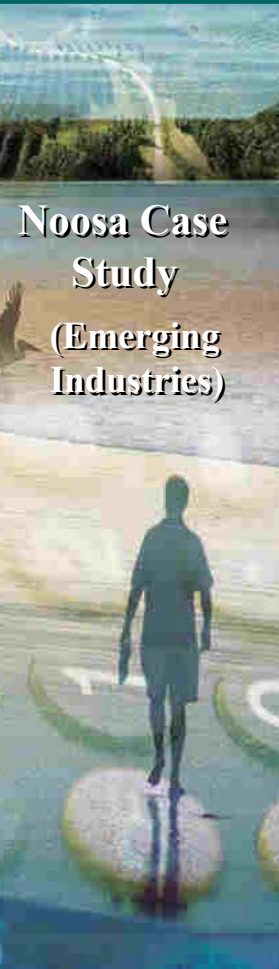
Comparing capital cities & 'lifestyle' regions



Source: ABS 2001 Census data

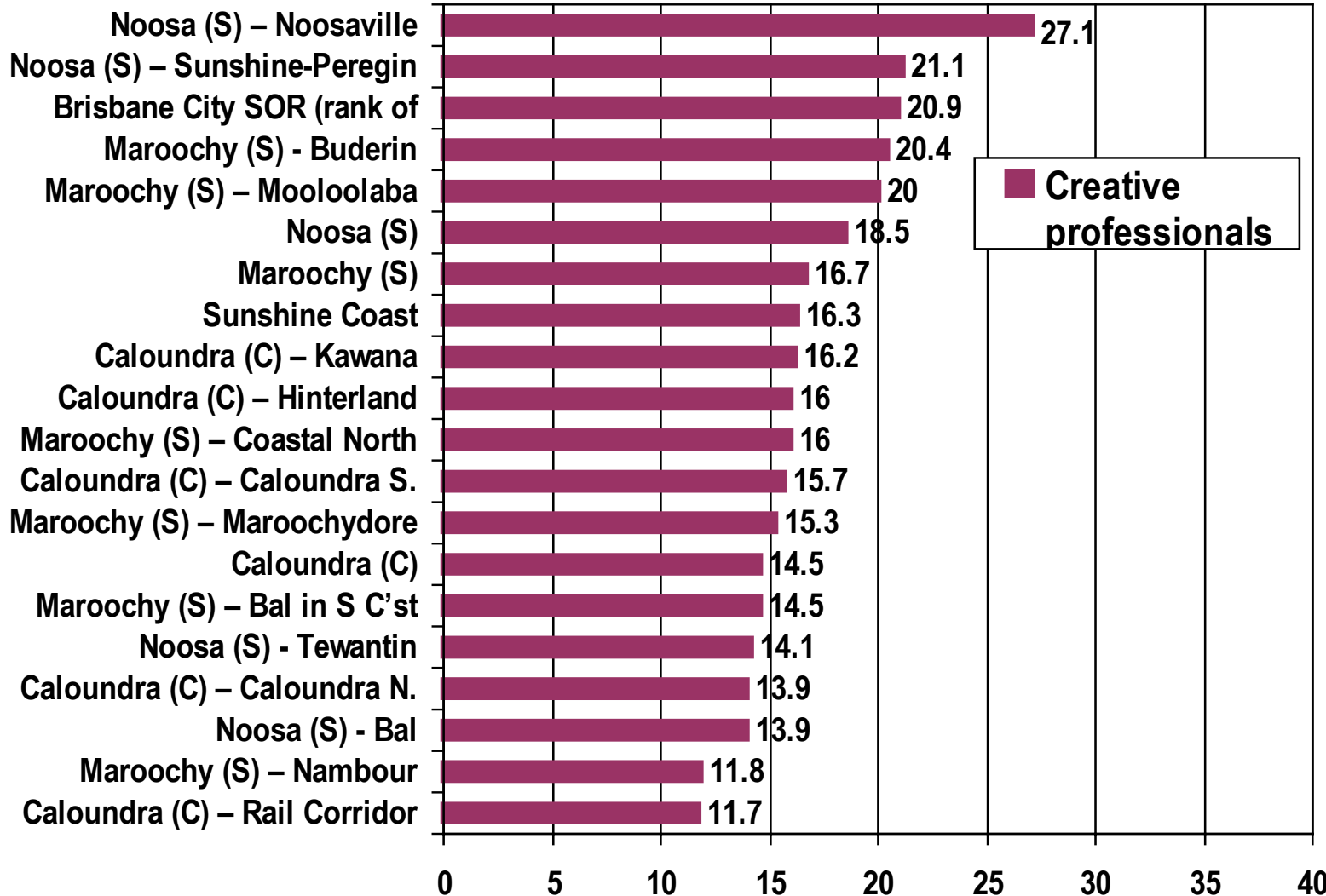


# Percentage of workforce in the *'creative class'*



Noosa Case  
Study  
(Emerging  
Industries)

