

Noosa Shire Local Economic Plan



*“A dynamic and resilient
economy for generations
to come.”*



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Disclaimer

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Noosa Shire is located in South East Queensland, approximately 120 kilometres north of Brisbane. The region is bounded by the Gympie local government area in the north and west, and the Sunshine Coast local government area in the south. The Shire encompasses a total land area of 871 sq km with more than 800 kilometres of roads and nearly 450 kilometres of bikeways. In 2007 the Shire was designated a Biosphere Reserve by the United Nations Education, Scientific and Cultural Organisation (UNESCO) through their Man and the Biosphere (MAB) program.

More than 53,000 people call Noosa home, this figure swells significantly during peak holiday periods. For example, more than 110,000 visitors overnighted in Noosa between January and March 2015, with a further 97,000 day visitors in the same period. Under the current Noosa Planning Scheme, the idealised sustainable resident population has the capacity to grow to 62,000.

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Executive Summary

Noosa is recognised as one of Australia's most desirable places to live, work and visit, thanks to its outstanding beauty, mild subtropical weather and enviable lifestyle opportunities. A strong economy is one of the essential elements necessary to sustain this. This Plan looks beyond tourism-driven economic growth and employment, towards a more resilient and diversified economy. Furthermore, it complements existing community values while considering opportunities for careers and businesses to flourish.

The Noosa Shire Local Economic Plan's aim is to broaden the economic structure of the local economy by achieving growth in 'smart' industry sectors that offer high economic value and low environmental impact. Particularly those that export outside of the Shire and align with our environmental and social values.

Fundamental to a shift towards a smart economy is the attraction and retention of skilled and talented people, and the development of collaborative institutional alliances and connections.

Noosa's economy relies significantly on the tourism, retail and construction sectors and is home to approximately 7,400 businesses, which are mainly small or micro businesses. It is also home to a range of very successful entrepreneurs and skilled businesspeople.

Noosa has an ageing population. In 2011 the median age for the Shire was 46 years compared to 38 and 36 years in the South East Queensland Region and the State respectively.

Three of the top 5 employment sectors in Noosa are primarily geared towards providing for local residents and tourism driven industries. They are retail, accommodation & foods services, and construction. The retail and accommodation and food services sectors also offer the lowest wages, and this, combined with high proportion of part-time work in the region, sees Noosa Shire report a median household income below that of the SEQ Region and the State.

Noosa Shire has an unemployment rate of 7.3%. Gross Regional Product was \$2.6 billion in 2013-14. This has grown 2.5 % per annum over the past 5 years which is above that of the SEQ Region at 2.2% and 2.1% for the State.

This Plan identifies: industry diversification; effective land use planning; enterprise support; essential infrastructure; skilled and connected businesses and implementation; and monitoring and reporting as key themes to achieve diversification. Healthcare and wellness, digital economy, environmental industries, rural enterprise, creative industries and professional services are recognised as priority industry sectors of competitive advantage that will support economic growth and provide employment opportunities.

This Plan was developed consistent with Council's sustainability principles and in collaboration with the community. Community opinion was sought via two public workshops and through Council's on-line community engagement portal, Your Say Noosa. A Project Focus Group made up of representatives from the community, business and industry reviewed information obtained during community consultations. The Group then identified gaps, and contributed, tested and prioritised ideas.

The delivery of this Plan will be the result of collaborative projects undertaken in partnership with business, industry and government agencies, as well as business representative groups and organisations. The Action Plan will be reviewed annually and updated to reflect the outcomes of the review. As part of the annual operational planning and budget process, an Implementation Plan will be developed, that describes priority initiatives and identifies partners or lead agents where known.

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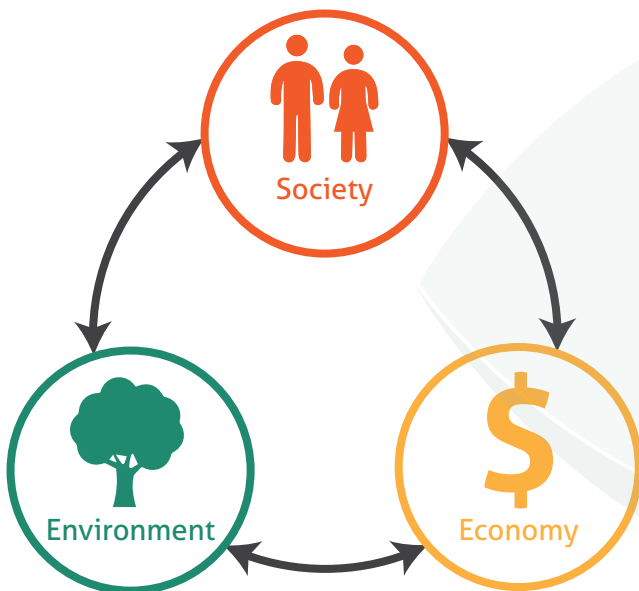
Introduction

“The sustainable increase of living standards that delivers higher incomes, better education, health and well-being as well as environment protection resulting from conscious and applied effort. At its core, economic development is about improving the quality of life experienced in your community.”

LGAQ - Economic Development Definition

The Noosa Shire Local Economic Plan (the Plan) aims to broaden the economic structure of the local economy by achieving growth in ‘smart’ industry sectors that have high economic value and low environmental impact. It recognises the interdependence of the economy with the environment and the community. It also aims for the best use of available resources.

- The Noosa Plan (Planning Scheme)
- Noosa Community Economic Sector Plan 2002-2015
- Economic Strategies and Innovations Implementation Strategy 2004-2007
- Sunshine Coast Council Economic Strategy 2011 and Sunshine Coast Regional Economic Development Strategy 2013-2033.



Council recognises that business and industry drive economic development and that government and other organisations make significant contributions to the setting in which they operate.

The Plan identifies key themes and priorities that will support growth in industry sectors offering competitive advantage, particularly those that export outside of the Shire and align with our environmental and social values. It draws on the strengths of previous Council plans:



“Place is the factor that organically brings together the economic opportunity and talent, the jobs and the people required for creativity, innovation, and growth.”

Richard Florida

Council can influence the business environment in the following ways:



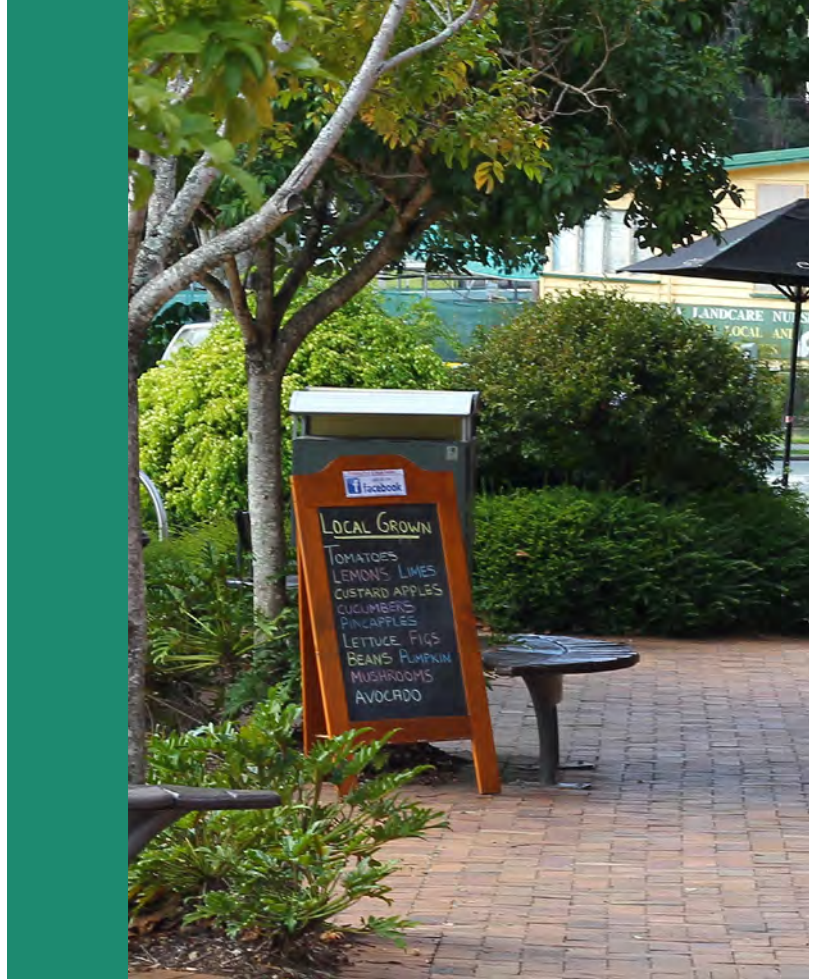
Growing our economy is not a “develop at all cost scenario” but rather a dedicated plan to grow the value of our priority industry sectors. These sectors support the social and environmental values of our community and strengthen our quality of life.

This Plan is developed in line with Council’s Sustainability Principles:

- Resources are sustainably managed so that the lifestyle of the community is preserved, without compromising the ability of future generations to meet their own needs.
- Noosa’s economy is prosperous, diverse and protective of its unique environment.
- Noosa residents belong to a community that values its diversity, accessibility and affordability.
- Noosa’s community is inclusive, connected and resilient and encourages participation and information sharing.
- Noosa’s community benefits from quality places and programs that enhance wellbeing and support creative, active and healthy lifestyles.
- Good governance is achieved through effective and efficient decision-making that is focused on the best interests of the community.

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The Noosa Context



To inform the development of this Plan:

- AEC Group Ltd, a leading Australian consultancy specialising in economics, was engaged to prepare an economic profile for the Noosa Shire. The full version of the Economic Profile can be found in the background documents that support this Plan and a summary can be found at Appendix 1. AEC was tasked to:
 - » form a baseline from which to monitor and measure the economy over time
 - » provide information to assist business and industry in decision-making
- A project focus group was established to review information obtained at community consultation, identify gaps and contribute, test and prioritise ideas.
- Community opinion was sought via two public workshops and through Council's on-line community engagement Portal Your Say Noosa.

