

Sustainable Economic Development in Northern Australia – challenges, opportunities and the role of leadership.

Prof R. L Miles

Executive Director, Institute for Sustainable Regional Development.

Abstract

Regional Australia is undergoing considerable change, much of which is driven by global market forces. Some of the key drivers of change include the emergence of Free Trade Agreements (FTA) phyto-sanctions, demands for quality assurance and improved environmental management, demographic changes and lifestyle factors. These changes have embedded regions in a highly competitive global economy. Now regions as opposed to States are regarded as the economic drivers of the nation's economy. The global connectivity and competitiveness of the region is paramount to their long term economic sustainability (Blakely 2004).

The capacity of regions, their communities and enterprises to survive and thrive in today's competitive global environment was initially thought to be totally dependent on their social, economic and environmental capital. Today, however it is recognized that there are many elements that lead to sustainable regional development. Some of the more salient elements include leadership, innovation, creativity, connectivity and business acumen and sound regional governance. These are emerging as the key ingredients for success and sustainability.

This paper explores the issues that will influence the competitive status of Northern Australia and examines the role that leadership can play in ensuring the ongoing competitiveness in a rapidly changing global environment. The paper also explores possible pathways forward in achieving regional development in Northern Australia.

Introduction

For many regions throughout the globe their future is seen as extremely challenging and is often quoted as being “just one damn thing after another” or as our Prime Minister Kevin Rudd recently stated “these are tough times” as our global financial institutions falter and Australia's economy reels in response. These changes are reflected in the picture for much of regional Australia as our regions grapple with the changes brought about by the globalisation of the economy and world trade. This complexity is compounded by technology and the need for innovation, macro and micro-economic reform, changing demographic patterns, labour market reform, government regulation and deregulation, and the real time environmental challenges (Ruthven 2005). The list goes on.

To further complicate matters regions are grappling with, market protection such as phyto-sanctions as well as quality assurance (QA), global oil prices and climate change. In addition we see the emergence of virtual corporate structures of regionally located but global managed businesses. These changes and community affluence are also influencing the way in which people value *work and play*. The changes in the community beliefs and values as well as social reforms are stimulating sea change and tree changes. All of which are driven in part by changes in lifestyle, the use of technology and the effects of an aging

population. These issues interact and are interdependent. Accordingly, it is not difficult to appreciate the complexity of the issue or the potential extent to which these changes are impacting on the regions of Northern Australia. These changes present real challenges but bring with them significant opportunities. The success or otherwise that the regions of Northern Australia will have in accommodating and capitalising on the changes seems to be intimately linked to the capacity and capability of the regions, the social capital, leadership and the maturity of the regional governance.

Social capital is different from the other forms of capital such as financial, human, physical, and environmental (Cavaye 1997). Social capital as defined by Coleman (1988) is “the structure (and effectiveness) of the relationships between actors and among actors”. While there are many other definitions of social capital the central idea of the effectiveness of networks, trust and norms or values remains common to all. This social or community capital, when operating well, increases the efficiency of the other forms of capital. High levels of social capital can empower citizens, increase the decision making capacity of communities and improve cooperation (Cavaye 1997).

While social capital is a key dimension, to proactively meet the business needs of regional Australia in the twenty first century there are a range of complex interdependent issues that must also be considered and reflected in the way communities develop. These include the role of government, how government policy is formulated and how government delivers support, services and partners with regional Australia. This paper explores some of these issues and presents a position that leadership development and the development of social capital underpinned by sound business acumen and governance, linked with innovation and creativity can play a pivotal role in securing the future prosperity and vitality of Northern Australia’s regions, their community health and wellbeing.

Regional growth and development

There was a useful study undertaken over a decade ago that formed a benchmark for building the competitive base of Australia’s region. The study is commonly referred to as the McKinsey Report (McKinsey & Company 1994) and was titled *Lead Local Compete Global*. This seminal work explored the private investment and growth potential of Australia’s regions. The report was well researched and is now regarded as a benchmark of Australia’s regions capacity and capability. The report along, with many other more recent studies, found that the key to successful regional growth lies in strong industry, civic and government leadership and concluded by saying that it is critically important to create a learning environment to improve leadership. Government just throwing dollars at regional problems was not seen as an effective solution to the problems confronting regions today. The solution was deemed to be in developing leadership and engaging in a partnership with Government. The report also recognised that the role of government was important but has changed and had shifted from that of doer to stimulator and facilitator of change and development.