percentage

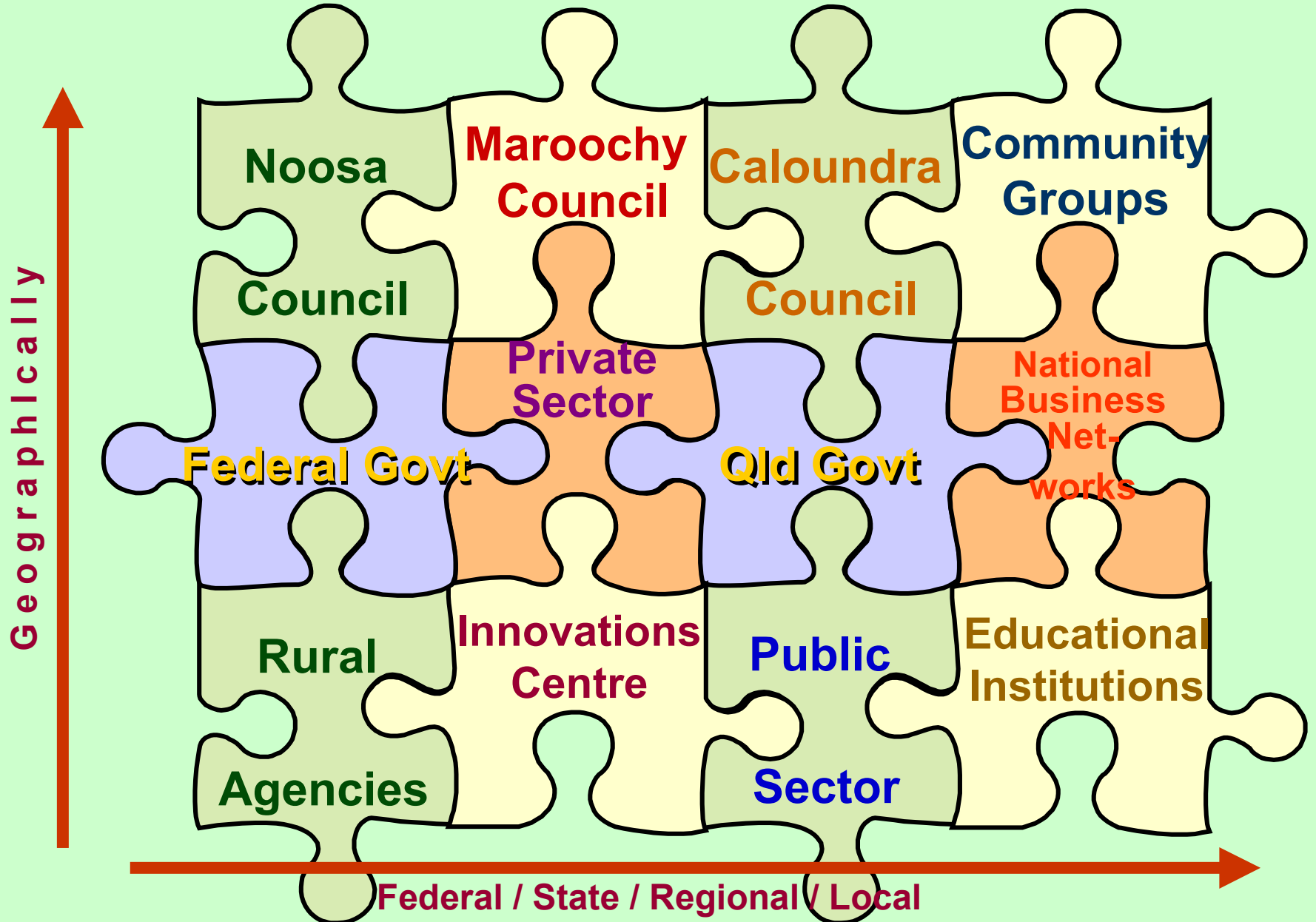


Noosa Shire's locations of the emerging knowledge economy

Areas with comparatively higher creative professionals, use of home offices, home computers & internet than Noosa overall, QLD and Australian averages