Key findings:

- an economic structure heavily reliant on tourism, retail and construction
- historically high population driven economic growth, predicted to slow to less than 1.0% in the future
- low household incomes and lower full-time employment rates
- an ageing population
- strong brand awareness
- Noosa Shire is home to a large number of very successful entrepreneurs and business people
- business and industry are ready and willing to partner and collaborate to implement this Plan.

COMMUNITY SENTIMENT

"Noosa is well known as a tourism destination and tourism is a large part of the local economy that can provide a strong platform of leverage for other parts of the economy."

A SWOT analysis was conducted at the public workshop of 25 May 2015, which noted the following:

STRENGTHS

- Strong existing brand
- Existing tourism market
- Strong community
- Strength and quality of local business people/residents

WEAKNESSES

- Lack of available land for employment and economic uses
- Inflexible/old planning scheme
- Insufficient broadband connectivity
- Reliance on tourism
- ‘Unfriendly’ business environment

THREATS

- Maintaining the strong brand (and protecting it)
- Lost opportunities due to lack of broadband connectivity
- Increasing social inequality
- Inability to diversify the economy through high value activities
- Complacency

OPPORTUNITIES

- Tourism (potentially expanding and diversifying the local industry)
- Aged care/retirement living
- Creative industries and digital technologies
- Health and wellness
- ITC and professional services

The consultation process revealed that the community wanted to see an innovative, sustainable economy aligned to the Noosa brand. At the same time, the community felt it was important that the future economy:

- be viable and include a range of profitable businesses and good jobs
- be focused on high value-adding economic activities, and
- have a more diversified economic structure.

Furthermore, they identified the need for this Plan to:

- Provide clarity and certainty - the private sector must be able to easily and quickly understand what the overall objectives are, aiding them to understand how best to participate.
- Focus on outcomes – with an emphasis on activities and actions as opposed to more discussion or further planning.

- Ensure accountability - and thus clearly articulate goals for activities and who is responsible. It should be clear in terms of what the Council’s role in economic development is and what activities the Council will be responsible for (and be held accountable for). Equally, activities and roles of other organisations should be clarified and the same accountability measures applied.

A complexity in planning for community economic benefit is engaging with and providing support for different age segments, for example youth, families and seniors and the transition from one to the other. Each segment has different training and employment needs that should be catered for.

Population



53,052

As of 30 June 2015
↑ represents 10,000 people

Approx. 62k

2036 Population Forecast
.08% Forecast Growth



46.9

Median Age at 30 June 2014

Gross Regional Product

2013-2014

\$2.6
Billion



Ave Growth 2008-2014

Significant Industry Sectors



Construction

\$235.4m

11.2 %



Health Care &
Social Assistance

\$228.0m

10.8 %



Retail Trade

\$282.9m

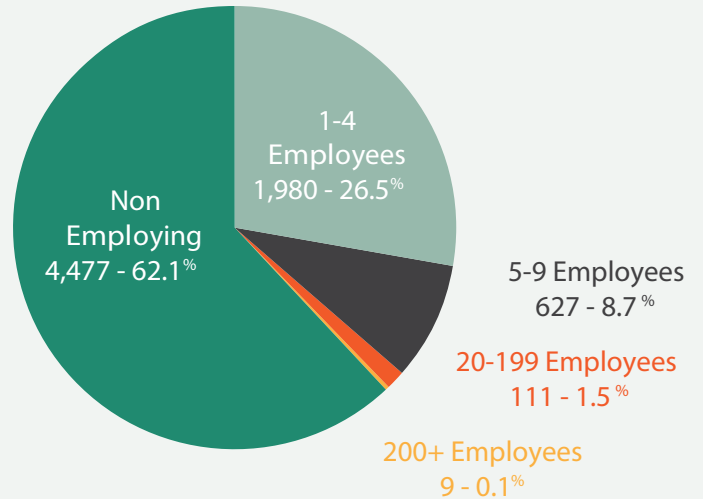
13.5 %

Business Counts

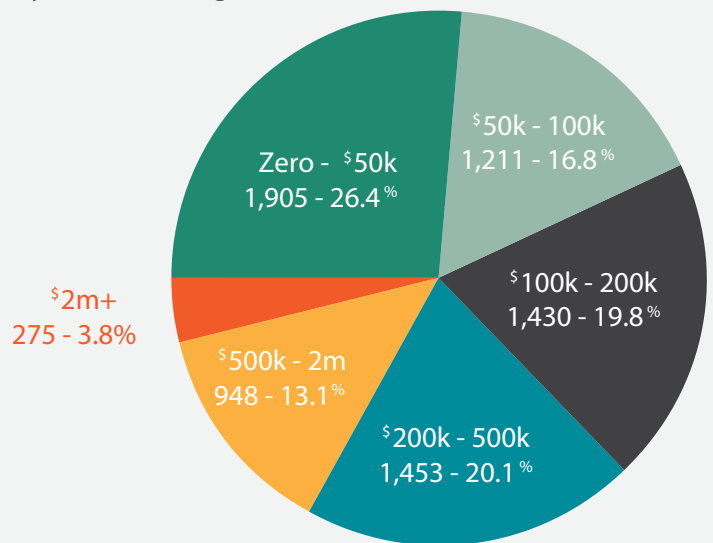
No of businesses June 2014

7,204

By Employment Size



By Turnover Range



Labour Force



Dec 2014

Labour Force 27,055 Persons

Employed 25,085 Persons

Unemployment 1,970 7.3 %



Average Weekly Income

2011 Census in Relevant Industry Sectors

\$1,175.20	Financial & Insurance Services
\$1,074.30	Professional, Scientific & Professional Services
\$1,019.40	Construction
\$1,013.10	Education & Training

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The Economic Vision

“The Committee for Economic Development Australia (CEDA) recently released a report on the future of Australia’s workforce. It clearly states that “the path to prosperity in this new global order will be innovation” and that “the commodity in scarce supply will be ideas”.

The vision statement for this Plan is: **“A dynamic and resilient economy for generations to come.”**

We will achieve this vision by focusing on:

- encouraging business growth in industry sectors that have low environmental impact and high economic value
- leveraging and enhancing Noosa’s brand
- recognising and supporting sustainable tourism as an ongoing key economic driver
- recognising education as a key feature of knowledge economies
- focusing on Council’s regulatory role (for example the planning scheme) that enables business development in industry sectors of competitive advantage and opportunity
- encouraging a spirit of entrepreneurship and innovation within the Noosa community
- advocating on behalf of the community
- supporting specific strategies focused on developing priority industry sectors:

health and wellness

- » digital economy
- » environmental industries
- » rural enterprise
- » tourism
- » professional services
- » creative industries.

There is a role for Council to play in economic development, particularly in the establishment of an environment that is conducive to business development, that is in-line with the community’s social and environmental values. However many other organisations (including federal and state governments, chambers of commerce, Tourism Noosa, and private enterprise) play an important role in the development of the local economy.



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The Local Economic Plan

Noosa shares the challenge of developing high value, low impact knowledge industries with many other regions. However we have the opportunity to tailor our response to our own circumstances. While this will include a number of universal approaches to business development, such as networking, technology uptake, grants and/or funding and promotion, it takes, above all, a home-grown response to our local opportunities, challenges and issues.

There is little disagreement that knowledge and ideas are the currency of future economies, particularly as the global trend toward more serviced-based economies continues. Actions associated with this Plan look to create an environment that supports business and industry to be more innovative, and to both explore and develop original concepts and ideas. Important to this will be the retention and attraction of skilled and talented people and the establishment of alliances between council and stakeholder organisation and institutions across priority sectors.



Local Economic Plan

Strategic & Policy Direction - Rationale, Objectives, Priorities. 5 Year Plan



Action Plan

Annual - High Level Priority Actions to Achieve Strategic & Policy Direction. Reviewed Annually



Implementation Plan

Annual Projects - Who Does What, When and How

Focus of Actions

- replace population growth with growth in industry sectors that have high economic value, particularly those that have a low environmental impact and export products and/or services outside of the Noosa Shire
- diversify the structure of the local economy and grow smart, high value industry sectors particularly those that export products and/or services outside of the Noosa Shire to limit exposure to sudden and/or unexpected negative changes in key industries
- encourage business growth in sectors that provide a wider range of employment options and pay scales
- utilise the strong Noosa brand to grow nominated priority industry sectors
- leverage local expertise to support the diversification of the local economy
- explore collaborative industry-driven models to deliver local economic development
- explore new models to fund local economic development
- Establish and/or strengthen existing alliances with stakeholder organisations and institutions, and governments to leverage resources and share information and connections.

Local economic priorities have been considered in the following context:

- fit with Noosa’s economic vision
- align with Council’s sustainability principles
- meet community aspirations
- directly addressing an opportunity/challenge
- where a lever for local intervention exists
- best use of available resources
- available timeframes
- ease of Implementation
- environmental impacts
- consistency with Noosa brand and Noosa values
- interdependencies between economic, environment, and social needs.

During consultation, the Project Focus Group advocated to establish a collaborative organisation that uses the resources of the Noosa community to drive and coordinate the implementation of this Plan. Such a structure would take a partnership approach, similar to both Tourism Noosa Ltd and the newly formed Noosa Biosphere® Reserve Foundation. Options to establish such a group will be explored.

Resourcing

To ensure best use of available resources, and in the spirit of collaboration, this Local Economic Plan will consider relevant programs and/or services being led or provided by other levels of government or councils, where there are shared priorities.

COMMUNITY SENTIMENT

Doing nothing will lead to continuation of the norm and stagnation in the economy, which inevitability will create high levels of social inequality.