While providing a significant start and a useful benchmark the McKinsey (1994) report is now over 10 years old and much has changed. At a national level Australia has experienced a decade of sound economic management which has resulted in a period of sustained growth with low interest rates, reduced national debt, and a dramatic fall in unemployment. This is now under threat with the real challenge of an unsettled global economy struggling to reestablish its financial markets and consumer confidence. Similarly after many years of growth many regions are struggling and trying to reinvent

themselves in the new global market place. Skills shortages, the attraction and retention of professionals and skilled workers and an aging demographic are challenging many regions. While opportunities abound in some regions – such as those with mineral resources (eg North Western Australia and Central Queensland), in others new economic and new social challenges have occurred (eg Southern and North Gulf). In short, the regions have changed and new challenges are emerging.

To some extent these challenges were explored by Keniry in 2003 and much can be learned from reflecting on this work. Keniry (2003) investigated and made recommendations on the options for encouraging growth and investment and included considered debate on the impediments to business growth, the effectiveness of current government assistance programs in regional Australia and international best practice. The recommendations made by Keniry (2003) focused on business development, government, people and infrastructure. Of particular interest in this study is the identified need to deal with the attraction of skilled people to regional Australia, increasing the commitment of skilled and unskilled people to regions and in the fostering of regional leadership.

As part of the Keniry (2003) investigations SGS Economics (2002) identified three areas of regional business development literature. These were the (a) seminal literature, (b) international best practice and (c) recent literature in regional business development.

The seminal literature included the contributions made by Jacobs (1984), Romer (1986), Porter (1990 and subsequently Saxenian (1994), McKinsey & Company (1994) and Florida (2003). These authors however based their research on regions in the USA and Europe where there is a large population base and a ready local market. This differs somewhat from Australia in that many of our regions, such as those in Northern Australia, have sparse populations. In many instances business growth in these areas relies more on industry's ability to export goods and attract foreign investment than to supply local markets. Despite these differences the work by Kenyon (2005), Kenyon and Black (2001a, 2001b) in particular, strongly supported a community driven social capital approach regardless of population size or local market.

Jacobs (1994) identified and argued for the need for regions to grow through import replacement and for regions as a whole to become more economically versatile and focus on the relationships and connectedness with feeder regions/cities nationally and globally. Jacobs (1994) concluded that only regions that can grow import-replacing activities will be prosperous in the long term. Regional economic expansion according to Jacobs (1994) stems from the ability of a region to provide goods and services for the region. Once a region can do this, it can use the lessons it learns from the process to build a more sophisticated business base. This is supported in many ways by the work of Romer (1986) who suggests that regional growth is largely determined by the use of innovative and novel applications of communication and information technology to encourage the growth of non place dependent global businesses.

Porter (1990) argues that the competitiveness of a region is determined by a number of interdependent variables which differ between industries and even industry segments within a region. This is supported by Keniry's (2003) work and later by

Miles (2008) with the added focus on the need for well placed underpinning infrastructure (soft and hard). In other work Porter (1996a, 1998) took this further and explored the development and need for clusters of firms in the same region to create synergies in production and economies of size and scale to generate enhanced competitiveness in a global economy. This model is supported in some Australian regions where a cluster of related industries exist – for example around mining and primary industries.

Porter (1996) also proposes that business must choose a positioning strategy in the market place to compete effectively. The business must deliver goods that offer consumer value, are globally competitive on price or quality (differentiation) or a unique combination of the two. This is needed in order for the business to have a sustainable competitive advantage in the market place. This will usually only accrue to businesses that have a consistent development strategy and through ones which reinforce this through their value adding activities.

Liveability and regional development

An additional and very important perspective to regional development is illustrated by Florida (2003). Florida identified the importance of liveability and cultural tolerance and other social attributes. This was defined in the context of an important feature which provides for openness and variety of the region to act as a talent magnet in the presence of available technology. In this instance it is about the importance of soft infrastructure that supports liveability, community connectedness and lifestyle and social wellbeing (Keniry 2003). Infrastructure provision, both hard and soft, is critical to the development of an attractive environment for business to establish and grow in a region (Hugonnier, 1999).