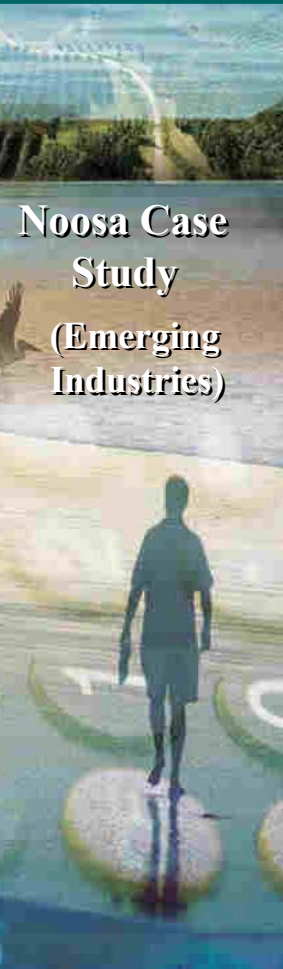
# Cross Collaboration







# Noosa Economic Strategies & Innovations Unit



Noosa Case  
Study  
(Emerging  
Industries)



## surprisingly smart

businesses on australia's sunshine coast

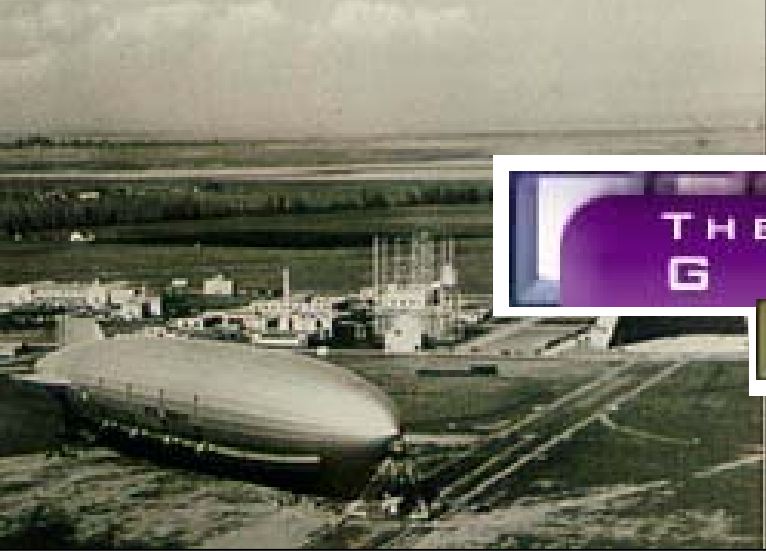


LOCAL GOVERNMENT  
MANAGERS AUSTRALIA



# The Development of the New Economy

	Source of innovation	Competitive advantage	Key options
TRADITIONAL economy	<i>co-location</i>	<i>economies of scale</i>	<b><i>clusters</i></b>
DIGITAL economy	<i>technology</i>	<i>product innovation</i>	<b><i>anchor tenants</i></b>
INFORMATION economy	<i>virtual integration</i>	<i>economies of scope</i>	<b><i>ICT</i></b>
KNOWLEDGE economy	<i>learning communities</i>	<i>wisdom &amp; insight</i>	<b><i>human capital</i></b>



*A 1934 image of the Dirigible airship at Moffett Field, in the US Naval Air Station, Sunnyvale*

**GOVERNMENT**



**UNIVERSITY**

*Stanford University Campus. Discoveries in radio at the beginning of the 20th century and later innovations in electrical engineering that took place at Stanford set the ground work for the Silicon Valley revolution.*