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Local Economic Priorities

1. Industry Diversification Priority Sectors
 - » Health & Wellness
 - » Digital Economy
 - » Environmental Industries
 - » Rural Enterprise
 - » Creative Industries
 - » Professional Services
2. Effective Land Use Planning
3. Enterprise Support
4. Essential Infrastructure
5. Skilled & Connected Businesses
6. Implementation, Monitoring & Reporting

Diversify the Economy by Growing Priority Sectors:

Objective: Diversification of our local economic structure.

Who:

Priority Sectors:

- Health and wellness
- Digital economy
- Environmental industries
- Rural enterprise
- Tourism
- Creative industries
- Professional services

The priority sectors have been identified to drive that change because:

- They are a good fit with the sustainability aspirations of this community and offer growth potential in industry sectors that have high economic value and low environmental impact.
- Our Shire demonstrates a competitive advantage in that sector and a clear opportunity has been identified.
- They are market driven and strongly supported by the local business community
- They align with accepted trends, and state and federal government priorities.

The priority sectors do not align with the Australian Bureau of Statistics (ABS) - Australian and New Zealand Standard Industry Classifications (ANZSIC) which is traditionally used for the standardised collection and measurement of economic data on an industry basis. The local economy will continue to be tracked and measured based on data accessed from ABS using the ANZSIC.

What:

Diversification of our industry structure will minimise the impact of economic shocks or downturns in the local economy, particularly in those sectors that are most vulnerable such as retail, tourism and construction. It will also assist job opportunities to emerge across a variety of industry sectors.

The Noosa economy reflects the trend being experienced by other developed economies, that is, away from traditional manufacturing to more serviced-based businesses; shifting from creating goods to providing services that can be exported globally. This trend is driven by technology plus an educated and well-trained workforce. This service economy sees increased demand for business services such as finance, insurance, legal, accounting, ITC, marketing and so on, as well as travel, education and creative industries.

The construction, tourism and retail sectors have been, and will continue to be, key contributors to Noosa Shire's gross regional product and thus provide a significant number of jobs. It is the intention of this Plan to recognise the contribution of these established industries and at the same time focus on broadening Noosa Shire's economic structure.

COMMUNITY SENTIMENT

There has been a lack of investment in economic development and diversification.



How:

Action will aim to grow the number of jobs and the contribution to GRP in priority sectors. In order to measure progress of this Plan, the nominated priority sectors will be further defined. ANSZIC codes relevant to each sector will be identified and gross regional product and employment data gathered and monitored over time for each, for example:

Current Status	
Metric	Size
GRP (2013-14)	\$
Employment (2001)	%
Goal - Annual % growth higher than overall GRP growth	

“High Impact entrepreneurship is more important than ever. There is almost nothing more important to the global economy. As the industrial economy falls away with increasing speed and half the world’s current jobs will be replaced by software, it becomes critical to build thoughtful programs to nurture the entrepreneurial renaissance that will take its place.”

Bjoern Lasse Herrmann author Global Start-up Ecosystems Report



Health & Wellness

Who:

According to the ANZSIC, health care and social assistance includes, among other things, hospitals, medical services, residential care, allied health services, pathology and diagnostic services, plus child care services.

For the purposes of this Plan, the wellbeing sector has been included given that:

- healthcare begins with preventing illness through wellness
- the Noosa brand supports the wellness market with a tourism focus
- events such as the Noosa Multi Sports Festival and Triathlon, the Noosa Festival of Surfing, King of the Mountain, and Noosa Ultimate Sports Festival are conducive to health and wellness and to Noosa's outdoor lifestyle and climate
- high standard infrastructure such as the Noosa Aquatic Centre, Noosa Leisure Centre and the Noosa Trail Network support healthy lifestyles.

What:

The health and wellness sector:

- Is growing strongly locally, regionally and nationally
- Ageing population will stimulate need/demand for services in this sector
- Has been identified as a future driver of innovation and technology
- Provides a range of employment opportunities
- Has direct links to education and training opportunities
- Supports local wellness, revitalisation and remedial businesses and the healthy lifestyle appeal of the area

This sector is trending positive locally, regionally and nationally, driven by our ageing population plus advances in technology, diagnostics and treatments. The sector also relies on the same lifestyle factors that underpin the popularity of tourism and make Noosa a much sought after destination.

While the ageing population may imply that a shrinking workforce could produce less in gross economic terms, it also indicates that there will be demand for a range of goods and services specific to an older demographic. Our ageing population is looking to remain active and healthy for longer. This will drive opportunities in wellness industries.

It is expected that there will be an increasing focus on enabling people to remain in their family home longer rather than transition into care facilities. This will create opportunities around in-home care services.

Noosa provides below the industry average of aged care beds per capita: a gap the market will look to fill, thus creating increased investment and job opportunities.

Healthcare is expected to be a key sector for innovation through technology. The CSIRO has identified health (and biosecurity) plus wellness as a key focus area, driven by the 'forever young' megatrend where people seek activities that make them feel better and live longer. Finally, the sector provides a wide variety of employment options, from highly skilled through to unskilled, with many workplaces employing large numbers - as opposed to the generally smaller numbers employed by boutique knowledge-intensive businesses.

How:

The annual implementation plan for this sector will include initiatives that aim to facilitate increased:

- employment and career opportunities
- business activity
- collaboration and clustering
- education and training opportunities.



Digital Economy

Who:

Digital industries are captured in a number of Australia and New Zealand Standard Industry Classifications. For example internet service providers, web search portals and data processing services sit within the information media and telecommunications classification whereas computer system design and related services sit within the professional, scientific and technical service classification.

For the purposes of this plan the focus of actions is centred on: the provision of critical infrastructure necessary to support the use of technology; assisting an entrepreneurial start-up sector to grow and prosper; and supporting the growth of existing and new digital economy businesses across all industry sectors.

What:

Digital technologies are:

- driving innovation
- changing the way businesses operate
- opening new channels to global markets
- a high value-adding sector
- an export focused sector
- have a strong link to education and training.

We are in the midst of a global trend that signals a paradigm shift in the way business is carried out, including how business engages with its customers.

The digital economy extends beyond just the ICT sector and significantly affects the competitiveness of all businesses. It is widely accepted that technology enables many businesses to achieve productivity gains and lowers costs relating to production, marketing, sales, back office processing and reporting.

The Sunshine Coast Digital Action Plan led by Regional Development Australia Sunshine Coast suggests that digital innovation positively impacts on supply chain management, process automation, real time reporting, business intelligence capabilities and enables greater mobility.

It is globally recognised that technology-based businesses are important drivers of economic growth and innovation. Start-up Aus believes that Australia is not keeping pace with the rest of the world, has “under-invested” in hi-tech industries, and this has resulted in many technology companies leaving not only regional areas but Australia generally in search of talent, capital and a more supportive regulatory environment.

The digital economy supports diversification in a high value low impact sector that has the potential to have a substantial and positive impact on regional exports. It is a sector that embraces clustering and collaboration, that links strongly to education, and which is a strong contributor to employment growth. Additionally Noosa boasts a range of co-working spaces, serviced offices, networks, business mentors and is home to a number of successful digital entrepreneurs.

“Innovation industries bring good jobs and high salaries to communities where they cluster and their impact on the local economy is much deeper than their direct effect. Attracting a scientist or software engineer triggers a multiplier effect, increasing employment and salaries for those that provide local services. In essence, a high tech job is more than a job... research shows for each high tech job, five additional jobs are created outside the high tech sector.”

Source: Enrico Moretti (2012) The new geography of jobs.

How:

In collaboration with industry, business and relevant organisations that support this sector, this Plan looks to encourage:

- access to high speed broadband infrastructure
- use of technology in business
- education and training opportunities
- employment and career paths
- collaboration and clustering.

COMMUNITY SENTIMENT

Noosa has many innovative businesses and entrepreneurs





Rural Enterprise

Who:

Rural enterprises are captured in a number of Australia and New Zealand Standard Industry Classifications such as agriculture and manufacturing.

Locally, businesses that make a significant contribution to the region's rural economy include a variety of primary producers and growers across livestock, horticulture, value-added boutique products, farmers markets and businesses that provide support services to the sector. For the purpose of this Plan, Rural Enterprise consists of businesses involved in production, processing, and distribution of food and beverages, and those that provide support services to those businesses.

What:

This sector has the opportunity to leverage a number of the region's competitive advantages and consumer trends:

- Noosa is well known for food
- Noosa Biosphere® Reserve status supports clean, green & locally produced food and beverages
- there are a growing number of boutique producers
- there is increasing demand for sustainably produced local food and beverages.

Noosa's predominantly peri-urban hinterland has a long agricultural history. In recent years there has been a shift in agribusiness away from traditional industrial farming to smaller lot and lifestyle farms.

These take a more environmentally sustainable and lower-scale approach to farming and food production.

This sector is one that could benefit from leveraging the clean, green credentials of the strong Noosa brand, the emerging Biosphere brand, and the sustainability aspirations of the region. There is also a global trend towards healthy eating, understanding the origins of local food and minimising food miles. Anecdotally, local demand may outstrip local supply thus providing an opportunity for import replacement, the development of local distribution hubs and cooperative business models.

The sector is supported by active networks such as Country Noosa, the Cooroy Chamber of Commerce, Slow Food Noosa and an early-stage informal agribusiness network facilitated by Council.

How:

In collaboration with business, industry and agencies that support the sector, this Plan looks to:

- support increased collaboration and connections
- develop efficient local supply chains
- identify and communicate critical information about the sector
- establish a premier food and beverage brand
- increase employment and training opportunities.



Environmental Industries

Who:

Environmental industries are captured in a number of Australia and New Zealand Standard Industry Classifications such as professional, scientific and technical services, manufacturing, electricity, gas, water and wastewater services.

For the purpose of this Plan, environmental industries include environmental services, energy, water and waste services, building materials, engineering and scientific services that support businesses in the sector.

What:

Environmental Industries:

- strongly align with Noosa Biosphere status
- are a high-value, export orientated sector
- are driven by technology and innovation
- provide skilled employment opportunities.