Florida (2000) describes an economic development model as one of lifestyle and professional development benefits derived with companies that lead to attractive jobs. Florida's position is supported by Miles *et al* (2004) in identifying the needs for professional development in regional Queensland and Lee *et al* (2000) in asserting a need for a high quality of life. The balance between work and leisure and the liveability of a region are now critical determinates of where people will live and work (Miles *et al* 2004).

A common theme in much of the regional development literature is that of the role of technology, particularly ITC. Porter (1998) uses ITC and other high tech examples to demonstrate a point that, "*Today there is no such thing as a low-tech industry. There are only low-tech companies*". In Porter's words, "*any company in any industry can be more productive and more competitive by using technology well*". This is clearly demonstrated in Australia's agricultural sector where technology has played a major role in reducing the gap between the value of the commodity and the production per unit input (Barr *et al* 2005). Another good example of the use of technology in regional development is demonstrated in the mining industry. Australia's mining industry has actively used leading edge technology to remain globally competitive with minimal tariff support (*cf* the European community).

Regional connectivity and leadership

Globalisation has a major influence in regional economic development (AHURI 1998). As mentioned earlier this is one of the key drivers of change and a very

difficult one for regions to effectively deal with in isolation. One approach that has been adopted is for regions do things smarter by collaboration, using a strategic approach to alliances and partnerships and the sharing of resources to gain a market edge or operational efficiency. The value of this strategic approach is recognised and shared by many authors including Stilwell (2000), Nijkamp van Oirschot and Oosterman (1994) Miles et al (2004) Blakely (2004) and Miles (2008) and is also included in the collaboration model espoused by Cohen (2000). Some examples of this are present in the creation of larger bodies, regions or clusters often with a different name than the individual entity or businesses (AHURI 1998; Boody 2000; Enright and Roberts 2001). An example of this in Northern Australia could be demonstrated in the need to connect to feeder cities/regions such as Mt Isa's connection with Townsville or the Southern Gulf with Cairns for the supply of tourists (Miles *et al* 2004). This model also applies to environmental issues. A complex example of this is given in the creation of the Murray–Darling Basin Commission – where a range of organisations across state boundaries have a shared or common interest.

A further response to the pressure of change on regions created by globalisation has been to focus on the development of trade. According to McGovern (2004), trade may or may not benefit a region but it is evident that much of Australia's regional trade development is from agriculture which is one of the economic anchors of Regions (Cavaye 1997). While attracting large new businesses is legitimate and an important part of diversifying regional economies, of equal importance is the ability to sustain and foster the investment that already exists in regions and for many regions in Northern Australia this is agriculture (McRuvie 2004; Miles *et al* 2004).

Mouritz (2001) demonstrates the power of harnessing local cooperative investment to generate business development (and subsequently economic growth) within a region. In his work he suggests that to stimulate local business development, regions need to identify and capitalise on the opportunities that are presented in the region. This includes the need to organise people with vision, confidence, good marketing and communication skills while working together to share and foster ideas. These are similar to the ideas of Business LINC (1998) and Ferguson (2001) who promoted leadership, team building, profit development and material support during start-up periods for small businesses.

Another dimension to consider is that the current view for regional development to be sustainable and effective is that while governments must be interventionist (O'Connor *et al* 2001) they also need to be active partners in regional governance through a partnership and community and industry driven approach (National Economics 2000; Miles 2008). This partnership between the Government, and the region has to be a lot more than the provision of money (McKinsey 1994; Roberts *et al* 1996; Lennon 2001).

In this context regional economic restructuring since the 1970s has created a new economic geography in Australia and there are identifiable causes as to the relative success and growth of some regions compared to the decline in others. These causes of the growth or decline has included the location patterns of firms motivated by low cost alternatives to traditional locations and the changes in production towards a national and international export focus. A number of regions have proactively

promoted low establishment costs and low cost infrastructure and services to new industry. This has had the effect of attracting many new export oriented industries to regional centres and are now seen by many as the prerequisite conditions for the growth of regions (Beer *et al* 1994). However, this is also colloquially known as smoke stack steeling and is sometimes regarded as short term. Successful development also requires regions to actively market themselves and their competitive advantage (Beer 1997).