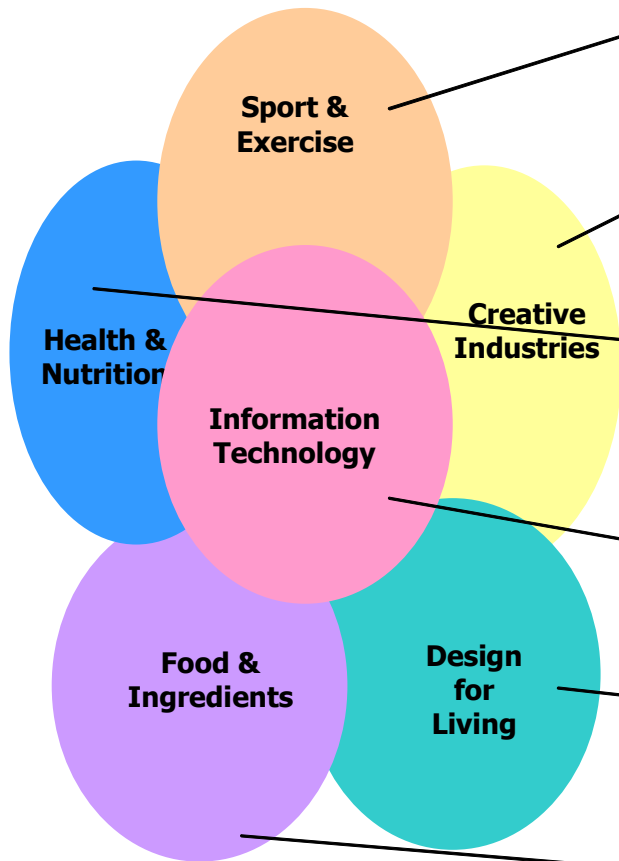
*Peach sorters. San Jose, by 1939, was the largest canning and dried-fruit packing center in the world*

**INDUSTRY**

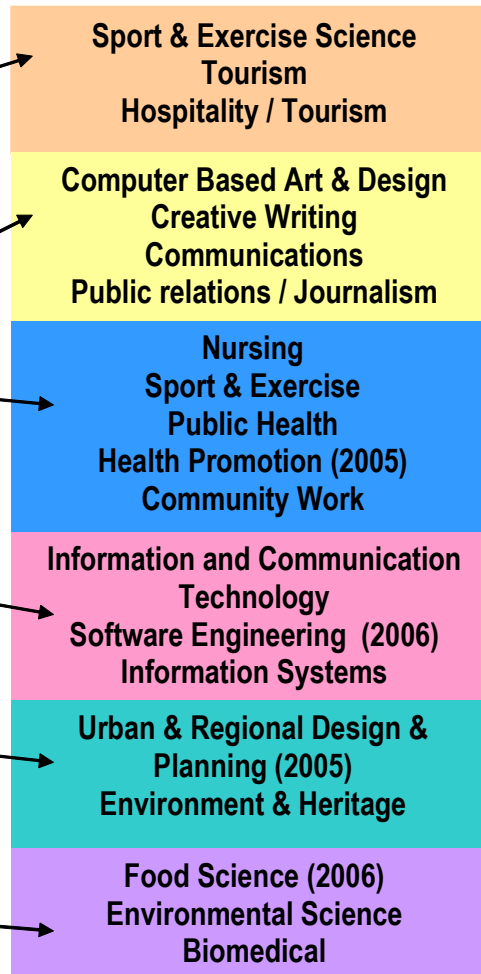


# University of the Sunshine Coast

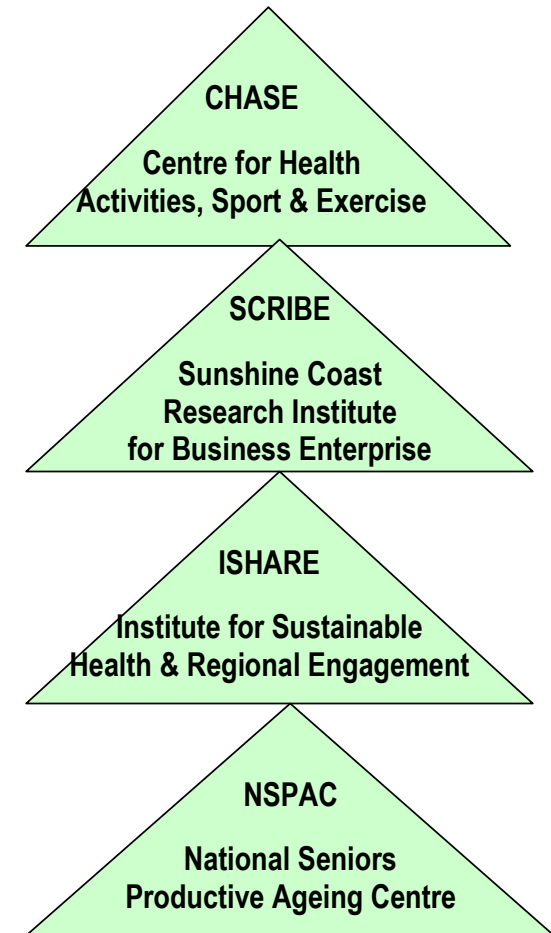
## Emerging industries of the Sunshine Coast Region



## Selected USC Programs



## USC Research Institutes & Centres



**CHASE** – undertakes research that assists in understanding and enhancing sports performance and the development of healthy activities in the community.