Environmental industries strongly align with Noosa values, sustainability aspirations and demonstrated environmental credentials. Noosa's UNESCO Biosphere Reserve status could be leveraged to attract world class talent and experienced leaders to develop, research and pilot projects that align with the Biosphere status.

This sector combines creativity, inventiveness and advances in technology to develop products that address a global desire to find alternative sources of energy, to reduce waste, and to minimise water and energy use.

Environmental industry businesses are generally high value-adding and export-orientated. They fit well with the community's desire to diversify the structure of our local economy and to include more knowledge-based businesses. Noosa is currently home to a number of well-established businesses in this sector. There are also a number of high achieving Eco-Biz graduates who now enjoy cost savings through implementing programs that reduce waste, and minimise water and energy use.

How:

Activity in this sector looks to support increased:

- collaboration and clustering
- business activity
- employment and career opportunities
- education and training opportunities.

“This sector combines creativity, inventiveness and advances in technology to develop products that address a global desire to find alternative sources of energy, to reduce waste, and to minimise water and energy use.”



Tourism

Who:

Businesses operating in the tourism industry are captured in a number of Australia and New Zealand Standard Industry Classifications such as accommodation and food services, rental, hiring, real estate services, arts and recreation.

What:

- world class tourism destination
- strong brand awareness
- a very proactive industry
- existing successful management and funding structure.

Noosa's highly regarded tourism industry boasts strong brand awareness, provides a substantial contribution to GRP and is a key employing sector. Noosa Shire clearly demonstrates a competitive advantage in tourism.

The Noosa Sustainable Destination Plan 2013-2016 guides strategies and actions within this sector and is delivered by the highly-regarded Tourism Noosa Ltd on behalf of Council and local businesses. To enable this, Council collects a Tourism Levy from business and commercial property owners across the Noosa Shire. This levy helps fund Tourism Noosa's operations.

This Plan recognises the far-reaching and positive outcomes of tourism across many industry sectors in the Noosa economy. These include retail, local food and beverage producers, restaurants, events and the many other businesses that support tourism related activities.

How:

Activity in this sector looks to support:

- increased visitor yield/spend
- wider visitor dispersal
- increased visitor satisfaction

Creative Industries

Who:

Creative industries businesses are captured in a number of Australia and New Zealand Standard Industry Classifications such as information, media and telecommunication, arts and recreation services and professional, scientific and technical services.

This Plan adopts the generally accepted definition that includes:

- music composition and production
- film and television production
- entertainment software (including animation and computer games)
- performing arts
- writing, publishing and print media
- advertising, graphic design and marketing
- architecture, visual arts and design.

What:

Creative industries:

- are high users of technology
- trade on knowledge and intellectual property for production
- embrace creativity which drives innovation
- significantly contribute to the Noosa lifestyle
- generally export services outside of the Shire
- underpin a number of Noosa's high profile events.

Creative industries are those industries that require originality of thought, expression and imagination as predominant inputs in the production process. Creative industries have a potential for wealth and job creation through the generation and exploitation of intellectual property. NESTA defined Creative Industries in its 2013 Manifesto as “those economic activities which involve the use of creative talent or commercial purposes”.

Creative industries businesses are creators of and early adopters of technology. They are innovators that continually develop new ways to connect. Cultural industries are a significant sector of the Australian economy. According to a 2015 Australia Council report, in 2008-9 Australian cultural industries generated more than \$50 billion in economic activity, or \$35 billion in Gross Value Added (GVA). This was higher than the GVA for agriculture, forestry and fishing (\$29 billion); electricity, gas, water and waste services (\$27 billion); and accommodation and food services (\$28 billion).

Creative industries are a significant aspect of Noosa's culture and lifestyle, adding considerable wellbeing benefits for residents and visitors alike.

How:

Activity in this sector looks to support increased:

- collaboration and clustering
- business activity
- employment and career opportunities
- education and training opportunities.



BUTTER FACTORY
ARTS CENTRE

Professional Services

Who:

According to the Australia and New Zealand Standard Industry Classifications, professional, scientific and technical services include businesses that specialise and sell their expertise as opposed to selling equipment or materials. This specialisation generally requires a high level of training and formal (usually tertiary level) qualifications. It includes scientific research, architecture, engineering, computer systems design, law, accountancy, advertising, market research, management, and consultancy services, veterinary science and professional photography.

Many businesses traditionally included in Professional Services may be captured in other priority sectors. For example Architects may be captured in Creative Industries. Business will be counted once only and will not be duplicated across multiple sectors.

What:

Professional services are important to the development and growth of the key industries. They provide support and services that help their clients to manage and improve their business, and they play a key role in the commercialisation of new products and services.

Professional services are a key component of industry supply chains and they tend to cluster in response to areas of specialisation. They are therefore important to the growth and development of the priority sectors identified in this Plan.

The professional services sector is strongly represented in the Noosa Shire according to the 2011 Census data, thus:

- professionals account for approximately 18% of employment
- managers account for approximately 14.4% of employment
- sales workers account for approximately 14% of employment.

How:

Activity in this sector looks to support increased:

- connection, collaboration and clustering
- business activity
- employment and career opportunities.





7

Effective Land Use Planning

Objective: Provide business certainty, a level of flexibility and reduce red tape.

Who:

There is an opportunity for the business community to work with Council to consider potential opportunities that may shape the next planning scheme. Definitions and zonings in the new scheme may require scrutiny to better accommodate changing business, industry and workplace practices and needs.

What:

One of Council's key tools to influence the local economy is the Integrated Land Use Planning Scheme. The planning scheme identifies the type of development the community would like to see in specific locations as well as the "look and feel" of those areas. It also establishes the criteria by which development will be assessed. It is the instrument used to balance and maintain amenity, protect our competitive advantages, identify and shape our precincts and centres, and thus cater for the future needs of business and industry.

How:

Effective land use planning will be achieved through consultation and engagement with the community, including business and industry, as Council develops the next planning scheme. It is anticipated that work will begin on the new planning scheme in 2016-17.



8

Enterprise Support

Objective: Support the development of strong businesses and stable employment opportunities with a focus on those that export products and services outside of the Noosa Shire and that operate in priority industry sectors.

Who:

On trend with the rest of the nation, Noosa's business community predominately consists of micro and small businesses that clearly make a substantial contribution to the local economy:

89.6% of businesses in Noosa are classified as micro. This figure is marginally above that of the SEQ Region and the State.

Anecdotally, 40% of small businesses fail in the first four years of operation with a further 15-20% closing by year seven.

Census data suggests that, in 2011, just under 9% of the Noosa workforce worked from home. This indicates the large number of home-based businesses that operate in the Shire.

What:

Projects that support enterprise development will be delivered in partnership with local businesses, business representative groups and organisations, as well as government agencies. These stakeholders will operate in a variety of roles according to their area of interest, their expertise and the available tools.

How:

Actions to achieve the enterprise support objective will:

- encourage the development of strong and capable local businesses
- attract talented entrepreneurs
- increase capacity of local businesses to export products and services beyond the Shire boundaries across priority sectors.

9

Essential Infrastructure

COMMUNITY SENTIMENT

There is a lack of broadband connectivity in Noosa.

Objective: Ensure the provision of infrastructure is appropriate to meet the needs of business and visitors.

Who:

Council, in partnerships with other levels of government, plays a lead role in delivering and maintaining essential community infrastructure. Meanwhile the private sector invests heavily to enable commercial development.

What:

The provision of infrastructure is important to support business growth and development and should take into account the rapid evolution and advances in infrastructure provision. This includes: transport infrastructure that supports efficient delivery of product and services; effective public transport for employees and customers; and business infrastructure such as digital connectivity, centre of excellence, business incubators and accelerators.

In a locale such as Noosa, where lifestyle is a key competitive advantage, high standards of community infrastructure are inevitably prioritised.

How:

Infrastructure needs and priorities will continue to be identified in consultation with the community and via stakeholder partnerships.



10

Skilled and Connected Businesses

COMMUNITY SENTIMENT

Some of the residents of Noosa represent very successful and intelligent business people who have made a lifestyle choice to live in Noosa. These people often have very strong global business networks.

Objective: Establish a connected business community where knowledge is openly shared and a culture of learning and skill development exists.

Who:

There are a number of local business organisations, representative groups and education providers that contribute to developing connections, skill development opportunities and educational programs.

What:

It is widely recognised that education and human capital are key contributors to economic development. Furthermore, skills and knowledge underpin business development in smart industry sectors. There is a recognised relationship between education, interpersonal connectivity and lifelong economic and social outcomes.

The attraction and retention of talented people and the development of alliances with relevant institutions and organisation is important to establishing a network of skilled and connected businesses.

How:

Actions to achieve this objective will support stakeholders to work collaboratively to develop more opportunities to connect and upskill existing and potential businesses.



11

Implementation, Monitoring & Reporting



In adopting the Local Economic Plan on behalf of the community, Council recognises that achieving the desired outcomes will require a commitment of resources and specialist skills from a number of groups and organisations within the community. Therefore, the delivery of this Plan will be the result of collaborative projects undertaken with groups including but not limited to:

- Tourism Noosa Limited
- Sunshine Coast Creative Alliance
- Noosa Biosphere Reserve Foundation
- CleanTech Sunshine Coast
- Chamber of Commerce & Industry Queensland – Noosa
- Regional Food & Agribusiness Network
- Cooroy Chamber of Commerce
- Department of Agriculture & Fisheries
- Department of State Development
- Central Queensland University
- Regional Development Australia
- University of the Sunshine Coast
- Noosa Junction Association
- Innovation Centre Sunshine Coast
- Noosaville Business Association

- Country Noosa
- Digital Sunshine Coast
- various meet-up groups and registered training organisations

Council aims to achieve the desired outcomes of the Local Economic Plan over a five-year implementation period. As part of the annual operational planning and budget process, an implementation plan will be developed, that describes priority initiatives and identifies partners or lead agents where known.