Creativity, innovation and technology

Malecki (1997) provides a comprehensive investigation into the relationship between technology, innovation and strategy as key drivers of economic development in regions. Malecki argues that technology is the essential ingredient in economic development and that it is behind the proliferation of all new products and services. Some of the arguments that Malecki (1997) proposes are that:

- ✓ Technology is an essential ingredient in regional economic development.
- ✓ Technology diffusion stimulates business investment and employment in a region.
- ✓ Strong inter-firm relationships are vitally important to stimulating investment and development in regions.
- ✓ Entrepreneurship and innovation drive regional development.
- ✓ Good governance is critical to the effective management of economic development in regions.
- ✓ Government policy should focus on means of increasing skills and education and training, embracing technological change and the development of critical infrastructure (soft and hard) that is needed to support faster and flexible development in regions.

While these are clearly important elements there are also other elements that need to be considered. Pages *et al* (2001) summarised the findings of an inquiry into “*what policies are needed to help create more entrepreneurs and what will ensure that more entrepreneurs succeed*” as: A talented entrepreneur can succeed anywhere but they are likely to be more successful in areas that have diversity in sources of capital, and an enabling culture, strong local networks, supportive infrastructure and entrepreneur-friendly local government. Feedback from the private sector suggests that local governments should be more business-minded, by acting faster, and with transparency and flexibility. Further, an ‘amenities based economic development strategy’ should be pursued to encourage skilled knowledge workers to locate in regions that have lifestyle appeal which is also supported by Florida *et al* (2000).

Pages *et al* (2001) further argue the need for policy makers to ensure that there is a sound infrastructure and quality human services in regional areas. Local Government now have a key role to play. Local Government must now facilitate and support private networks and create a regional commitment to leadership and entrepreneurial growth. Local Governments must also send out a clear message that they encourage and support entrepreneurship. Of note is that □□educational institutions (Universities) also have a key role to play in regional development. Governments at all levels need to facilitate communication between businesses, entrepreneurs and education institutions and to enhance the education sector’s role in training,

recruiting, and retaining quality students and workers in their region as well as meeting their community service obligations to assist in regional development.

The importance of leadership

The Department of Transport and Regional Services (2000) made the point that one of the major obstacles to regional business development was a lack of adequate access to education and training. This is expressed as a major issue for regions and has resulted in the decline in the regional labour market which is reflected in the availability of a suitably skilled labour force and the attraction and retention of young and emerging professionals. While a major issue is the attraction and retention professionals and skilled labour it is of note that most of the debate has targeted at skill development and very little has focused on the development of business acumen, leadership skills or continued professional development.

There are many investigations that have examined the issue of skilling of the work force such as, Skilling Australia (Department of Science Education and Training 2005), Inquiry into Rural Skills Training and Research (House of Representatives Agriculture, Fisheries and Forestry Committee 2005) and Skilling a Season Workforce (Kilpatrick and Bound 2005). However, in these reports there is no mention of leadership development without which regional Australia will not advance (McKinsey 1994, Keniry 2003).

To reinforce this point from a practical perspective, job advertisements rarely ask solely for a set of skills. Employers want much more than just the technical skill as is pointed out by Richardson (2005). Even an apprentice today is expected to have initiative, presentation, communication and good literacy and numeracy skills. To be a sales manager, the qualifications are a university degree, and the personal qualities are spelt out in a long list which includes lateral thinking, initiative and desire to achieve, leadership and so on.

Professional development is one of the keys to regional development. Today this is about life long learning, linkage and innovation un-learning and re-learning. Lombardo and Eichinger (2002) identified that successful career advancement is strongly connected with continuously learning *to do what you don't yet know how to do*. They argue that continuous learning to do new and different things and variety of experience pose the greatest challenges saying, "Few people have the requisite experiences needed in managing and leading in the world of change, and fewer still have any idea how to learn from them".