**SCRIBE** – undertakes research and consulting activities including the monitoring of regional economic activity, and studies aimed at improving the region's sustainable industries and employment opportunities.

**ISHARE** – undertakes to enhance human and environmental wellbeing through research, research training and regional engagement.

**NSPAC** – incorporates innovative policies and programs to advance productive lifestyle options for all seniors.



# Changing the culture of commerce

- *Running a region is running a business*
- *You have assets and talents*
- *There are plenty of precedents*
- *Learn from the private sector*

## Three examples:



# Product Driven Innovation



Capture life's most precious moments and everything in between.  
From Digital Cameras to Computer Products to Film,.

**FUJIFILM's**  
*diversified products*



Digital Cameras  
and accessories



Consumer AV  
- Audio  
- Video  
- DVD  
- Accessories



Personal Data Storage  
- Flash media  
- Optical media  
- Magnetic media



Film Photography  
- Film  
- Film cameras



QuickSnap one  
time use cameras



Film

Digital Cameras and Accessories

# Technology Driven Innovation



# Technology Driven Innovation



## BIC SPORT - Surfboards, Kayaks & Water Sport Accessories

Formed in 1979, Bic Sport has always had a passion for the sea and water leisure.

Established just a few kms from the Atlantic Ocean, BIC's origins are very much rooted in board and surf sports such as windsurf and surf. BIC Sport has become the world market leader in both activities. For over 20 yrs BIC Sport has also been manufacturing other water toys and accessories.



Quassou

Bilbao





# Sport Surfboards



Extracts from BIC Sport's web site

AES Technology

ETS Technology

G-BOARDS

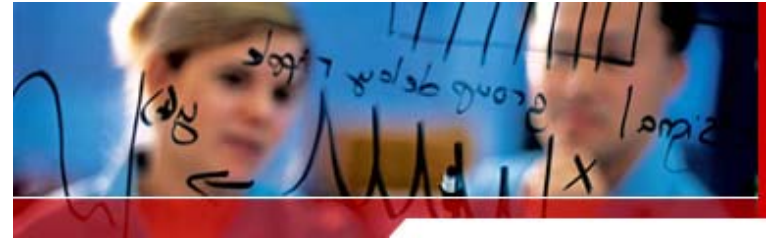


Our goal is to share with others the thrill of surfing providing outstanding surfboards that perform in a wide range of conditions for a broad spectrum of surfers. Only because of our continued dedication and commitment to quality can we ensure that every BIC Sport Surfboard we build will provide exceptional performance - exactly as it was designed.

# Market/Customer Driven Innovation

## 3M Worldwide

3M is a diversified technology company serving customers and communities with innovative products and services.



### major 3M countries:

Brazil

Canada

China

Germany

Japan

Korea

United Kingdom

United States

Innovative and  
*Practical Solutions*  
from a Diversified Technology Company

- Commenced in 1902 making sandpaper
- Produced abrasive cloth called “Three-M-item”
- 14 yrs before being profitable
- Early philosophy of innovation
- Today 3M is a \$16b diversified technology company with more than 40 business units organised into 7 markets.

# 3M Businesses

3M serves customers through seven business segments, which increase speed and efficiency by sharing technological, manufacturing, marketing, and other resources.

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## Consumer and Office Business

Supplying an array of products that keep homes cleaner, offices organized and buildings well-maintained, we're home to some of the world's best-known brands.



## Industrial Business

Our products and services help manufacturers improve their businesses by achieving new levels of quality and operational efficiency.



## Safety, Security and Protection Services Business

Our products increase the safety, security and productivity of workers, facilities and systems around the world.



## Transportation Business

We provide the transportation market with products and components for the manufacture, repair, and maintenance of autos, aircraft, boats and other vehicles.



## Display and Graphics Business

We're a world leader in optical films, lenses used in projection televisions, touch monitor technology, reflective sheeting's, and materials and systems for producing high-performance, attention-getting graphic images.



## Electro and Communications Business

We're a leading supplier of innovative solutions to the electrical, electronics and telecommunications industries.



## Health Care Business

We help health care professionals improve the quality and efficiency of health care throughout the world every day.