The annual Action Plan will clearly identify:

- prioritised projects and desired outcomes
- what needs to be done
- who is going to do it
- what resources are required
- key performance indicators.

Projects included in the annual action plan will be:

- realistic and achievable
- market driven
- innovative in approach where appropriate
- the best use of available resources.

Council may take on a variety of roles in the implementation of projects that result from this Local Economic Plan. These may include facilitation, information sharing and partnership activities.

Progress on the Local Economic Plan and priority actions will be reviewed and reported to Council and the community annually. The Action Plan will be amended and updated to reflect the outcomes of the annual review process. Implementation plans will then be developed to achieve these actions.

A three tiered measuring process will be used to determine to what extent the desired economic outcomes are being achieved.

1. Projects included in the annual Implementation Plan will be monitored in regard to process and success.
2. Key data will be gathered on an annual basis to track and monitor the state of the local economy and to inform the review of this Plan. This will include but not be limited to the items listed in the table below.

Measures	Target
Growth in gross regional product	Above the Queensland average
Growth in gross regional product compared to population growth	GRP growth exceeds population growth
Growth in gross regional product in each of the defined priority industry sectors	Year-on-year increase
Unemployment rate compared to state average	Lower than state average
Average income growth	Higher than the state average

Change will be measured across the following timeline:

- Statistics reflect movement at year 3
 - Trend is demonstrated at year 5
 - Systemic change achieved at year 7
3. Economic performance will be considered alongside Council’s broader sustainability measures that will be developed to accompany Council’s Sustainability Principles. These measures will be an integral to assessing the success of the Local Economic Plan.



Council’s Economic Tool Box

- Direct links to other levels of governments
- Procurement
- Planning scheme and compliance
- Infrastructure hard and soft
- Economic programs and internal resources

12

Summary Economic Profile - Prepared by the AEC Group

Appendix I

Population

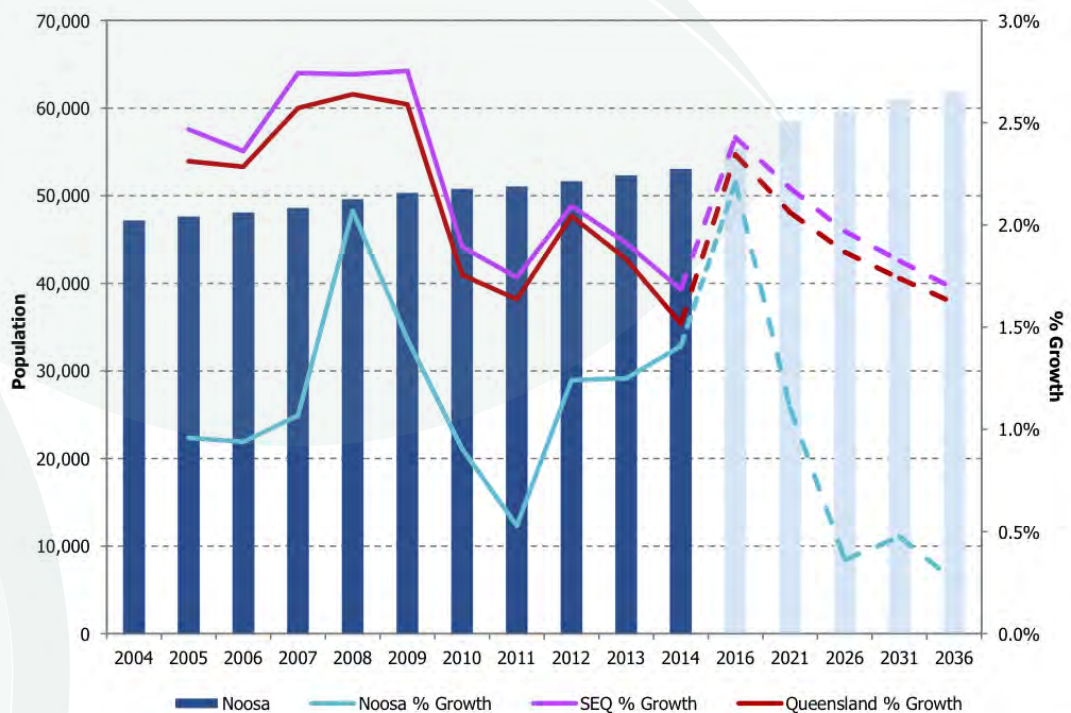
The Noosa economy is not dissimilar to that of other lifestyle destinations in that it has historically been geared towards population driven industry sectors.

The Noosa economy experienced particularly high levels of population growth in the period between 1981 and 1996, ranging between 16.5% and 5.1% on an annual basis. This population growth and Noosa's high tourism profile have, in the past, been key economic drivers.

While population growth began to slow in the early 2000s, Noosa's reputation as a world class tourism destination continued to grow strongly, deepening our economic reliance on tourism, hospitality and retail as key employing industry sectors.

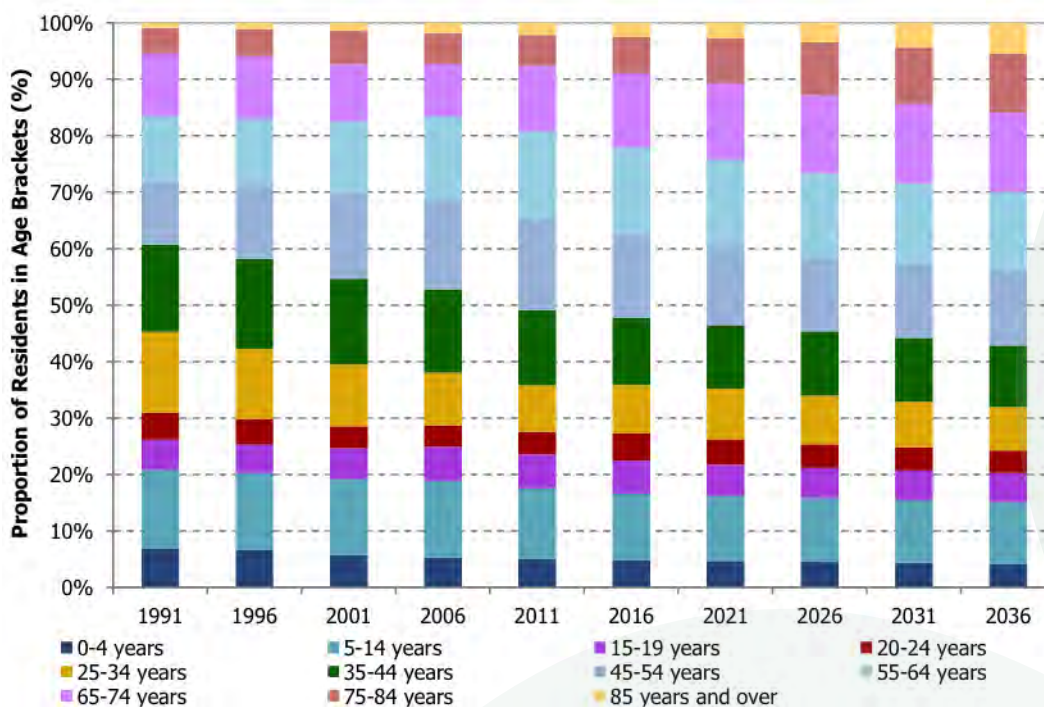
Since 2004 population growth in Noosa Shire averaged 1.2% per annum compared to 2.2% for SEQ region and 2.1% for Queensland, however forecast population growth is expected to average only 0.8% per annum in Noosa Shire reaching a population of approximately 62,000 by 2036. This is consistent with the Noosa Plan which identified the optimum carrying capacity for our community.

Noosa LGA Historical and Projected Population



Noosa's population is ageing, albeit faster than many other regions. In 2011, the median age for the shire was 46 years compared to 38 and 36 years in the SEQ region and Queensland respectively. Residents aged 45 years and over accounted for 39.3% of the population in 1991 and 50.9% at the 2011 census.

While the ageing population implies that a smaller workforce will produce less in economic terms, it also indicates there will be demand for a range of goods and services specific to an older demographic.



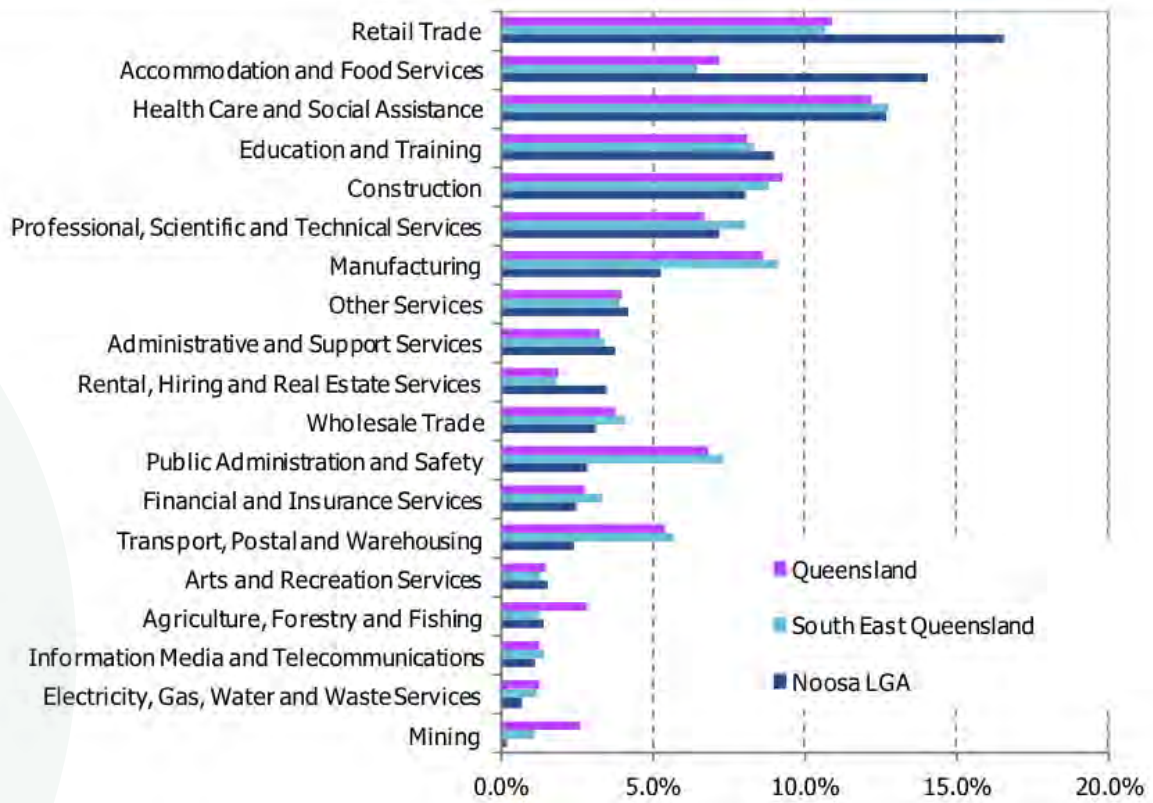
Source: Noosa Shire Council (unpublished)