The method of delivery of leadership and professional development is also changing and offering new methods of on the job training. Distant or on-line learning are now emerging as new industry standards particularly with the expanded access to internet and broadband services and provide an opportunity for Northern Australia. Wondur Business and Technology Services (2004) in their extensive review of services in rural and regional areas found that the use of broadband for research, education and on line learning is a priority for agriculture and local government users and the development or deployment of new applications in this area creates a significant opportunity for Northern Australia. This point is further explored and supported by the work of Standen and Sinclair-Jones (2004) who found e-work offered new

opportunities for business and professional development throughout regional Australia.

To be a successful knowledge-based region, regions have to have a high concentration of access to e-based systems, leadership, entrepreneurship and access to highly skilled professionals (scientists and engineers) and global knowledge workers. These workers tend to migrate to regions with scale and diversity of social and community infrastructure and cultural and lifestyle choices (State of the Nation Report 2005). This view is supported by Florida (2003) and Miles *et al* (2004).

Media reports frequently talk of the crisis in the bush leaving urban audiences with the perception that it is always one crisis or another. This is not necessarily the true picture. Some regions are doing very well and have a justified interest in challenging overall assessments about regional disadvantage (Birrell *et al* 2000).

Barnwell (2005) points out however that, as a general rule regional business has a reduced access to finance, many have underdeveloped business skills and infrastructure that is in dire need of upgrading. These problems are exacerbated by a general negative perception of regional Australia which is costing regional areas large amounts of skilled capital and compounding the problem of skill shortages, entrepreneurship and leadership capability.

On the other hand Rees and Fischer (2002) and Graham (2005) outline the success stories of people and communities across rural and regional Australia. These are many and varied with published examples of successful individuals such as O'Toole (2001) at the Beechworth Bakery in Victoria and Eady (2005) who provides case studies of successful Queensland women in regional business and Hyde (2000) who profiled 30 Australian champions from rural Australia. Other accounts of successful communities are identified by Cocklin and Alston (2003) and Plowman *et al* (2003) who studied a range of rural towns in Queensland identifying the characteristics of innovative communities. These all link to the ten common themes of passion and persistence; core values, idealism and vision; community connectedness, ownership and involvement; quality customer service; idea obsession, innovation and continuous improvement; leadership and skilled management principles and practices; staff pride, enthusiasm and involvement; product differentiation and quality; collaboration, networking and strategic partnerships; and innovative marketing and associated case studies of successful regional people and their business outlined by Kenyon (2005) and follows from his work on small town renewal Kenyon and Black (2001a, 2001b). In all instances these success stories are underpinned by personal capacity, leadership and innovation.

Discussion

Major impediments to regional business growth and development have continually been reported as inadequate education and training (Department of Transport and Regional Services 2000). This is reflected in the issue confronting rural and remote Australia in the difficulty with the attraction and retention of skilled labour and professionals. Governments at all levels are struggling on how best to address this and how best to establish and maintain a favourable regional investment environment. The ongoing focus on skills development and the attraction and retention of

professionals is also now reflected in the need for strong leadership and the capacity development of regions.

Governments need to continue to assist in the development of regions by supporting them and working in partnership to manage the transition through the significant change induced by the global trends and drivers. The role of Government will need to be one of facilitator and service provider undertaken in a proactive and supportive policy framework. This will need to be done in a partnerships model with industry and members of regional communities (Blueprint for the Bush 2006).

Development funding programs that respond to the particular needs of Australia's rural and remote communities are also needed and will have to be well targeted. The types and level of government assistance must be developed under a partnership approach and be applied and address real time issues. Regional development activities now need to be effectively coordinated between the three tiers of government. Outdated methods of offering business incentives by themselves have been shown not to work alone and these programs need to be reviewed and changed (Blueprint for the Bush 2006) □□ Existing small business should be encouraged and supported as a priority but not in the absence of the need to address the soft and hard infrastructure needs of today's vital communities □□ Efforts to encourage regional business development should engage the local community to ensure engagement and true partnership approach (Blueprint for the Bush 2006).

However, government programs targeted to specific industry sectors need to be flexible, be available to all regional residents and take into account the diversity of circumstances between regions. Government needs to encourage business partnerships such as industry clusters and networks and provide better coordination for business dealing with structural change. Therefore, governments should increase the provision of training, mentoring, skills development and advice on business planning. Government business programs and government provided business and industry assistance packages should be regionally specific and targeted toward improving business acumen and entrepreneurship (Department of Transport and Regional Services 2000).