# Market/Customer Driven Innovation

**3M** Worldwide

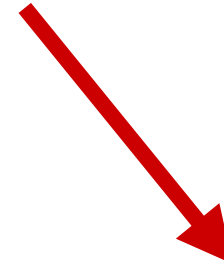


A trusted leader in innovative auscultation technology. Littman stethoscopes are renowned worldwide for unsurpassed quality. The 3M Littman brand name is your assurance of precision, acoustical superiority, innovative design and exceptional performance.

From sandpaper



To sticky tape



To stethoscopes



2003/04 NOOSA BUSINESS SURVEY

# FACT SHEET 6:

September, 2004

## Noosa's Knowledge Economy

### Introduction

This is the sixth in a series of Factsheets reporting on the results of the 2003/04 Noosa Business Survey carried out by Noosa Council in December 2003. Information from the 2003/04 Noosa Business Survey contained within these Factsheets is supplemented by additional research on the Noosa economy carried out by Corporate Diagnostics Pty Ltd, the AECgroup Ltd and National Economics.

### Noosa's knowledge economy strategy

Noosa has a defined development and population capacity based on environmental carrying capacity, infrastructure and community preference. Noosa Council also has a sustainability strategy based on the protection and enhancement of the natural environment. Because of this, economic growth cannot be dependent on the traditional notion of increasing volumes of industries or businesses. Noosa's economic strategies need to support industries that return higher value to the economy for lower volumes of people and with lower environmental impact. For this reason, Noosa Council and the Noosa Economic Sector Board have identified strategies that focus on attracting and supporting the knowledge and creative industries which return higher value to the economy per employee and which recognize the knowledge sector as a key emerging sector in the Noosa economy (refer Fact Sheet 5).

### Knowledge industries

The knowledge sector is made up of: knowledge industries; knowledge workers; and an innovative environment. The Noosa Economic Sector Board proposes that a knowledge economy will thrive in an environment that encourages innovation and that attracts knowledge workers and knowledge industries.

Knowledge industries include industries within both the knowledge and creative sectors. In recently commissioned

### Knowledge workers and innovative environment

The Australian Local Government Association 2002 "State of the Regions" Report identified the Sunshine Coast as one of the leading "lifestyle regions" in Australia. In 2003, Noosa Council commissioned similar research to measure and monitor the extent of the knowledge based workforce and innovation in the Noosa area.

Figure 1 presents a 'knowledge industries index', calculated by combining the percentage of the Noosa workforce engaged in the knowledge and creative sectors into one overall figure. Figure 1 shows the results for the Knowledge Industries Index for all Australian States (left-hand column), all Australian cities (centre column) and all Australian "lifestyle regions" (right-hand column). Based on this definition of knowledge industries, Canberra/ACT have the highest percentage of their workforce engaged in knowledge industries (8.8%).

With the exception of Canberra, the largest Australian States, major Australian cities and Australia overall have around 5% to 6% of the workforce employed in the knowledge sector. Queensland has an average of 3.8%, Brisbane has around 4.9% and Noosa 3.8% of the workforce in this sector. Noosa has the second highest representation of knowledge industries of all Australian lifestyle regions – second only to the Gold Coast.

Figure 2 is one measure of innovation. It shows patent applications as a key indicator of Noosa's innovative environment and compares this with other Sunshine Coast locations and with the Brisbane average. On this measure, Noosa Shire and three key areas within Noosa rate highly.

### Multipliers to the Noosa economy

The knowledge sector has been identified as a sector which returns a high multiplier to Noosa's Gross Regional Product (GRP) per number of employed persons. Stimulating growth in these industries supports a high value-low volume-low impact



# Conclusions from Practitioners from one Local Economy



## Conclusion

- Model your economy
- Invest in quality research
- Know & respond to your market
- Maintain a strong basis of local and up-to-date evidence to guide local & regional strategies
- Engage and re-engage with your community
- Collaborate with the private sector – harness local talent and creativity
- Collaborate with key partners at a regional level
- The role of Local Government is about steering the economic direction
- It is also about taking your foot off the brakes !



# Retrofitting the Ship of State



Conclusion

“The classic image of politics is that of the (city) state as a ship sailing with the **government equivalent to the captain and crew with special skills and knowledge.**

The city like the ship, is an instrument, has been built by humans to subjugate chance, contingency, nature and external danger”.

***The new economic leadership role of Local Government***

Christine Ammer; (1997) The American Heritage Dictionary of Idioms; Houghton Mifflin Company.



# LGMA National Congress

## Future Directions



# Retrofitting the Ship of State

*The role of Local Government in steering the new economy*

**Fiona Wilson - Noosa Council**

**Peter Bycroft - Corporate Diagnostics**