Employment

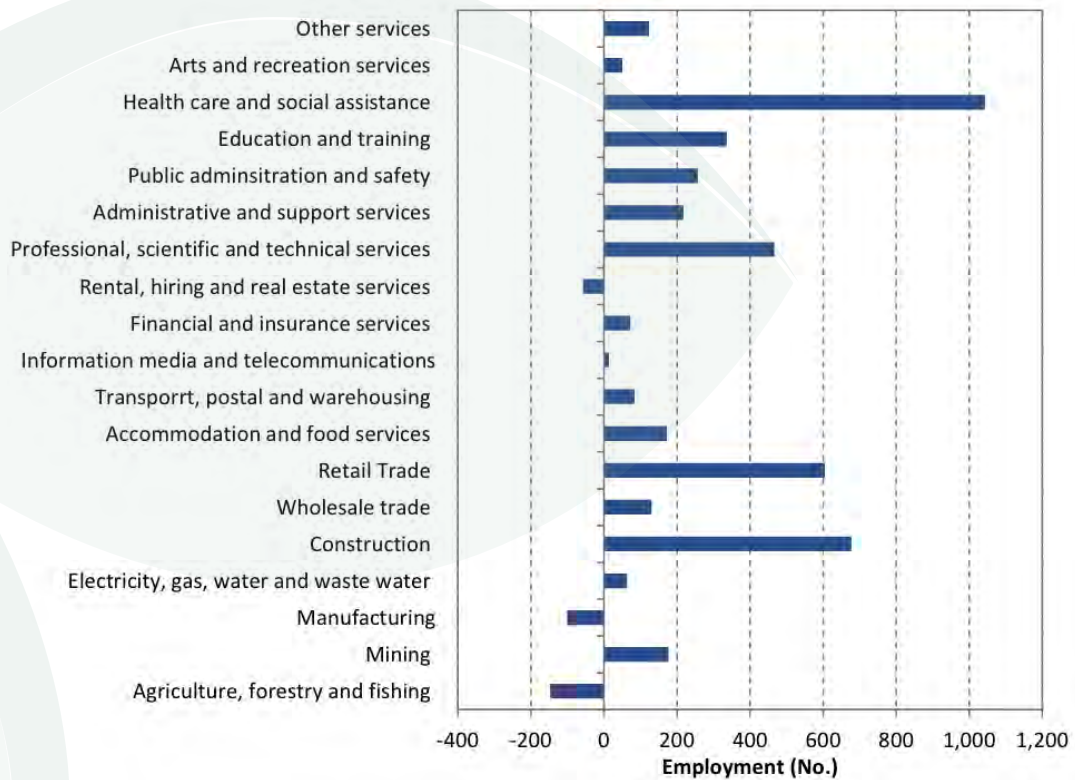
Employment trends in Noosa reflect both our ageing population, national trends in health care, and a strong tourism sector. Increased employment in professional, scientific and technical services signals growth in 'smart'-high value industry sectors. This is a trend that could be exploited.

Three of the top five employment sectors in Noosa are primarily geared towards population and tourism driven industry sectors. These five sectors provide 60% of all local jobs:

- Retail trade employs 16% of the total workforce, which is 50% higher than the Australian average
- Accommodation and foods services employ 14% of the total workforce which is double the Australian average
- Health care and social assistance employs 12% of the total workforce
- Education and training employs 9% of the total workforce, and
- Construction employs 8% of the total workforce.



Change in Employment, Noosa Shire, 2001-11

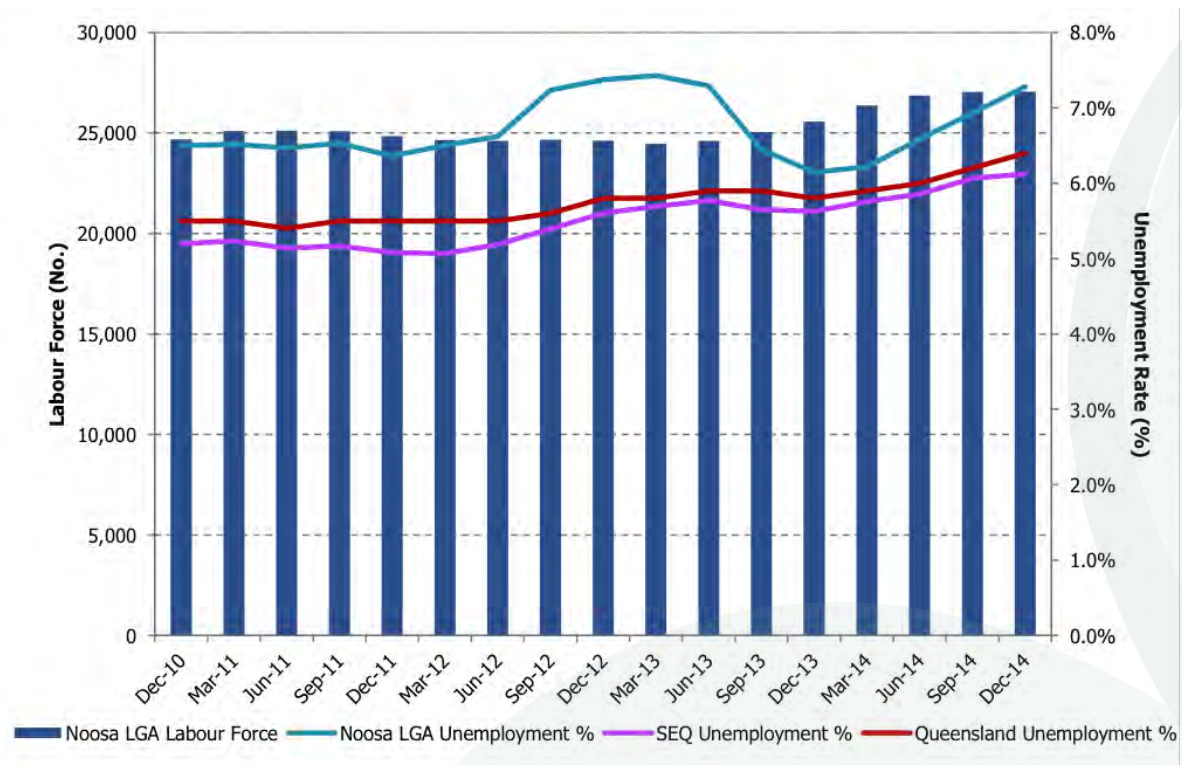


Source: ABS (2001, 2011)

Noosa Shire has a labour force of 27,055 people. 25,085 are currently employed and 1,970 are not, reflecting an unemployment rate of 7.3%. Unemployment in Noosa Shire is generally slightly higher than the SEQ Region and the State.

Across all occupations, professionals are the most prominent accounting for 18.5% of all employed Noosa residents. This was followed by technicians and trades 15.5%, managers 13.7% and sales workers 12.4%.

Noosa LGA Unemployment and Labour Force - Source: QGSO (2015)

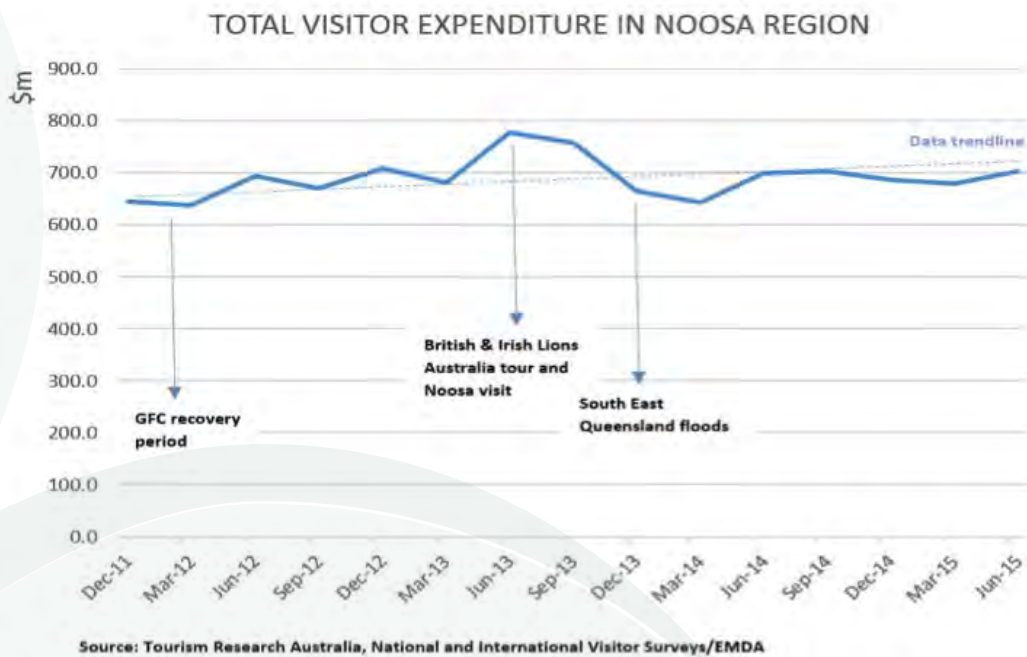


Tourism

Noosa has a world class tourism sector and notable brand awareness. The tourism sector is strong and active and, as a result, experienced good increases in visitation for both domestic and international visitors for the year ending June 2015, up 16% and 19% respectively.