In the successful regional case studies reviewed (Kenyon 2005; Kenyon and Black 2001a) and highlighted over 10 years ago by McKinsey (1994) it appears that leadership is still a critical element in achieving success.

A great deal of the research cited focuses on successful regional development through the acquisition of the resources and infrastructure, the role of government, good governance and management, and the many other components required for success. Leadership remains the rarely spoken about, but essential ingredient for success. It may well be that often management should be replaced by leadership. In the work of Plowman *et al* (2004), the authors refer to both the quality of management and leadership renewal.

While the Queensland Blueprint for the Bush (2006) plots a pathway forward for rural Queensland it would not have happened without the high level of leadership on the issue provided by AgForce Queensland in bringing all the parties together to examine the issues, determine the needs and develop the plan. National evidence of a need is

confirmed by the recent announcement of the financial and management pressures facing local government both in Australia and overseas (Commonwealth of Australia 2006).

An examination of successful regions in the North Australia Economic Development Forum will in all probability reinforce the findings of this paper and identify the need for leadership, partnerships, networks and alliances driven by creativity and innovation and underpinned by sound business acumen as the key to the development of Northern Australia. The question then is how to identify and stimulate the leadership resources to maximise regional development.

In conclusion what this paper has not addressed is the need for Northern Australia to secure the appropriate underpinning infrastructure to support sustainable development or how to stem the considerable economic leakage that exists in this great region.

References

Australian Bureau of Statistics 2003, *Australian Standard Geographical Classification*, Cat. No. 1216.0 2003 ABS, Canberra.

AHURI 1998, *Best Practice in Regional Economic Development*, Australian Housing Research Institute, Report to SEQEDS, Melbourne.

Barnwell, J 2005, "Business needs drought relief, too", *Queensland Country Life* 2 June p. 14.

Barr, N, Karunaratne, K and Wilkinson, R 2005, *Australia's Farmers past Present and Future*, Land and Water Australia, Canberra.

Beer, A 1997, *Marketing Strategies used by Local Economic Development Across Australia*, Flinders University, South Australia.

Beer, A, Bolam, A and Maude, A 1994, *Beyond the Capitals: Urban Growth in Regional Australia*, Australian Government Publishing Service, Canberra.

Birrell, B, Dibden, J and Wainer, J 2000, *Regional Victoria: Why the Bush is Hurting*, Centre for Population and Urban Research, Monash University, Melbourne.

Business LINC, 1998, *Business-to Business Relationships that Increase the Economic Competitiveness of Firms*, Report to Vice President Al Gore, Presented at the Second White House Business and Entrepreneurial Roundtable: "New Opportunity, A Stronger Economy".

Cavaye, J 1997, *The Role of Public Agencies in Helping Rural Communities Build Social Capital*, Doctor of Philosophy Dissertation University of Wisconsin, Madison, USA.

Cocklin, C. and Alston, M. eds 2003, *Community Sustainability in Rural Australia: A Question of Capital?*, Academy of Social sciences in Australia, Centre for Rural Social research, Charles Sturt University, Wagga Wagga.

Cohen, N 2000, *Business Location Decision-Making and the Cities: Bringing Companies Back*, Working Paper prepared for the Brookings Institution Center on Urban and Metropolitan Policy.

Coleman, JS 1988, "Social Capital in the Creation of Human Capital", *American Journal of Sociology*, vol. 94, pp 95-120.

Commonwealth of Australia 2001, *Stronger Regions, A Stronger Australia*, Commonwealth Department of Transport and Regional Services, Canberra.

Department of Education, Science and Training 2005, *Skilling Australia New Directions for Vocational Education and Training*, DEST, Canberra.

Department of Transport and Regional Services 2006, *Local Government National Report 2004-05*, Department of Transport and Regional Services, Canberra.