In the year ending June 2015 the sector injected \$700 million into the local economy, with increases in the higher yield international and interstate markets while the lower yielding day trip visitor market saw expenditure drop considerably (-15%).

Source: Tourism Research Australia, National and International Visitor Survey, year ending June 2015/EMDA



COMMUNITY SENTIMENT

Noosa is well known as a tourism destination and tourism is a large part of the local economy that can provide a strong platform of leverage for other parts of the economy. Due to the reliance on tourism, there are large swings in employment and a strong reliance on part-time or casual work.

Gross Regional Product

Noosa Shire produced just under \$2.6 billion in gross regional product (GRP) in 2013-14. This was an increase of 5.6% on the previous year, compared to 1.8% and 2.3% increases for SEQ Region and the State respectively. The Noosa economy experienced stronger growth than the SEQ Region and Queensland as a whole, on average over the last five years. Noosa's GRP averaged 2.5% per annum growth over the last five years compared to 2.2% for SEQ Region and 2.1% for Queensland as a whole.

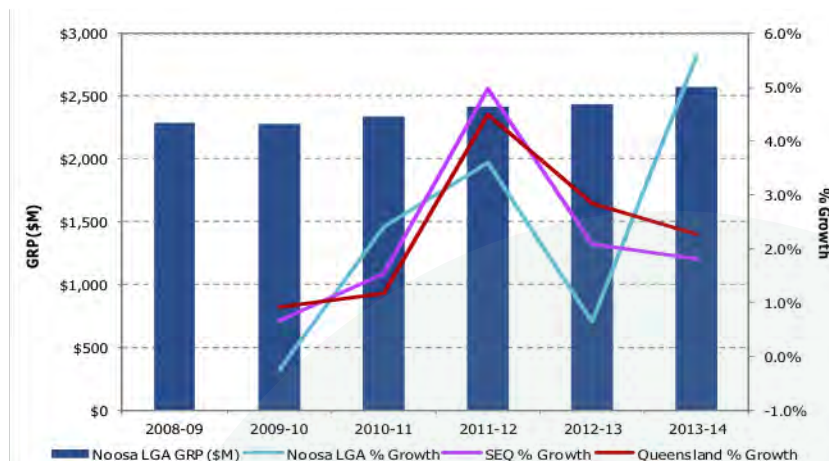
Industry sector contribution to the economy in terms of industry value add to gross regional product, again clearly reflects the structure of the economy with

health care, retail and construction being the fastest growing sectors.

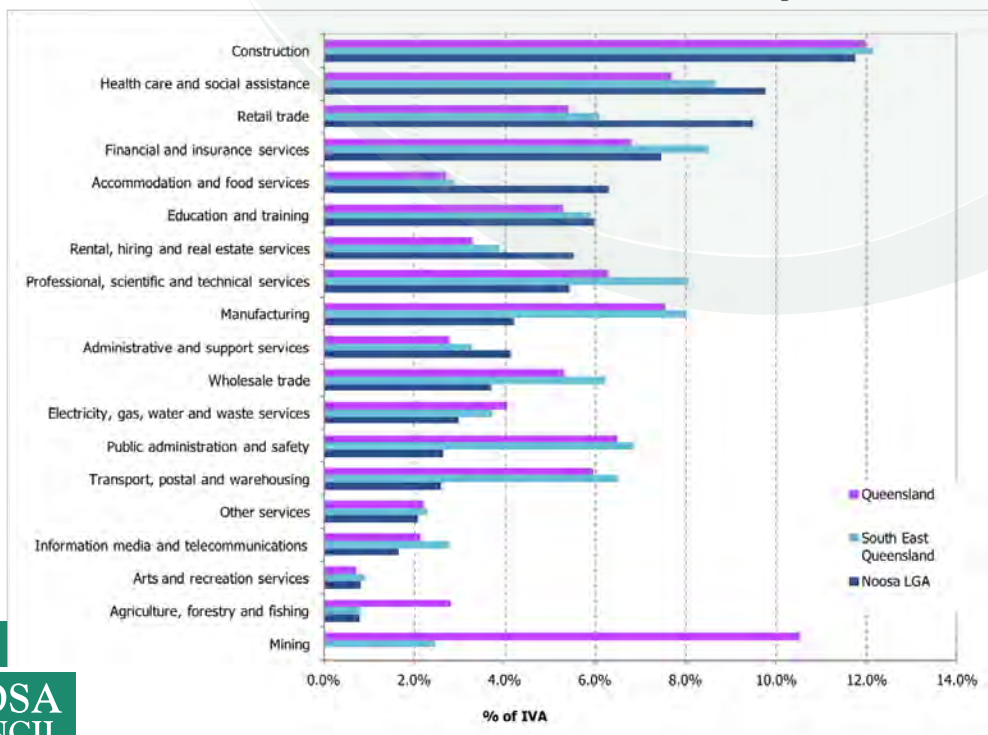
Electricity, gas, water and waste services generated the highest GRP per employee at \$429,461 per employee, followed by financial and insurance services at \$291,199 per employee, and rental, hiring and real estate services (\$151,638 per employee).

Conversely the major Noosa Shire industries of retail trade and accommodation and food services generate lower GRP per employee-\$54,806 and \$42,788 per employee respectively.

Noosa Shire Historical GRP and Growth Rate - Source: AEC (unpublished)



Noosa Shire IVA Breakdown (2013-14) - Source: AEC (unpublished)



Income

Industries most closely associated with the tourism sector such as retail, accommodation and food services, together with transport, postal and warehousing, offered the lowest wages. This included arts and recreation services at \$698.50 per week, accommodation and food services at \$612.7 per week, and retail trade at \$607.2 per week.

Industry	Noosa
Mining	\$1,953.4
Electricity, Gas, Water & Waste Services	\$1,531.8
Financial and Insurance Services	\$1,317.1
Public Administration and Safety	\$1,268.4
Professional, Scientific and Technical Services	\$1,204.1
Construction	\$1,142.5
Education and Training	\$1,135.5
Information Media and Telecommunications	\$1,085.8
Transport, Postal and Warehousing	\$1,068.7
Health Care and Social Assistance	\$1,058.6
Wholesale Trade	\$1,045.8
Rental, Hiring and Real Estate Services	\$1,032.6
Manufacturing	\$1,015.8
Administrative and Support Services	\$854.3
Agriculture, Forestry and Fishing	\$841.9
Arts and Recreation Services	\$782.9
Other Services	\$767.8
Accommodation and Food Services	\$686.7
Retail Trade	\$680.5

Noosa Shire reported a median household income almost \$200 below the SEQ Region average and almost \$300 below the State average in 2011 (\$953.50, \$1,150.70 and \$1,235 per week respectively).

This may reflect the attraction of a lifestyle region where people choose to work less/part time; and could be partly attributed to the high proportion of part-time work in the region. Part-time work accounts for around 35%-40% of total employment within the broader Sunshine Coast Statistical Area Level 4 (SA4), compared to around 25%-30% in other benchmark regions.

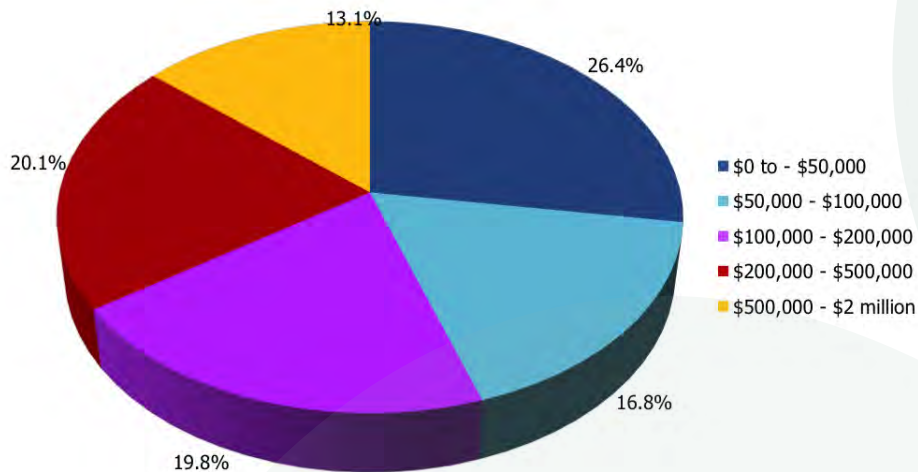
Income

Noosa Shire is home to some 7,400 businesses. 62.1% of those are non-employing micro businesses and 27.5% employ 1-4 people. At the other end of the scale 0.01% employ 200 or more people. By turnover, 26.4% of businesses have a turnover between \$0 and \$50,000 with 13.1% turning over between \$500,000 and \$2 million annually.

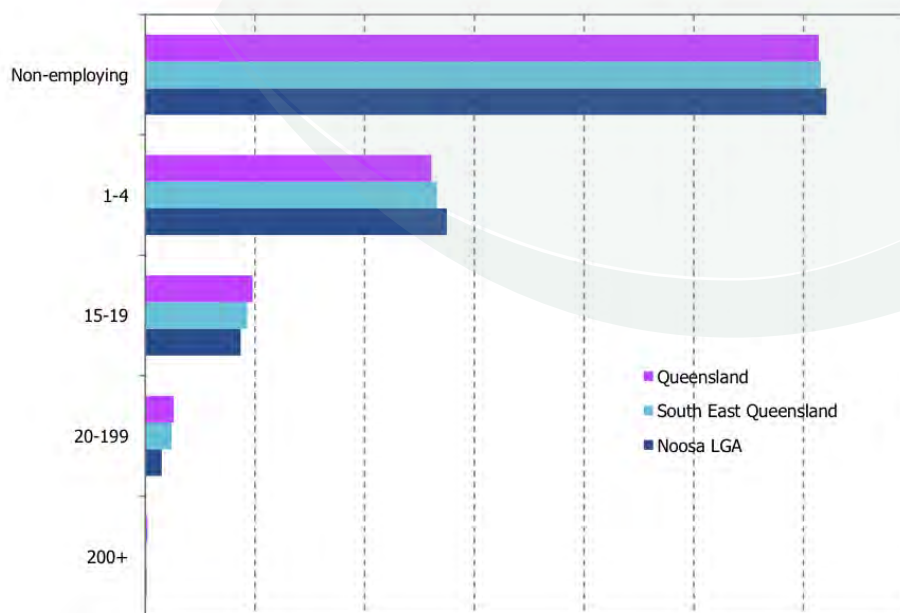
Noosa is also home to a range of very successful entrepreneurs and business people with expertise across multiple industry sectors.

Many of these same people are active within the community and business organisations such as Tourism Noosa, Noosa Biosphere Reserve Foundation, Noosa Community Biosphere Association Inc. The Chamber of Commerce and Industry Queensland, Noosa Business Mentors and the Project Focus Group established to contribute the development of this Plan.

Noosa LGA Business Counts by Turnover Range - Source: ABS (2015d)



Business Counts by Employment Size - Source: ABS (2015d)



Cluster mapping highlights where Noosa has an existing competitive advantage against a national industry backdrop using Location Quotients – In this instance it relates to the concentration of industries by employment, over time. By doing this, growth opportunities in specific industry sectors can be identified and considered.

Industry clusters located above the “1” on the vertical axis indicate an existing industry concentration and a competitive advantage within the region. Forecast national industry employment growth (2014-2019) is plotted along the horizontal axis, with zero per cent growth over the five years creating a midline. The further to the right of this central horizontal axis, the faster the industry is forecast to expand. Similarly, the further to the left, the faster it is forecast to contract. The size of the cluster (bubble) within the map represents the size of the local workforce in the industry sector.

The cluster maps identify the national industry sectors where the Noosa Shire has a relative competitive advantage (upper section). These are natural targets for economic and industrial development. The map also shows industry employment sectors that are

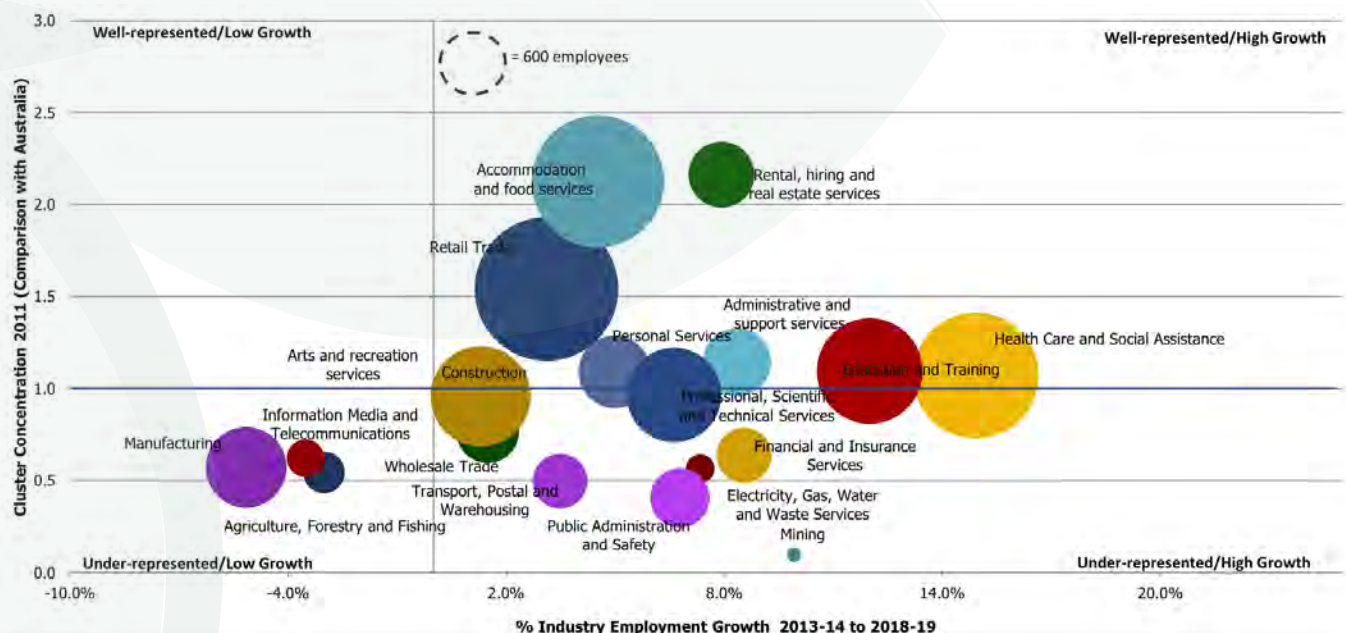
growing at the national level but not currently strongly represented in the region (lower right quadrant). It further shows employment sectors that are forecast to contract nation-wide, identifying those sectors likely to be shedding jobs across Australia (left side of the graph).

Well represented, high growth industry sectors for Noosa Shire include:

- Rental, hiring and real estate services (LQ 2.2)
- Accommodation and food services (LQ 2.1)
- Retail trade (LQ 1.5).

Future high growth sectors relevant to Noosa Shire are:

- Professional, scientific and technical services (LQ 1.0)
- Financial and insurance services (LQ 0.6)
- Healthcare and social assistance (LQ 1.1)
- Education & training (LQ 1.1).
- Cluster map (ANZSIC 1 Digit)



13



Definitions

Economic Structure - Economic structure is a term that describes the changing balance of output, trade, incomes and employment drawn from different economic sectors – ranging from primary (farming, fishing, mining etc) to secondary (manufacturing and construction industries) to tertiary and quaternary sectors (tourism, banking, software industries).

Brand - Is the combination of design and words employed in creating an image that identifies a product and differentiates it from its competitors. Over time, this image becomes associated with a level of credibility, quality, and satisfaction in the consumer's mind. The Noosa Brand is built around the natural beauty of our region, which is conducive to relaxation and revitalisation, and reflects a level of style.

Business Incubator - The definition of a business incubator can be described as a set of programs set up by a government, business alliance or academic group through a variety of services/training. The intent is to help small companies in the incubator have a better chance of survival through the start-up phase. Services may include but not be limited to:

- office space, usually at a reduced rate
- office services: receptionists, conference rooms, computers, office equipment etc
- entrepreneurial advice and mentoring. Entrepreneur advisor services can range from establishing a web presence to identifying IP licensing opportunities to raising capital
- business planning and market adjustment consulting. Business plans are dynamic and constantly need to be adjusted to fit the market
- contacts and Networking: The biggest advantage of a business incubator is its access to experienced entrepreneurs, innovators and professionals who can answer questions and provide guidance and resources.

Business Accelerator - A business accelerator is very similar to an incubator but differs in that they usually have a greater focus on companies entering or growing in a national or global market. Business accelerators are more likely to be financed by venture capitalists looking for an opportunity to finance growth potential through defined action plans.

Business accelerators will generally offer all of the services offered by a business incubator. The key difference is the level of hands-on involvement by accelerator management which should increase the chances of success.

Gross Regional Product (GRP) - is one of several measures of the size of its economy. Similar to GDP, GRP is defined as the market value of all final goods and services produced within an area in a given period of time.

Australian Bureau of Statistics (ABS) - Australia's national statistical office. The mission statement of the ABS is to assist and facilitate informed decision making, research, and discussion within governments and the community by providing a high quality and objective national statistical service.

Australian and New Zealand Standard Industry Classification (ANZSIC) - is a hierarchical classification with four levels, namely divisions (the broadest level), subdivisions, groups and classes (the finest level). At the divisional level, the main purpose is to provide a limited number of categories which will provide a broad overall picture of the economy.

Peri-urban - can be described as the landscape interface between town and country, the rural - urban transition zone where urban and rural uses mix. It is the area immediately adjoining an urban area, between the suburbs and the countryside.

Smart Economy - This Plan refers to a smart economy as one that recognises four forms of capital: human; built; environmental and social; and combines the successful elements of the enterprise economy and the innovation and ideas economy, while at the same time sustaining a high quality natural environment, and a cohesive and connected community.

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Front Cover:

High speed broadband-enabled business and study hub
Floating Land Biennial Creative Industries Event
CQU

Page

7. Aerial image, Noosa National Park, Noosa suburbs and hinterland
8. Locally grown produce available for sale in Pomona
11. 2014 Sunshine Coast Business Awards Sponsored by Noosa Council
12. Antiques retailing, Noosa Hinterland
15. Frontline Care Solutions, production of doctor-led training
16. Noosa Leisure Centre Noosaville
17. Noosa Triathlon
19. Threads Project / J2 Co-working
20. Rural Enterprise, Kin Kin
21. Waste initiative, Peregian Beach
22. Tourism promotion Melbourne 2015 courtesy of Tourism Noosa
23. Butter Factory Arts Centre, Cooroy
24. Customer service
25. Noosa Junction business centre
26. Noosa Boardroom shared working space
27. The J performance venue, university campus, conference centre and community space
28. Centre Queensland University (CQU) campus, Noosaville
29. Long Lunch, Hasting Street, Noosa Heads, catered by local restaurants
30. Noosa Junction, emerging dining precinct