- Department of Transport and Regional Services 2000, *Report on Programme and Proceedings, Northern Australia Forum*, 17th – 20th October, Katherine.
- Directorate-General for Regional Policy and Cohesion 1996, *Europe at the Service of Regional Development*, Office for Official Publications of the European Communities, Luxembourg.
- Eady, J 2005, *The Spirit of Business, A Handbook for Queensland Women in Regional Business*, RuralScope, Brisbane.
- Enright, MJ and Roberts, BH 2001, “Regional Clustering in Australia”, *Australian Journal of Management*, vol. 26, pp.65–86.
- Expert Group on the Urban Environment 1998, *Response of the EC Expert Group on the Urban Environment to the Communication ‘Towards an urban agenda in the European Union’*, European Commission — Directorate General XI, Brussels.
- Ferguson, A 2001, *Promoting a Wider Region: Inland Marketing Corporation’s Experience*, paper presented to the ABARE Outlook 2001 Conference “Capturing Growth Opportunities”, February 27 – March 1, Canberra.
- Florida, R 2000, *Competing in the Age of Talent: Quality of Place and the New Economy*, A report prepared for the RK Mellon Foundation, Heinz Endowments and Sustainable Pittsburgh.
- Florida, R 2003, *The Rise of the Creative Class*, Pluto Press Melbourne.
- Graham, V 2005, The \$38b rural lending race, *Queensland Country Life* 16 June p 29
- House of Representatives Agriculture, Fisheries and Forestry Committee 2005 *Inquiry into Rural Skills Training and Research*, Parliament House, Canberra.
- Hugonnier, B, 1999, *Regional Development Tendencies in OECD Countries*, Organisation for Economic Cooperation and Development, France.
- Hyde, KW 2000, *Thirty Australian Champions: Shaping the Future for Rural Australia*, Rural Industries Research and Development Corporation, Canberra.
- Jacobs, J 1984, *Cities and the Wealth of Nations*, Random House, New York.
- Keniry, J, Blums, J, Notter, E, Radford, E. and Thompson, S 2003, *Regional Business a Plan for Action*, Commonwealth Department of Transport and Regional Services, Canberra.
- Kenyon, P 2005, *Good Enough Never Is; lessons from inspirational businesses in rural Australia*, Rural Industries Research and Development Corporation, Canberra.
- Kenyon, P and Black, A 2001a, *Small Town Renewal Volume1, Overview and Case Studies*, Rural Industries Research and Development Corporation, Canberra.
- Kenyon, P and Black, A 2001b, *A Manual for Small Town Renewal Volum2; Change the Future of Your Company Studies*, Rural Industries Research and Development Corporation, Canberra.
- Kerin, P 2005, “Old MacDonald has a scheme”, *Business Review Week* June 9-15 p. 32.

Kilpatrick, S. and Bound, H 2005, *Skilling a Seasonal Workforce, A way forward for rural regions*, National Centre for Vocational Educational Research, Adelaide.

Lee, C, Miller, WF, Hancock, MG & Rowen, H S 2000, *The Silicon Valley Edge*, Stanford University Press, Palo Alto, California.

Lennon, S 2001, *Local Government Business Assistance: Ideas for Action*, paper presented to the ABARE Outlook 2001 Conference “Capturing Growth Opportunities”, February 27 - March 1, Canberra.

Lombardo, MM and Eichinger, RW 2002, *The Leadership Machine*. ????

Malecki, E 1997, *Technology and Economic Development: The Dynamics of Local, Regional and National Competitiveness*, Addison- Wesley, Boston.

Martin, K 1994, Awards for Volunteers, The Courier Mail, 21 March p 14

McGovern, M 2004, “Trade, Development and regions: do you benefit from trade?”, Proceedings SEGRA Conference, 5 to 8 September, Alice Springs .

McRuvie, J 2004, “Primary Industries – Special Women Working in a Global Industry”, Proceedings SEGRA Conference, 5 to 8 September, Alice Springs.

McKinsey & Company 1994, *Lead Local Compete Global, Unlocking the growth potential of Australia's Regions*, Final Report of the study by McKinsey & Company for Office of Regional Development, Department of Housing and Regional Development, Canberra.

Miles, R. 2008 *Clermont Preferred Future*. Clermont Community Development Strategy. Prepared for Belyando Shire Council and Rio Tinto Coal Australia.

Miles, R L. Cavaye, J, Donaghy, P; Rayner, A; Marshall, C. 2004. The post mine economy of the Southern Gulf of Carpentaria – Pub Queensland Department of State Development and Innovation,

Miles, RL, Marshall, C, Rolfe, J and Noonan, S (2004), *The Attraction and Retention of Professionals to Regional Areas*, Queensland department of State Development, Queensland department of Premier and Cabinet, Brisbane.

Mouritz, J 2001, *Opportunity is an Attitude: Hyden – A Rural Community Economic and Social Success Story*, paper presented to the ABARE Outlook 2001 Conference “Capturing Growth Opportunities”, February 27 – March 1 Canberra.

National Economics (2000), *State of the Regions Report 2000*

Nijkamp, P, van Oirschot, G & Oosterman, A 1994, *Knowledge Networks, Science Parks and Regional Development: An International Comparative Analysis of Critical Success Factors*, in: J. Cuadrado-Roura, P. Nijkamp & P. Salva (Eds) “Moving the Frontiers: Economic Restructuring, Regional Development and Emerging Networks”, Avebury, England.

O'Connor, K, Stimson, R and Daly, M 2001, *The Challenges Ahead: Policy and Governance Issues* in “Australia's Changing Economic Geography: A Society Dividing”, Oxford University Press, Melbourne.

O'Toole, T 2001, *Breadwinner, A fresh approach to rising to the top*, Information Australia Group, Melbourne.

- Pages, E, Freedman, Doris and Von Bargen, P 2001, "What Makes a Region Entrepreneurial?", *Economic Development Commentary*, Winter.
- Plowman, I, Ashkanasy, NM, Gardner, J. and Letts, M 2003, *Innovation in rural Queensland: Why some towns prosper while others languish*, Department of Primary Industries, Brisbane.
- Porter, ME 1990, *The Competitive Advantage of Nations*, The Free Press: New York.
- Porter, ME 1996a, "Competitive Advantage, Agglomeration Economies, and Regional Policy", *International Regional Science*, vol.19, no.1 & 2, pp.85-94.
- Porter, M E 1996b, *What is Strategy?*, Harvard Business Review, reprinted in 1998 in *Business Classics: Fifteen Key Concepts for Managerial Success*, Boston, Mass
- Porter, ME 1998, "Clusters and the New Economics of Competition", *Harvard Business Review*, 77-90.
- Porter, ME, 2001, *Clusters of Innovation: Regional Foundations of U.S. Competitiveness*, Council on Competitiveness, Washington, DC.
- Rees, P and Fischer, T 2002, *Tim Fischer's Outback Heroes and Communities that Count*, Allen and Unwin Sydney.
- Richardson, S 2005, *What is a Skill Shortage?* (Draft) This draft paper has been developed by The National Institute of Labour Studies.
- Roberts, BH, Taylor, S and Wadley, D 1996, *Recent Trends in Australian Regionalism* in Herausgegeben von Albrecht Steinecke (Ed) *Stadt und Wirtschaftsraum*, Geographische Studien, Berlin.
- Romer, PM 1986, "Increasing Returns and Long Run Growth", *Journal of Political Economy*, vol. 94, pp. 1002 – 1037.
- Ruthven, P 2005, "The next 10 years", *Business Review Week* 23 June, pp. 40-46.
- Saxenian, A 1994, *Regional Advantage – Culture and Competition in Silicon Valley and Route 128*, Harvard University Press, Cambridge, Mass.
- SGS Economics and Planning (2002) *Regional Business Development Literature Review for the Commonwealth Department of Transport and Regional Services*, Canberra.
- Standen, P and Sinclair-Jones, J 2004, *eWork in Regional Australia*, Rural Industries Research and Development Corporation, Canberra.
- State of The Regions Report 2004-05, Australian Local Government Association, Canberra.
- Stilwell, F 2000, *Changing Track: a new political economic direction for Australia*, Pluto Press, Melbourne.
- The State of Queensland, 2006, *Blueprint for the Bush*, Department of Communities, Brisbane
- Tucker, D 1993, "Airport Fodder to Help Graziers", *The Courier Mail*, 22 July, p. 7.

Wondu Business and Technology Services 2004, *Broadband Adoption by Agriculture and Local Government Councils – Australia and the USA*, Rural Industries Research and Development Corporation, Canberra.